

# **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 3, 2011**



STATE OF TENNESSEE  
DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT

220 French Landing Drive  
Nashville, TN 37243  
(615) 741-6642

**BILL HASLAM**  
GOVERNOR

**KARLA DAVIS**  
COMMISSIONER

October 3, 2011

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

Dear Secretary Solis:

We are pleased to submit the attached State of Tennessee Program Year 2010 Workforce Investment Act Annual Report. This document contains all the initiatives that we have put into practice to encourage the self-sufficiency of our labor force, as well as to further encourage healthier and more effective practices by job seekers and employers.

The challenges of last program year have been many, as high unemployment and the continuation of mass closures continue to burden the workforce and major industries of Tennessee. We have addressed the needs of those most in need, in the high unemployment counties, especially in ways which already are showing sustainable job markets and demand-driven occupations.

As we continue to face the challenges of workforce development in upcoming years after the economic recession, Tennessee remains committed to providing our citizens with a customer-focused, high quality workforce system, as this is an essential key to economic recovery through providing the highest quality of service to our citizens.

Sincerely,

A handwritten signature in blue ink that reads "Karla Davis".

Karla Davis

KD:dh



**Division of Workforce Development  
Tennessee Department of Labor and Workforce Development  
WIA Annual Narrative Report to the Employment and Training Administration  
United States Department of Labor  
Program Year 2010**

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## A. WIA in Tennessee

### 1. Executive Summary

During last program year, Tennessee citizens elected a new Governor, Bill Haslam, and with this exciting development, the Tennessee Department of Labor and Workforce Development welcomed a new Commissioner, Karla Davis. Governor Haslam and Commissioner Davis began work immediately, with focuses on jobs, economic recovery, and efficient state government processes and procedures. All of these initiatives are vital to workforce development in Tennessee.

Governor Haslam's bold vision for economic and workforce development is embodied in the ***Jobs4TN Plan*** which has four (4) key strategies:

- Prioritizing Key Clusters and Existing Businesses
- Establishing Regional "Jobs Base Camps"
- Reducing Business Regulation
- Investing in Innovation

The ultimate goal is to make Tennessee #1 in the Southeast for high-quality jobs, as measured by the labor markets for automotive, chemical products and plastics, transportation and logistics, business services, healthcare, and advanced manufacturing. In addition, nine "jobs base camps" have been established across the state, each of which is led by a Regional Director. Workforce Development is a key player in the ***Jobs4TN Plan***, especially with regard to enhancing coordination between workforce investment boards and the base camps through regular meetings, as well as using data to ensure that workforce investment funds are aligned with training needs of existing employers.

Commissioner Davis has implemented an equally important project in the ***Agency Top to Bottom Review*** of the Department of Labor and Workforce Development operations. Commissioner Davis notes this first step on the road to a leaner and more efficient, and accountable state government. The ultimate goal of the review is to identify opportunities within the department where we can be more effective, efficient, and flexible, both across and internal to individual functional areas, including improving organizational structures, business processes, and staff competencies. The entire department will benefit tremendously from efficient government by ensuring resources are used to their maximum effectiveness to improve the working environment and the delivery of services to our customers. These objectives are carried out in the departmental review using the guiding principles that 1) Action steps must be consistent with vision, mission, and values of the department, 2) Options must comply with statutory, legislative, policy, and regulatory environments, 3) The Quality of Services delivered must be maintained, and 4) The department's commitment to Highest Quality Customer Service must be continued, 5) The department's reputation as a First Class service organization must be preserved, 6) Improvements must be permanent, sustainable, and measurable, and 7) Costs must be evaluated against the relative value they generate.

## 2. Statewide Approaches to Recovery

Last program year the state's work toward recovery relied heavily upon the strong leadership of the State Workforce Board, and the active implementation of job seeker, demand driven strategies and tactics which helped to move Tennessee and the Region beyond major recession barriers.

As part of our continuing efforts to boost recovery in Tennessee, the Division of Workforce Development was selected to participate in the Regression-Adjusted Performance Targets – Pilot Project, along with nine (9) other states. The purpose of the project was to provide practical guidance to national, state, and local policy, focused on serving customers with the most barriers to full and retained employment, to include the long-term unemployed, ex-offenders, the homeless, older individuals, and TANF recipients.

The pilot project also was intended to test and refine the regression methodology, which was developed by the W. E. UpJohn Institute for Employment Research, and to further develop a consistent, evidence-based, and transparent framework for the distribution of national WIA performance targets to the states and local areas.

Tennessee was first to put the regression-adjusted targets into place on the state and local level, in a statewide meeting on October 14 – 15, 2010, at the state office in Nashville. WIA in Tennessee continues to maintain a leadership role in support of regression-adjusted performance targets, especially in that adopting such an approach substantially reduces the risk factors involved in serving those with the most barriers to employment. As a result, the state and local areas now have a strong, and objective basis for setting performance targets, which then can be exceeded by applying WIA value-added services to the eligible populations.

The board also strongly encourages private sector development of high paying, Green Jobs in Bioscience, through Memphis' Bioworks Foundation, with the goal of creating capital investment and job seeker opportunities in the biomedical, biologistics, and bioagriculture areas.

### **Adult Program**

Our Workforce Investment Act program set a goal to double program participation. In 2008 enrollment in WIA was 26,651, in 2009 it was 36,595, and in 2010 it is 42,389. And as we set out to enhance both structural and cyclical labor markets, the following achievements are noticed:

### ***Employer Services: Division of Workforce Development***

#### ***Career Readiness Certificate***

The Tennessee Career Readiness Certificate continues to be a successful program for both employers and job seekers with more than 24,134 certificates issued statewide during the last fiscal year. This past year Workforce Development continued to partner with the Tennessee Technology Centers to offer the CRC as part of the curriculum at all Tennessee Technology Centers. The National Career Readiness Certificate continues to serve the needs of businesses

like Green Mountain Coffee Company, Hemlock Semiconductor, and Carlisle Tire Company. We have formed an Ad Hoc committee to examine next steps for this program. We are working to identify a self-sustaining strategy as it was funded from the State set aside funds.

### ***Governor's Fast Track Initiative***

The Department of Labor and Workforce Development ceased doing support letters for the Governors Fast Track initiative since October 2010. With numerous established commitments and the unknowns associated with the State Set Aside dollars, state staff recommended suspending this effort until the new administration had time to learn of this strategy and to develop their own. Several existing commitments are still under contract but no state OJT strategy is currently in place.

### ***Incumbent Worker Training***

In program year 2010 - 2011 grants provided training for 4,351 employees and served 84 businesses. The total grant funds awarded was \$1,903,968 with total cost per participant at \$437. 56 companies reported that these funds assisted them to avert lay-offs.

### ***Apprenticeship Training***

Due to limited state set aside funds this program year no new funds were allocated for apprenticeship training.

### ***Local Workforce Boards***

Through the three program managers we were able to attend all LWIA board meetings and functions, supported data validation and planning for the next program year. This arrangement continues to be monitored by central office staff to identify effective ways of providing technical support with limited resources.

### **Dislocated Worker Program**

#### ***National Emergency Grants***

During late April and early May, 2011, Tennessee was hit with straight-line winds, severe storms, tornadoes and associated flooding. Due to the severity and magnitude of the damage, Governor Haslam requested that President Barack Obama declare many counties as major disaster areas. Over half of Tennessee's counties were included in the final number (59). The



continuous rains and tornadoes across the state caused rising waters, infrastructure damage and dangerous roads. In Memphis the river was expected to crest breaking a record set in 1937. It was estimated that the flooding would continue to destroy as many as 3,075 properties in Shelby County alone. A massive clean-up effort was needed to bring normalcy to disaster-hit areas in parts of the East, Middle and West Tennessee. The local workforce investment areas in these disaster

stricken counties estimated 490 people would need stop-gap employment, through the clean-up effort, until they were able to return to their previous employment.

Services through this grant have provided temporary employment to clean, repair, renovate and reconstruct structures, facilities, and lands damaged or destroyed by flooding, high winds and tornadoes. Funded activities will also include humanitarian assistance for disaster victims, job-search assistance, and dissemination of information on how to access unemployment insurance and supportive services including transportation. The Division of Workforce Development was awarded a National Emergency Grant (\$3,589,704) to meet the needs for recovery.



#### NEG – General Motors

General Motors, located in Spring Hill Tennessee, was idled for an undetermined time, beginning in November of 2009. It was anticipated that this would affect 5,000 General Motors workers and an additional 850 GM suppliers. The Tennessee Department of Labor made plans early to give hope to the employees by offering retraining for other industries in Tennessee for future jobs. The first step was to establish a one stop center at the layoff site and encourage employees to sign for unemployment insurance and for training. These employees had a better chance for employment by taking these steps early while they were drawing their unemployment insurance.

The closure of the GM Spring Hill Assembly Plant, coupled with an already weakened manufacturing industry, forced LWIA 10 to unemployment heights not seen in recent years. LWIA 10 leads the state with over 16,000 unemployed workers for an overall unemployment rate of 16.3%. Traffic in the Career Center more than doubled with over 800 daily in 18 months and continued to increase each month. The plan is to continue training for high growth occupations, not offered anywhere else in the area, such as Solar Photovoltaic Installation and Repair; Green Jobs Technology; Heating/Ventilation Air Conditioning & Refrigeration, Computer Systems Technology, Practical Nursing, Health Information Technology, Residential Wiring & Plumbing, and Teacher's License Math/Science.

To meet the needs of these employees, the Division of Workforce Development was awarded a National Emergency Grant (\$8,397,127).

#### ***National Emergency Grant for On-the-Job Training (OJT)***

The state of Tennessee applied for and received \$1.1 M for the NEG-OJT grant to support prolonged unemployed, dislocated workers. This grant will end June 30, 2012. Our goal is 512 participants. Through August 2011, we had served 232 participants in this program. We short dated all participating LWIA contracts to end June 30, 2011. Since that time we were able to re-issue their contracts and make modifications to support the LWIAs that were using their allocations effectively.

### *Rapid Response and Dislocated Worker*

To get another view of the seriousness of these indicators, one need only look at the Tennessee's Rapid Response Unit activities, during the PY 2010 reporting period, as follows. While improvements can be seen, the level of Rapid Response meetings and assistance efforts still are troubling. The recession appeared to be continuing during the major parts of the program reporting period. The chart below shows improvements, however, to the overall incidence of rapid response events.

SSP42911 Tennessee - Department of Labor and Workforce Development/Dislocated Worker Unit Page 111  
WARON Dislocated Worker Comparison 600016  
From Date: Jul-01-2010 To Date: Jun-30-2011, Generated Chart By Fiscal Year



This past year 144 companies received services and 15,089 displaced workers received assistance in making a career transition. There were 29 Trade Assisted events in which 4,133 workers were trade certified with Dislocated Worker Coordinators being involved in the TAA activities and job service registrations along with our partners.

### *Eligible Training Provider List*

#### **WIA ETPL – General Overview**

On July 1, 2010 the responsibility for maintaining the WIA Eligible Training Provider List (ETPL) was transferred from the Tennessee Higher Education Commission (THEC) to the Tennessee Department of Labor and Workforce Development (TDLWD). The ETPL is utilized by WIA case workers within the Tennessee Career Centers, the general public, and other Local Workforce Investment Area representatives to help those who qualify for WIA funding determine where to utilize their training dollars. Students who qualify for WIA funding can only use such funds at a training program that appears on the ETPL.

#### **WIA ETPL – Improvements**

The Tennessee WIA Eligible Training Provider List underwent a major reconstruction in efforts to design a more informative and user friendly website for potential WIA participants and providers. One of the major changes to the website pertains to the visibility of performance data



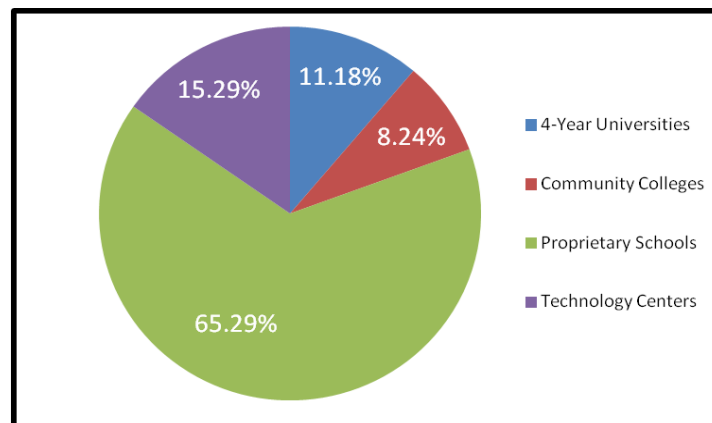
information along with basic program demographics. Now when students click on a particular program to inquire about the cost or length, they can also receive information about the program's completion and placement rates (assuming the program qualified for inclusion). In addition to the performance information, all of the WIA forms were modified to allow for students and providers to type the information and submit the forms electronically as attachments. Other improvements include: 1) better organization of the materials pertinent to the populations that we serve, 2) easier navigation from page-to-page within the site, and 3) the addition of more links and valuable information to better serve the general public.

### WIA ETPL – Growth & Breakdown

In 2009-10 the WIA Eligible Training Provider List (ETPL) added 14 new training providers bringing the total number of institutions on the list to 198. In addition the ETPL also added 537 new training programs; bringing the total number of training programs on the list to 5,133.

Measure	Annual Amount	Cumulative Total
Providers Added to the ETPL	12	208
Programs Added to the ETPL	210	4,913
Data Validation Visits Conducted	26	114

The breakdown of the providers on the ETPL by type of training institution is as follows:



### Youth Program

Program Year 2010 exhibited a renewed focus on WIA youth services offered by Tennessee LWIAs. A compliance review of program design was completed over the course of the year and was included in the annual local strategic plans. The state reviewed each program to ensure availability of the statutory ten (10) program elements. This review process also included implementation of an approved waiver providing greater flexibility to the administrative entities in paid/unpaid work experience, summer employment, supportive services, and follow-up services. The state provided technical assistance for all 13 LWIAs to aid in resource mapping, competitive procurement and referrals to existing organizations. This effort resulted in providing more efficient coordination of services as well as providing more assistance to LWIAs addressing budget reductions yet maintaining the same quality of service.

Also during Program 2010, the state provided youth eligibility and performance training for each LWIA. The training's strategic goals were to improve comprehension of eligibility determination and to improve the accuracy of data. This training covered federal and state regulations, source documentation and regression model implementation. During Program Year 2010, the year-round program served 10,372 youth participants while the state met its negotiated common measures youth performance targets.

Name	Goal	Actual	Percent of Goal
Placement	65%	65.8%	111.5%
Attainment	65%	70.9%	118%
Literacy & Numeracy	27%	38.9%	117.9%

### *Senior Community Service Program*

The Senior Community Service Employment Program (SCSEP), funded under Title V of the Older Americans Act, served persons with low incomes who are 55 years old or over and have poor employment prospects. The program had two goals: to provide useful community services and to foster individual economic self sufficiency through training and job placement in unsubsidized jobs. Services provided include:



- up to 20 hours a week of part-time employment in community service
- job training and related educational opportunities
- opportunities for placement into unsubsidized jobs

Community service assignments also included the following activities:

- social, health, welfare and educational services (particularly literacy tutoring)
- personal assistance, including tax counseling and assistance and financial counseling
- library, recreational and other similar services
- conservation, maintenance, or restoration of natural resources
- community betterment or beautification
- anti-pollution and environmental quality efforts
- weatherization activities
- economic development; and
- such other services essential and necessary to the community as the Secretary of the Department of Labor, by regulation, may prescribe.

### **C. Costs of Program Activities PY 2010**

	Adult Program	Youth Program	Dislocated Worker
Cost Per Participant	\$653.	\$1,862.	\$1,845.

## D. Evaluations and Performance

In program year 2010, the Division of Workforce Development continued its emphasis upon cyclical data management. The division improved performance reporting processes, enhanced



their use and understanding of Workforce Investment Act data, and negotiated realistic performance levels. It also implemented effective common measures, and ensured compliance with the quarterly WIASRD performance reporting requirements. To these ends, the department further enhanced the Web-based reporting system, with supporting wiki development Web sites, which together form the DolceVita Reporting System.

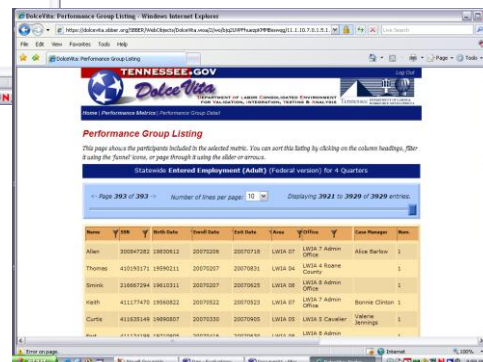
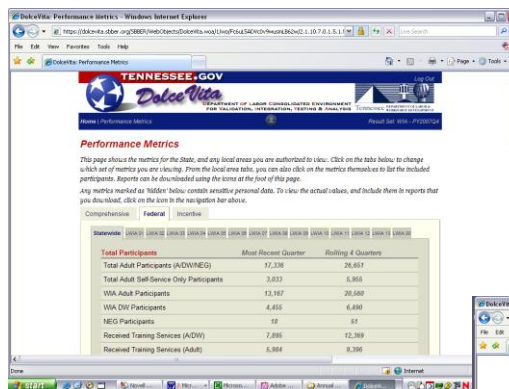
### DolceVita

The division's cyclical data management concept, in coordination with the Advanced Information Technology Center, University of Memphis (AITC), has led to the design and implementation of, 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, the Department of Labor Consolidated Environment for Verification, Integration, Testing, and Analysis (DolceVita), is used to put swift performance measurement tools effectively into the hands of workforce professionals for management and participant outcome purposes. The division has 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 and DolceVita mapping files.



DolceVita is the heart of our performance evaluation and performance reporting processes and procedures. It consists of multiple elements:

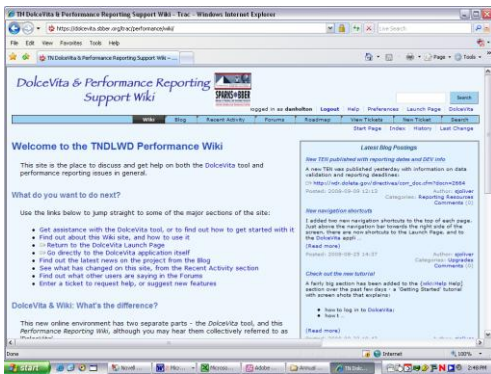
management of extracts for federal reporting, process evaluation, review and improvement, secure data infrastructure, custom management reports. Another element is the delivery of user-friendly applications



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 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 significantly.

### Wiki Collaboration

The division’s wiki site has been in production use for nearly 3 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 WISPR requirement; it is the consolidated, Web-based, customer-tracking system called eCMATS (eCase 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.

### *Adult and Dislocated Worker Evaluation Project*

#### Gold Standard Evaluation

The Division has assisted USDOL in its evaluation of the workforce investment system, through the Gold Standard Evaluation conducted by Mathematica Policy Research, Inc. The Gold Standard Evaluation specifically examines the Adult and Dislocated Worker formula programs by 1) analyzing program impacts on participants' post-program employment and earnings and their cost effectiveness; and 2) comparing outcomes of WIA participants to the outcomes of similar individuals who do not receive WIA services. Evaluators will examine net impacts by subgroups including age, gender, race/ethnicity, and veteran status, among others with an additional emphasis placed on the impact effectiveness of specific intensive services and the combination of intensive services on workforce investment system client's employment and earnings. WIA participant outcomes will be compared with the outcomes of similar individuals randomly assigned to a control group. Data sources for this evaluation include 1) client data collected through a project-specific management information system; 2) interview and focus groups 3) state unemployment insurance wage and benefit records; 4) follow-up client surveys and 5) administrative data. The evaluation began January 2011, with an implementation report due in Winter 2012/2013, and a Final Report in late 2015.

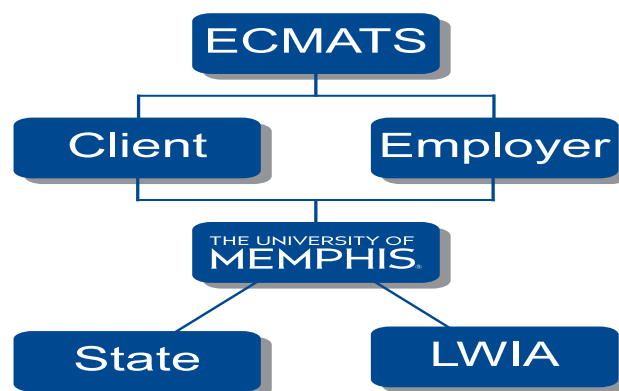
The evaluation requires participation of thirty randomly selected LWIBS across the country to enable evaluators to construct a nationally representative sample of the workforce investment system. Tennessee's Local Workforce Investment Area 4 comprised of Anderson, Blount, Campbell, Cumberland, Loudon, Morgan, Monroe, Roane and Scott counties is among the Local Workforce Investment Boards which have been randomly selected for inclusion into the study. The 30 participating LWIBs were chosen through a computation which defined the strata to ensure regional representation and LWIA diversity on important dimensions, such as size and the rate at which customers received training. The evaluation will include a comprehensive process evaluation of program activities in the thirty sites that will chronicle the best practices and lessons learned from field operations and will provide a rich context for interpretation of impact results.

Participation in this study allows for opportunities to provide policy input to senior USDOL administrators and opportunities to provide important information about the WIA-funded services that will benefit the national workforce investment system. The study will provide LWIA 4 with site-specific information, including impacts of the Adult and Dislocated Worker programs.

## Customer Satisfaction Survey

As a common measure approved state, Tennessee is not required to conduct and report on customer satisfaction outcomes, both employer and participant. However, we understand just how vital customer satisfaction surveys are to the workforce system. This means that we have developed and implemented our own employer and participant customer satisfaction surveys.

Employers are being surveyed a month after they have received services. For example, employers who received services in September will be surveyed in October. Clients are being surveyed a quarter after they have received services. For example, a client who exited in July will be surveyed in October. Below is an illustration of how this process is working.



## Waivers

### Summary of Tennessee's Waivers, 2011

The purpose of the general statutory and regulatory waiver authority is to provide flexibility to States and local areas and enhance their ability to improve the statewide workforce investment system. **20 CFR §662.400**. Tennessee requested an extension for six waivers and was granted this extension on June 13, 2011 by the Secretary of Labor. The following waivers are effective in Tennessee through June 30, 2012:

- 1) Waiver of the prohibition at CFR 664.510 on the use of Individual Training Accounts for older and out-of-school youth.

The State was previously granted a waiver of the prohibition at 20 CFR 664.510 on the use of Individual Training Accounts (ITAs) for older youth and out-of-school youth program participants. The State is granted an extension of this waiver through June 30, 2012. Under this waiver, the State can use ITAs for older youth and out-of-school youth program participants. The State must continue to make the 10 youth program elements available as described at WIA Section 129(c)(2). The State should ensure that funds used for ITAs are tracked and that the ITAs are reflected in the individual service strategies for these youth.

- 2) Waiver to permit the State to replace the performance measures at WIA Section 136(b) with the common measures.

The State was previously granted a waiver that allows the State to replace the 17 performance measures under WIA Section 136(b) with the common measures. The State is granted an extension of this waiver through June 30, 2012. This waiver permits the State to negotiate and report WIA outcomes against the common performance measures only, rather than the performance measures described at WIA Section 136(b). The State will no longer negotiate and report to ETA on the following WIA measures: WIA adult and dislocated worker credential rates; participant and employer customer satisfaction; older youth measures; and younger youth measures. The State will use the three adult common performance measures to negotiate goals and report outcomes for the WIA Adult and WIA Dislocated Workers programs. The State will use the three youth common performance measures to negotiate goals and report outcomes for the WIA Youth program. Workforce Investment Act Standardized Record Data system (WIASRD) item 619, Type of Recognized Credential, should be completed for each individual as appropriate, regardless of this waiver to report on common performance measure outcomes only.

- 3) Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount (up to 50%) between Adult and Dislocated Worker funding streams allocated to a local area.

The State was previously granted a waiver to permit an increase in the amount a state is allowed to transfer between the Adult and Dislocated Worker funding streams. The State is granted an extension of this waiver through June 30, 2012. Under the waiver, transfer authority is limited to 50 percent. This limitation provides states flexibility while ensuring consistency with Congressional intent regarding the level of funding appropriated for the WIA Adult and Dislocated Worker programs.

- 4) Waiver of WIA Section 123 that requires that providers of Youth program elements be selected on a competitive basis.

The State was previously granted a waiver of the requirement for competitive procurement of service providers for three of the ten youth program elements: supportive services, follow-up services, and work experience. The State is granted an extension of this waiver through June 30, 2012. Under this waiver, the State is permitted to allow its One-Stop Career Centers or partner agencies to directly provide youth program elements. In utilizing this waiver, the State and local areas must still meet Office of Management and Budget requirements (codified in 29 CFR 95.40-95.48 and 97.36) and all state and local procurement laws and policies.

- 5) Waiver of WIA Section 134(a) to permit local areas to use a portion of local funds (up to 10%) for incumbent worker training.

The State was previously granted a waiver to permit local areas to conduct allowable statewide activities as defined under WIA Section 134(a)(3) with local WIA formula funding, specifically incumbent worker training. The State is granted an extension of this

waiver through June 30, 2012. Under this waiver, the State is permitted to allow local areas to use up to 10 percent of local Dislocated Worker funds and up to 10 percent of local Adult funds for incumbent worker training only as part of a lay-off aversion strategy. Use of Adult funds must be restricted to serving lower income adults under this waiver. ETA believes limiting incumbent worker training to the specified level and requiring it to be a part of layoff aversion is the best use of funds in the current economic climate where serving unemployed workers is a paramount responsibility of the workforce system. All training delivered under this waiver is restricted to skill attainment activities. Local areas must continue to conduct the required local employment and training activities at WIA Section 134(d), and the State is required to report performance outcomes for any individual served under this waiver in the WIASRD, field 309. TEGL No. 26-09, Section 7A, "Workforce Investment Act (WIA) Waiver Policy and Waiver Decisions for PY 2009 and 2010" and TEGL No. 30-09, "Layoff Aversion Definition and the Appropriate Use of Incumbent Worker Training for Layoff Aversion Using a Waiver" provide policy guidance related to implementation of this waiver.

- 6) Waiver of WIA Section 134(a)(1)(A) to permit a portion of the funds (up to 20%, as permitted in the letter June 29, 2010) reserved for rapid response activities to be used for incumbent worker training and other statewide activities.

The State was previously granted a waiver to permit use of rapid response funds to conduct allowable statewide activities as defined under WIA Section 134(a)(3), specifically incumbent worker training. The State is granted an extension of this waiver through June 30, 2012. Under this waiver, the State is permitted to use up to 20 percent of rapid response funds for incumbent worker training only as part of a lay-off aversion strategy. ETA believes limiting incumbent worker training to layoff aversion is the best use of funds in the current economic climate where serving unemployed workers is a paramount responsibility of the workforce system. All training delivered under this waiver is restricted to skill attainment activities. The State is required to report performance outcomes for any incumbent workers served under this waiver in the WIASRD, field 309. TEGL No. 26-09, Section 7A, "Workforce Investment Act (WIA) Waiver Policy and Waiver Decisions for PY 2009 and 2010" and TEGL No. 30-09, "Layoff Aversion Definition and the Appropriate Use of Incumbent Worker Training for Layoff Aversion Using a Waiver" provide policy guidance related to implementation of this waiver.

### *Statewide 15% Funding Activities*

The State of Tennessee will be faced with a tremendous challenge if we lose the flexibility to retain 10% of the WIA funds to operate statewide programs. Elimination of the Jobs for Tennessee Graduates Program, the Job Expansion Programs, and a shift to charge for services will occur, effecting over 7,000 citizens, and decreasing the state's ability to create jobs.

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 *Jobs4TN* program assists in strengthening the economy and creating high-skilled jobs. The agencies involved are building partnerships that attract new businesses, retains existing businesses, creates new jobs, and upgrades current jobs.

### *Strategic Plan*

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 PY 2009, 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.

### ***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.

### ***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.

Tennessee is bringing 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 PY 2010 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 continues 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-entirety 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.

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.

## *B. Local Initiatives and Capabilities*

### **LWIA One Annual Report and Commitment to Excellence Review**



During the 2010-2011 year, Northeast Tennessee, like the nation as a whole, has continued to develop solutions to address rising unemployment and to deploy resources to enhance economic development for job creation.

LWIA 1 achieved required expenditure levels for WIA Formula funding and has fully expended funds provided by the American Recovery and Reinvestment Act. These dollars were targeted toward skill training and employer profitability through development of occupational and on-the-job training opportunities to assist local business and industry to create and sustain regional jobs.

The Alliance for Business and Training, Administrative Entity for LWIA 1, has 26 years of providing employment, education, training, job placement, and economic development services in the Northeast Tennessee area. During its history, more than \$112,000,000 has been invested in human capital and business development. Other achievements during AB&T's history include attainment of Level 3 of the Tennessee Center for Performance Excellence Award, designation as National Service Delivery Area of the Year in 1991, continuous achievement of program performance measures, and 26 years of audit reviews with no findings!

### **FOCUS ON RESPONSE TO ECONOMIC CHALLENGES**



❖ **Dislocated Workers:** LWIA 1 continues to customize Career Center services to address needs of the increasing numbers of Dislocated Workers in the area. Since the “great recession” began, partners in the Northeast Tennessee Career Center system have seen a sharp increase in individuals who come to Career Centers for assistance. Program options, including specialized job search, resume writing and interviewing services are in place, with emphasis on use of electronic technology to access available job openings.

❖ **Education:** The Northeast Tennessee Workforce Investment Board (NETWIB) continues to partner with regional K-16 educational systems to reinforce the importance of individual attainment of higher level skills and credentials to remain competitive, especially in view of current economic conditions. WIA funding was provided to local post secondary institutions provide highly motivated high school students the opportunity to pursue a more challenging academic program in high school by completing 12-15 hours of college-level credit in a technical/career field prior to high school graduation. This project has served to enhance job creation through the development and maintenance of a qualified workforce which helps currently operating business and industry to expand. It has also aided in the recruitment of new business and industry. The Alliance for Business and Training (AB&T) staff is participating in information sessions to use resources strategically to assist local school systems in the implementation of the Race to the Top program.

- ❖ **Justice & Mental Health Committee:** AB&T serves on the Justice and Mental Health Committee in Johnson County. This committee is instrumental in providing “a comprehensive and coordinated continuum of services for individuals involved in the criminal justice system”. This committee includes officials from the areas of law enforcement, education, health, employment, and juvenile agencies. The goal is to link the individual to the employer in an effort to not only reduce recidivism, but to provide area employers with a valuable employee pool.
- ❖ **Northeast Tennessee ReEntry Collaborative:** The Alliance for Business and Training, along with the Career Center Partners and System, works closely with the Prisoner ReEntry Program in Northeast Tennessee. Workshops are conducted in conjunction with the pre-release classes at the Northeast Correctional Complex. These workshops deal with employability skills such as: completion of applications, resume writing, attitudes, interviewing skills, and where to seek employment. We provide information concerning the Work Opportunity Tax Credit available to employers who hire ex-offenders and the Federal Bonding Program. Inmates are provided Career Center locations in the state where they will reside. Several area employers are willing to work with ex-offenders and this project links the employer to the job seeker. Questions from instructors or inmates are encouraged and assistance is provided in acquiring information/resources to aid in employment.
- ❖ **National Emergency Grant On-the-Job Training:** On-the-Job Training targeting “prolonged unemployment individuals” fully implemented. LWIA 1 was awarded \$148,500 in NEG Program funds to prepare dislocated workers through on-the-job training for re-entry into the labor force and to offer training to those facing serious barriers to productive employment. Program funds have been extended through June 30, 2012.
- ❖ **National Emergency Grant for Disaster Relief:** LWIA 1 was awarded \$86,530 in NEG Disaster Grant funds to serve 25 individuals. Work experience participants are currently working with City of Bristol to help with flood recovery.

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

- ❖ **WIA/AB&T & Career Center System** – As a result of this focus on training and support of the Career Center system infrastructure, LWIA 1 has consistently performed in the top tier in achievement of its Common Measure metrics.

### ❖ LWIA 1 2010-2011 Incumbent Worker and Apprenticeships Programs



Congressman Phil Roe; Jay Richardson, Master Model Craft, Inc. & Kathy Pierce, AB&T – Master Model Craft recognized at NETWIB meeting as a recipient of an Incumbent Worker Grant

The ability to attract and retain high growth industries and to expand existing businesses in LWIA 1 relies on the capacity to offer a skilled labor force. \$300,000 in Incumbent Worker and Apprenticeship program funding was awarded and trained 436 employees in areas such as Lean Process; Maintenance, PLC Programming; Pipe Mill Setup; Radiation Safety; R8 CLO2 Operator & Maintenance, Overhead, Rigging, Sling and Overhead Crane; AS9100 Quality Training; ShopTech E2; Bearing Training; Electrical Control Troubleshooting; Six Sigma, and other Advanced Manufacturing demand occupational skills.

At the NETWIB Meeting on August 18, 2011, Mr. Richardson from Master Model Craft, an area employer in Bristol, addressed Congressman Roe and the NETWIB members and stated that in 2009 his company was forced

to reduce its labor force by 30%. During that period, MMCI was informed by one customer that it could no longer compete for future contracts because they lacked a certified Quality Management Program. They had a twenty year relationship with this customer and they still wanted to purchase parts and assemblies from MMCI. The customer is governed by new corporate rules; most Government contracts now require a third party quality certification. With more jobs being outsourced offshore, the need to have a certified quality system has become a minimum standard to be considered as a supplier. Like most small manufacturing companies, MMCI has invested in new equipment to stay competitive. With the new equipment purchased over the last five years MMCI was able to produce better parts at a lower cost. This makes the company more competitive. The company was caught off guard when it was informed that it would lose future business because it lacked a certified quality system. We did not want to reduce the MMCI work force because we do not have a certified quality system. Our strategy to maintain and create new jobs is simple. Train our workers and give them the skill to implement a certified quality management system. We identified this lack as a potential risk to our company and its employees. The AS9100 training we received through the Incumbent Worker Program will help maintain our ability to compete on future work. This certification was one way to avert loss of jobs and with the help of the Incumbent Worker Program we were able to avert a layoff and possible plant shutdown.

❖ **LWIA 1 National Career Readiness Certificates (NCRC)/WorkKeys**



LWIA 1 continues to provide business and industry with a real-time, job-skills assessment that measures portable real-world skills through the use of the National Career Readiness Certificate (NCRC). Job seekers who master the WorkKeys' assessments are awarded a Career Readiness Certificate that is recognized nationally. The NCRC provides a "common metric of communication" among job seekers,

employers, and educators. It allows the local workforce investment area to remain responsive to workplace realities and helps to address the assessment and training needs of current, transitional, and emerging workforces in the Northeast Tennessee region.

These NCRCs are a culmination of multiple local initiatives which include Eastman Chemical Company, Domtar Paper Company, Aerojet Ordnance, Seamans Corporation, BAE Systems, AGC Glass, Nuclear Fuel Systems, Mountain Electric, Northeast State Community College, Tennessee Technology Center at Elizabethton, Job Service and the Adult, Dislocated Worker, and Youth Workforce Investment Act programs.

- ❖ The **LWIA 1 Coordination Team** composed of Career Center partners continues to develop service upgrades for the local workforce system and provides the opportunity to coordinate and enhance all customer services. Service delivery elements are provided to increase attention to client assessment, advanced skill training, job club/job development/job placement initiatives, as well as enhanced information technology capacity. This Coordination Team and partner cross-training have been recognized by the State as a Best Practice and has now been replicated in other areas.

The Career Center Partners have created an excellent example of a "one stop" approach with a "no wrong door" philosophy to serve our customers in Northeast Tennessee that has received state and national attention and has been used as a benchmark for other regions of the state and country. The LWIA 1 Coordination Team conducts ongoing in service training to staff and a quarterly update meeting is held in each Career Center to ensure all staff is current on program initiatives and service changes.

- ❖ **Senior Community Service Employment Program** - The Senior Community Service Employment Program (SCSEP) is a community service and work based training program for older workers. The SCSEP Program is authorized by the Older Americans Act and provides subsidized, service-based training for low-income persons 55 or older. Participants have access to both SCSEP services and other employment assistance through the local Career Centers.

The AB&T SCSEP Program provided an average of 20 hours a week; work based training services to 40 older workers at 27 different host agencies throughout Carter, Johnson, Sullivan, Unicoi, Washington and Hawkins Counties.



- ❖ **Governor's Fast Track Support** – LWIA 1 continues to support the recruitment of new businesses and industries and retention of existing business through this program. AB&T continues to work with local and state Economic & Community Development with a goal of improving public infrastructure in order to create new jobs and business investment.

## **FOCUS ON YOUTH**



YouthBuild Participant  
preparing for their GED



YouthBuild Participant  
learning to lay a tile floor



A home built by  
YouthBuild Participants

- ❖ **YouthBuild:** Capitalizing on the award of federal YouthBuild grant funds, LWIA 1 has implemented a capstone program in youth services targeting attainment of a GED while learning applied math and technology skills by constructing energy efficient homes for deserving families in LWIA 1.

### **Twelve (12) new homes have been completed and sold, and one (1) home was remodeled.**

More than 150 youth have been served - 90 individuals have earned their GED, 70 obtained the National Career Readiness Certificate (NCRC) and over 100 earned their Pre-Apprenticeship Construction Training Certificate (PACT)

- ❖ **YouthBuild/AmeriCorps Kingsport:** In recognition of excellent performance in youth programming AB&T and its YouthBuild AmeriCorps Kingsport program were invited to attend a meeting with President Obama and his Senior Staff at the White House. AB&T and its YouthBuild/AmeriCorps Kingsport program were one of only ten programs selected from among 350 youth organizations across the United States to participate in this important roundtable discussion. As a key element of President Obama's Youth Engagement Initiative, the group gathered to identify critical issues facing young people in the United States and to develop solutions aimed at facilitating positive change and improving youth employment opportunities.

## LWIA 2



The Smoky Mountains Area WIA Board members and their staff in the Center for Workforce Development at Walters State Community College increased their efforts in 2010-2011 to serve adults, dislocated workers, youth and employers in an increasingly difficult economy. Tourism and tourism-related construction, normally very strong components of the area's economy, remained at lower than normal levels. However, these may show signs of recovery as the new industries that announced plans to build major facilities and declining gasoline prices bolster the local economy.

Automotive parts manufacturing industries, which had begun to re-hire furloughed workers, were impacted by the shutdown of manufacturers in Japan following the earthquake and tsunami. Fortunately, three major new industries have announced that they will be building new facilities in three counties. One attraction was the trained local workforce, which has a higher number of available production workers than many areas. Manufacturing accounts for 13.2% of local employment, compared with around 9% at the state and national levels.

### **Youth Program Showcases Outstanding Participants and Employers**

Each quarter the SMAWB Youth Council names a Participant of the Quarter and Employer of the Quarter. The youth service providers in the ten counties can submit a nomination in both categories each quarter. Those receiving awards during the year are reviewed by the Youth Council to select a Participant of the Year and Employer of the Year. The awards are given at a SMAWB meeting by the board chair, David Popiel.



*The Smoky Mountains Area WIA Youth Council chose Jose Sanchez as Participant of the Year.*

This year's Participant of the Year was Jose Sanchez. Jose wasn't sure what to think when a friend encouraged him to join in signing up for WIA Youth Services. He decided to visit Douglas-Cherokee Economic Authority, the Hamblen County provider, and find out what exactly the organization was. He did end up enrolling – and considers it one of the smarter moves of his young life.

“I started coming to tutoring and the tutoring really helped me in school,” said the 2011 graduate of Morristown Hamblen High School East. Sanchez now works full-time for a production facility in Jefferson County. His summer work experience prepared him in many ways.

“I learned a lot working at my summer job. It helped me get a job after I graduated,” Sanchez said. Sanchez completed his summer work experience without missing a day. In fact, he was never even late. Sanchez is also an entrepreneur and has opened an office cleaning business.



*Welding instructor Jerry Sullivan was named Employer of the Year for his work with WIA participants.*

Jerry Sullivan's title may be welding instructor, but his actual job is shaping the leaders of tomorrow. "Jerry has made all the difference in the lives of young people in this county," said Elizabeth Price, a case manager who oversees WIA Youth Services in Hawkins County.

Price nominated Sullivan for the honor after seeing his interaction with students assigned to the Tennessee Technology Center for work experience. That interaction led many participants to enroll and learn a marketable skill.

Sullivan has worked with youth all his life, and is continuing his work with youth in his current position at the Technology Center's Surgoinsville location. He's also a karate instructor.

Like many WIA Youth employers, he takes a personal interest in the participants assigned to him. He spends the time needed to help each student in exploring work and postsecondary options.

"To me, it's hard to know that I can't help everybody. Knowing that I've helped a few is the best feeling for me," Sullivan said. He realizes that some young people take longer to blossom, and hopes the seeds he plants today will grow in the future.

### **Successful ARRA-Funded Projects Completed**



Two major ARRA-funded projects, Summer Youth at Work and the Center for Workforce Education's Clean Energy Technology Training program, were completed in June 2011. The summer youth program's work readiness program was recognized by USDOL as a

*134 WIA participants were employed in the second year of the Summer Youth program.*

model program and was included in USDOL's publication on the program. During the summer of 2010, the remaining ARRA funds provided work experiences

for 134 youth, who were employed in a variety of public, private and non-profit agencies and businesses. The participants included 73 older youth, 62 out-of-school youth, 9% minority youth and 84 worksites (39% private sector, 53% public sector, 8% nonprofit).



The Center for Workforce Education's Clean Energy Technology Training program, which was developed in cooperation with Walters State's Division of Technical Education, trained 73 adults and dislocated workers in clean energy technology, hosted 44 workshops for

*Members of the state workforce board, clean energy technology businesses, students and educators discussed clean energy technology at the summit in March 2011.*

business, industry and the general public; hosted a Green Family Fun Day; provided a highly successful Clean Energy

Technology Summit in Gatlinburg with the city's first LEED hotel; supported the purchase and installation of a wind turbine, solar panels, pellitizer, and other clean energy equipment for the college's clean energy technology training program.



*The Clean Energy Technology Training program includes hands-on training with clean energy equipment.*

other community colleges.

Walters State Community College's Clean Energy Technology program, which is the state's first "nested" certificate program, allows a student to complete short-term certificates in three areas: building technology, electrical technology and transportation technology. These short-term certificates can be combined with 16 hours of general education courses to earn an Associate of Applied Science degree in Clean Energy Technology. The program was designed by Walters State's Division of Technical Education as a model for programs at

### **National Emergency Grant (NEG) for Counties Hit by Spring Tornadoes**

Devastating tornadoes in East Tennessee resulted in extensive damage in two counties, Cocke and Greene. In Cocke County, the roof of the building where the WIA youth offices was located collapsed. Fortunately, no one was injured in the collapse and the WIA records were recovered. The local area received a \$345,714 NEG grant that allowed the counties to employ 50 dislocated workers and long-term unemployed residents through early November. The counties used the workers to clean up the tornado damage to public areas.

What did this opportunity to work mean to the dislocated workers and long-term unemployed men and women who were employed? Wayne, one of the workers in Cocke County, was laid off at age 60 after 24 years at the same job. He was grateful for the work and was pleasantly surprised by the younger workers. In a letter to WIA, he wrote that, "These young men showed up for work on time! The heat index was over 100 degrees but they worked for 10 hours a day. Several have told me they were very thankful to have a job. So am I. You never know what doors it may open."

### **Regional Workforce Initiatives**

Tennessee enacted the Complete College Act in February 2010, which sets an ambitious goal for educating Tennesseans and increasing the number of diplomas and degrees. The Smoky Mountains Area WIA Board is working with the Tennessee Business Roundtable and the Tennessee Department of Economic and Community Development to develop strategies for regional economic and workforce development. The board will serve as a sub-council for a statewide business council.

The local area continues to work closely with other local areas, chambers of commerce, industrial development boards, and training providers to identify and address workforce needs. Working with two other colleges and local areas, the staff submitted a major new proposal to fund innovative mobilized training for dislocated workers. An effort has just begun with the Tennessee Department of Economic and Community Development to coordinate economic and

workforce development on a regional basis. Another new regional effort with the Tennessee Business Roundtable and community colleges is designed to support Tennessee's Complete College Act. The goal is to significantly increase the number of certificates and degrees awarded in the state.

## **Program Highlights**

### Career Center Services

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- Hosted 26,127 visits to area career centers
- Funded training for 818 adults and dislocated workers, including TAA participants
- Provided on-the-job training for 43 participants working in seven businesses and industries, and incumbent worker training for 153 workers employed in five companies

### Youth Services

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- Served 498 youth in 10 counties with the year-round program – 278 out-of-school youth and 220 in-school youth
- Conducted a smaller summer youth program with remaining ARRA funds: 134 participants: 73 older youth, 62 out-of-school, 9% minority youth and 84 worksites (39% private sector, 53% public sector, 8% nonprofit)
- Honored participants and employers with quarterly and annual awards
- Moved to a completely green (paperless) operation on campus, and is working on a pilot project with the state and youth providers to develop a totally green youth program
- Achieved or exceeded all WIA performance goals

### Partnerships

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- Worked with a variety of partners to obtain grant funds:
  - Submitted a grant application to USDOL to fund a program for dislocated workers with a regional group, Innovation *Valley* Plus (three local areas, two community colleges, one chamber) and grant application with NAWB for green jobs
  - Prepared innovative Community College TAA proposal for dislocated workers incorporating mobilization and short-term training with the Northwest Tennessee Workforce Board, Dyersburg State Community College, South Central Tennessee Workforce Alliance, Columbia State Community College, Tennessee Board of Regents, American Association of Community Colleges, and many other partners, including Apple, Inc.
  - Made a presentation on rural workforce issues at the invitation of the National Association of Workforce Boards at their annual Forum in Washington, DC
  - Partnered with National Association of Workforce Boards to apply for a Green Energy Innovation grant
- Assisted the E TN Regional Agribusiness Marketing Authority, including their formation of the Nolichucky River Regional Authority

- Provided training in welding, HVAC, LEED and solar voltaic installation to 71 participants.
- Provided workshops in: Women in Green Occupations; Unraveling Myths Behind Green Building and Green Construction; Compressed Natural Gas as an Alternative Fuel Source; DIY – Building an Architecturally Designed Solar Home; Designing and Building an Electric Roadster; and Renewable Energy and Workforce Development
- Held a Green Energy Expo with vendors showcasing a wide variety of clean and green technologies
- Hosted a successful Clean Energy Technology Summit on March 31, 2011
  - Attracted over 80 participants from business, energy technology and research, local workforce areas, community colleges, TN Board of Regents, and high schools
  - Featured top notch presentations by Tennessee Solar Institute, Genera (switch grass), TVA, and Tennessee’s Labor Market Information staff

#### Smoky Mountains Area WIA Board

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- Established budget and priorities for funding to respond to reduced allocations
- Hosted Congressman Phil Roe for a presentation on workforce development and former NAWB board member and board chair Robert Leber for a presentation on the role of local boards
- Maintained approved board
- Honored four staff members with the first WIA Pro award to WIA staff that exemplify the highest level of professionalism, productivity and proficiency

## **LWIA 3 Annual Report Information Program Year 2010 – 2011**

### **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. While economic challenges continued during program year 2010 - 2011, LWIA 3 continued to focus on providing quality services to a diverse customer base. Capitalizing on existing and building new partnerships continues to be an important key in providing opportunities for individual job seekers as well as promoting business and economic development.

### **Providing Services to Customers**

- Through the Career Center system, Workforce Connections and LWIA 3 partners offered job search resources to individuals through 26,497 customer visits.
- Despite economic challenges and fewer jobs, LWIA 3 had a placement rate of 90.7 % for adults and 95.2% for dislocated workers
- 32 individuals completed GEDs through Ross Learning Center
- 40 low-income, at risk youth successfully graduated from high school

### **Promoting Business and Economic Development**

LWIA 3 - Workforce Connections and the Tennessee Career Center continue to work with the Knoxville Chamber of Commerce to identify and address the needs of existing industry in the local workforce area, as well as to provide information and assistance to prospective employers considering locations in LWIA 3. The Career Center works with multiple employers who utilize the Career Readiness Certificate as a part of their hiring process.

Since the 2008 arrival of Green Mountain Coffee Roasters (GMCR) in Knoxville, the Career Center has worked closely with them to address hiring needs. This collaboration continued as GMCR further expanded their operations and labor force in 2010-2011. LWIA 3 worked with GMCR to provide opportunities for 19 long-term unemployed individuals to gain skills and employment through on the job training. An additional 62 WIA enrollees were hired on a permanent basis by GMCR. Working closely with GMCR, the Career Center continues to be 1) a provider of the Career Readiness Credential - an initial step in GMCR's hiring process, 2) a venue for completing online applications – especially for those lacking internet access, and 3) a provider of mock interviews for candidates interested in GMCR employment.

LWIA 3 and the Career Center worked hand in hand with GMCR as they expanded their production lines and required additional maintenance personnel to maintain the machines. Each new production line requires additional personnel to maintain the machines. Working with GMCR's human resource department and plant managers, Workforce Connections and the Career Center implemented the ACT Applied Technology assessment which is useful for ascertaining when individuals are ready to move into these critical, higher-wage maintenance

positions. The Career Center and Tennessee Technology Center at Knoxville (TTC-K) have also worked together to identify opportunities for training customization and strong employment opportunities for individuals attending the industrial maintenance training program at TTC-K.

### **Serving Customers with Career Center Resources**

The Resource Center in the Tennessee Career Center at University Avenue saw a busy year – over 26,400 customer visits. The ongoing struggling economy meant many customers taking advantage of the Career Center’s Job Search resources. Resume Writing and Interviewing Skills workshops, along with the Center’s business center, and library of resources are popular with job seekers needing support.

The Career Readiness Certificate continues to build in popularity in LWIA 3, especially with employers. During 2010-2011, the following CRCs were issued through the Career Center:

Gold Certificate:	516
Silver Certificate:	977
Bronze Certificate:	361
Total CRCs issued	1854



When combined with prior years (2008-2010), LWIA 3 has issued the following CRC totals:

Gold:	1612
Silver:	2490
Bronze:	842
Total:	4944

### **Capitalizing on Partnerships for Customer Service and Economic Growth**

Workforce Connections continues to collaborate with adjacent workforce areas to address the needs of job seekers and employers in the region. Workforce Connections (LWIA 3) and its workforce neighbors, East Tennessee Human Resource Agency (LWIA 4), Walters State Community College (LWIA 2), the Alliance for Business and Training (LWIA 1), and the Southeastern Development District (LWIA 5) pursue a regional approach to workforce development. This includes improving customer service through joint staff training and professional development, as well as collaboration on economic growth projects and initiatives for the region. A regional effort to make Career Development Facilitator training available to staff increased the number of staff in the region holding the Global Career Development Facilitator (GCDF) credential.

Ongoing partnerships with the Knoxville Chamber of Commerce, the United Way, Pellissippi State Community College, the Tennessee Technology Center, and multiple employers and community organizations provide for many of the successes included in this information. The



Tennessee Career Center entered into a partnership with Knoxville's Community Development Corporation's (KCDC) Family Self-Sufficiency Program. The HUD based program encourages community partnerships to give Family Self-Sufficiency participants skills and experience to enable them to obtain living-wage employment. The collaboration has allowed the Career Center to increase access to job training, career services and support services for low-income residents.

In February, 2011, Workforce Connections began a resource mapping project aimed at identifying and increasing the services available to the low-income youth population in Knox County. More than 50 youth service providers attended the sessions, where they networked and shared information on the services they offer. Data collected during these sessions is being assembled into a Youth Resource Directory that will be distributed in early 2012.

The Workforce Connections Youth program continued to serve approximately 130 in-school youth during this year. This is made possible by maintaining strong relationships with Knox County Schools and personnel in four local high schools. In-school staff has become integrated with the regular high school staff and work extensively with community providers for the purpose of delivering a range of services to low-income youth. Services available to youth in LWIA 3 include leadership and work readiness training, tutoring, an incentive program, assistance with transportation, college visits, financial support for necessary school supplies and uniforms, and other social services to insure that the youth graduate from high school. Over 50 youth participated in a Healthy Living Series which focused on stress and anger management, maintaining healthy bodies, and staying out of trouble. The summer provided work experience opportunities for youth as well as a new summer enrichment program, SNAAP (Science, Nature, Arts, Adventure, and Proficiency). During this action packed two weeks, youth explored their community by focusing on careers in the area and building skills they need for a successful future. Over 40 low-income participants - who entered the program as being "at risk" of dropping out of high school - graduated in the spring of 2011.



Youth and staff involved in SNAAP activities.

The Knoxville Seamless Transition Project is a partnership created by the Career Center, the Cerebral Palsy Center and Knox County Schools to help youth with significant disabilities transition out of high school into successful employment. This is the fifth year of this project which has a 90% employment placement rate for these students compared with the national average of 25%. The Career Center also participated in Disability Mentoring Day and continues

to be a member of the Knox Area Employment Consortium, a collaboration of service providers dedicated to the successful employment of persons with disabilities. K-Town Youth Empowerment Network is a new community partnership working together to provide a “System of Care” for youth with serious emotional and behavioral challenges, along with their families.

### **Customer Successes**

In 2010-2011, LWIA 3 was wrapping up ARRA projects. Multiple classes and individuals completed their training programs and entered employment. During the 2010-program year, LWIA 3 enrolled an additional 61 eligible ARRA participants into various training programs including practical nursing, truck driving, and medical assisting. This photo is a group of individuals who completed Medical Assisting training at the Tennessee Technology Center in Knoxville.



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Matt Kane is an older youth who utilized services of the Career Center and successfully completed Surgical Technician training with WIA assistance.

### **Dislocated Worker Success Stories**

Gerald Dawson spent 23 years working on various construction projects as a manager and estimator for Gerdau Ameristeel. The economic downturn brought with it a layoff notice and the realization that 2009 was going to consist of a new beginning. After a brief flirtation with self-employment, Mr. Dawson heard about the Career Readiness Certificate. He had been searching for work for 18 months and was hopeful that the CRC would open opportunities not previously considered. That opportunity came in the form of Green Mountain Coffee Roasters. Gerald began working as a machine operator in February and by all accounts is a huge asset.

Chris Cooper was laid off in December 2007 after 5 years with Sunshine Industries. In addition to his primary duties as a job coach, he also helped with building maintenance. The skills he developed and the enjoyment he felt while performing maintenance duties led him to pursue training in that arena. Following his lay-off, he attended Tennessee Technology Center of Knoxville for a two-year course in electronics. Mr. Cooper’s path was fraught with challenges; he was eligible to receive about five months of unemployment and found that his and his wife’s savings disappeared quickly. He did successfully complete training, but discovered the job market was still challenging. After a great deal of hard work by both Mr. Cooper and his career

specialist, Mr. Cooper found a full-time job working for Habitat for Humanity. He uses his new skills restoring appliances for families, many of whom are trying to overcome a similar situation to the one he and his family faced.

### **Success for Youth – Whitney**



Whitney enrolled in the youth program when she was a freshman in high school. Whitney and her 3 sisters were raised by a single mother who had never completed high school, but wanted education to be a priority for her daughters. Whitney has a physical disability she acquired at birth but never let any of these barriers stop her from achieving her goals. Through the youth program she had the opportunity to volunteer at a nursing home and work part time at the Red Cross during the summer. These experiences encouraged her helping skills and led her to the goal of becoming a nurse. She graduated from high school in May of 2011 with honors and is now

attending Lincoln Memorial University studying Nursing.

## LWIA 4

The first day of Academic Orientation, Ryan wore a shirt, a tie, and a confident smile. He looked and acted like a winner. A recent graduate of William Blount High School, Ryan was already accepted to start college in the fall. He knew what he wanted to be: a businessman; and he acted like it. As a result of his stellar contribution to the work program; the example he set for others to follow, we decided to place him at The Market in Maryville, TN. He was such a success that after our work experience ended in July, the managers asked him to stay on and work with them. When he comes home during college breaks, they say he has a place right there with them.

Before he went off to school though, we choose to reward Ryan. He was selected as one of four youth participants to travel to Washington, D.C.; and to participate in our annual Leadership Academy. We asked each participant to write a short account of the trip. Here is what Ryan wrote:

*On the 28th of July, I took a trip to Washington, D.C. with the LWIA 4 Leadership Camp. It was by far, the greatest experience I've taken part in. The trip was even better than I expected. We went to so many different places and saw so many different things. I would have to say my favorite site we visited would be the White House. I never thought I would see that building in person. It was so beautiful, but a little smaller than I expected. There were actually two protests going on there at the time of our visit. It was the first time I had seen one of those. We also learned so much about both our history and what is going on in the present in our country. I did not know that there was a Department of Labor before the trip. When we visited the Department of Labor it just blew my mind. It was huge! I learned that it's actually the people working in this building who are responsible for keeping employment rates up. I thought all of this was so interesting. I got so much out of this trip and if presented with the opportunity to take part in this experience again, I would without hesitation.*

Ryan is just one of the jewels that make the work we do so enriching. The investment we make in our youth and their development has great return, yet half the joy is observing their progress. Much success to Ryan in the future.

Rhonda had been employed six years at Masterbrand Cabinets when the plant closed in March 2008 leaving 216 people without a job. WIA staff became acquainted with Rhonda during the Rapid Response meetings held at the plant. Rhonda was eligible to receive Trade Adjustment (TAA) retraining services but she needed assistance in making those critical decisions. She met with WIA staff for basic skills, aptitude and interest assessments and information regarding high growth occupations.

Rhonda was referred to the Tennessee Technology Center in Crossville to research their various training programs. She chose to enroll in the Industrial Electricity Program. She began training in September 2008. WIA assisted with training cost such as required fees and books as well as monthly supportive service for transportation. She received a Maintenance Electrician diploma from TTC and she was anxious to find a job.

WIA administrative and local Career Center staffs were working with Dennis Electric Inc. to meet their need for trained, qualified workers for their construction site in Pikeville, TN. Rhonda

was referred to Dennis Electric for an On-the-Job training pre-apprentice electrician position. She was hired for the position.

Rhonda completed her twelve weeks of on-the-job training and received a pay increase from \$10.50 to \$12.50 per hour. Rhonda currently attends a NCCER Advanced Electrical class at the Tennessee Technology Center after work on Tuesday and Thursday, 5-9 p.m. weekly provided by Dennis Electric. Rhonda is enjoying her job and she receives high praise from her employer. She will continue pursuing Journeymen status with this Company.

Devonte is a graduate of the Alcoa High School Class. He participated in the Summer Youth Work Experience Program this year. He was also active in the Blount County In-School activities held throughout the 2010-11 school year, which included career assessments, leadership training, and college preparation. Devonte was both surprised and intrigued when Career Scope results indicated he has a strong aptitude for management as a career.

This dynamic young man had shown natural leadership qualities within his peer group throughout the school year. Like many teens, he just needed to channel and focus his energy. We observed a marked maturity in Devonte from last summer. He demonstrated significant drive and ability once he was challenged to do more. Where just recently college had seemed out of his reach, he says it now is a real possibility for him.

His positive response to suggestions and guidance was refreshing. Within the 2 weeks during orientation, he soaked up new information daily. He would come in the next day with an improved look and attitude. As a result, we selected the Habitat for Humanity Home Store, an established non-profit business environment, as his work site; and Devonte excelled.

Recently, we followed up to thank the Habitat Store for participating in the work program. This community business has been an employer we can depend on, year after year, to provide a healthy, wholesome work experience for our young people. Well, guess what? The managers appreciated Devonte's superb help in getting them moved into their new location so much so, that they offered him a full-time job at the store! He has been on the store's payroll since the end of July. And Habitat for Humanity is very pleased with his dedication and hard work.

Now that's a positive outcome. It's more proof of what we tell our youth during the first week of orientation: give your best. You never know who is paying attention. Devonte says he has signed up with the Air National Guard; and will deploy when he gets the call. College is now part of his future plans. Until then, he is soaking up the real-life lessons of business right here in Maryville, Tennessee. We look forward to seeing where his wings will take him.

Amber enrolled in the Tennessee Career Center at Jacksboro's WIA Adult program referred by the principal at Jacksboro Middle School. Amber was a 23 year old single mother of two attending Tusculum College in the Education Program. She worked at the Jacksboro Middle School in the ARRA Summer Youth Employment and Training Program during the 2009 program and was co-enrolled in the Adult program during her senior year at Tusculum College in 2010.

Today Amber is a full-time employee at the Campbell County Board of Education employed as an Elementary School Teacher. Amber who once said she didn't want to be a single-mother college dropout statistic, now is an inspirational story to her students that through hard work and determination you can reach your educational and employment goals.

Ashley was referred to the Campbell County Career Center by her case worker at the LaFollette Department of Human Services. Ashley who was a struggling single mother receiving food stamps, TANF and housing assistance was driving 40 miles one way each day attending training with only a Pell grant assisting her educational funding.

Ashley enrolled in the WIA Adult program and earned her Licensed Practical Nurse Diploma through training at the Tennessee Technology Center at Huntsville/Oneida in Scott County. The WIA office was able to assist Ashley with some transportation monies, pay for her state board test fees and provide supportive services through her job search and follow-up time period assisting with uniform cost and travel allowance.

Ashley graduated on December 16, 2010 and was issued her state license on January 18, 2011. She is now a full-time employee with benefits and insurance working at the Williamsburg Nursing Home in Williamsburg, Kentucky. Through Ashley's hard work and partnerships with DHS and WIA staff while attending training now has a better quality of life for her and her children.

John is a great success story and an inspiration to single parents who sacrifice their time and efforts to try to better themselves and their families. John's prior four years before coming into the Career Center included employment as a truck driver in 2006 and 2007. He had to quit this job because he was now a single father of two boys and didn't have anyone to watch his boys. He worked at Clayton Homes after that in 2008 but was laid off from his job. John found new employment in Oak Ridge, TN as Machine Set-up Operator but was once again laid off from his job.

John enrolled in the Campbell County Career Center in 2010 as single father receiving Unemployment Insurance and food stamps. While trying to job search for new employment working with the Career Center WIA staff, John applied for a job as a jailer with the Campbell County Sheriff's Department. Upon interviewing, he was told he should consider going to the Police Academy to become an officer that the Sheriff's Department was going to be hiring some new officers. John applied to Walter State Community College's Basic Police Academy and was accepted to the October 4, 2010 training class.

While in training, John received a Pell grant although it did not cover all of his expenses. In addition to the meal plan and partial fees paid by WIA, John was able to receive child care and transportation assistance while attending training.

John completed the training program on December 3, 2010 and was hired at the Campbell County Sheriff's Department in the same month he completed his training. John was so very appreciative of all the help the WIA staff and program provided him. John was in the office again recently wearing his uniform proudly as a full-time employee of the Campbell County Sheriff's Department. He was attending the Sheriff's Department annual training class being held at the Career Center.

We are very proud of John and his accomplishments and character he has for himself and his two boys.

Timothy age 18 was enrolled into the Campbell County WIA Youth Program as an In-School Youth during his senior year at Campbell County High School. He was enrolled as a special education/dual credit high school student and attended the Welding Program at the Tennessee Technology Center at Jacksboro.

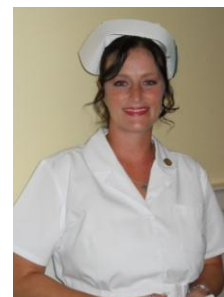
Following high school graduation, Timothy attended the Welding Program as a full-time student at the Tennessee Technology Center at Jacksboro. He worked at Jacksboro Middle School in the Maintenance Department during the 2010 Summer Youth Employment and Training Work Experience Program. Timothy, based on doing an excellent job, was selected as one of 51 youth in our nine county LWIA-4 area to participate in a 4-day Youth Leadership Academy in Sevierville, Tennessee.

Timothy during the fall of 2010 earned a Combination Welder Diploma from the Tennessee Technology Center at Jacksboro. Today Timothy has been employed full-time since November working for Avery Adkins Company as an Iron Worker/Welder earning \$14 per hour. He is still available around his work schedule to come into the local Career Center and talk to new youth program summers about the overall benefits of the WIA youth employment and training program.

## 2010 LWIA 5 Annual Report

### Individual Achievement

The WIA staff in Athens, TN enrolled and assisted 18 students in the 2010 Licensed Practical Nurse (LPN) class which was funded by ARRA. The WIA clients began the LPN program in September and received a variety of services such as tuition, books, and uniforms and graduation fees. They all so received supportive services including dental and optical as well as travel assistance. Heather Letz, GPN, graduated at the top of her class. Once she completes her state board exam, her employer, Etowah Health Care, plans to promote her to an LPN status and increase her pay. Heather also received dental assistance and is very proud to show off her new smile.



### Tennessee Solar Institute Offers Solar Photovoltaic Training at the Chattanooga Career Center

As the solar industry continues to expand, more workers are needed to meet the burgeoning demand. The Tennessee Solar Institute (TSI), in conjunction with the University of Tennessee's Center for Industrial Services and Pellissippi State Community College, answered the challenge through its series of Solar Photovoltaic (PV) courses held at the Chattanooga Career Center.

Held in June 2011, the 48-hour course for both currently unemployed and individuals looking to gain entrance into the industry focuses on putting trained people into the solar field in Tennessee.

"From a business perspective, these solar PV workshops really accomplish two things: first, they help supply the solar installation industry with trained workers to meet their demand; second, they provide unemployed or transitioned workers with training in a new career field, whether that's a solar installer or in some other aspect of the industry," said Earl Pomeroy, instructor for the six-day course and a Manufacturing Consultant for TSI.

The course included sections on the basics of electricity, solar energy, and solar equipment design and installation, with a portion of the class being hands-on work with a small solar system array. Upon completion of the course, participants took an exam that leads toward certification as a solar installer.

Interest in the training remains high throughout the state, and the Chattanooga Career Center was flooded with calls and inquiries about how to get into the session. "This training is popular right



now. Interest in the course is overwhelming, particularly here in the Chattanooga area, and TSI was fortunate to be able to partner with the Career Center to offer this training to local citizens and keep them from travelling somewhere else to get the training," said Pomeroy. "The staff members at the Chattanooga Career Center have been great hosts, and we at TSI see it as a win-win for everybody involved," added Pomeroy. A total of 23 people were able to take the training in Chattanooga.

All course offerings to date have been sponsored by TSI with no cost to the participant. "When you're out of work, the last thing you need is to have to fork over money to get new job training," said Pomeroy. "Thanks to TSI, Pellissippi State, and the Chattanooga Career Center, we can take that burden off these folks and let them focus on the training material so they can get back to work."

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### **LWIA~5 Job Fair—May 12, 2011**

In partnership with the Chattanooga Area Chamber of Commerce, forty-nine companies attended and over 1500 job seekers participated in the event held at the Brainerd Crossing in Chattanooga, Tennessee. The total number of job seeker visits at each booth was 2,765 with an average number of 213 visits per booth. Applications and/or resumes that were collected totaled 986, and of those resumes, a total of 324 were considered to be "good candidates" for future hire. A total of 105 onsite interviews were also conducted. An estimated total of 113 job seekers were hired "on the spot" or were to be hired at a later date. In addition to the quantitative summary, the overall perception of the event was very positive; employers appreciated the quality of participants, location, marketing and the flow of the event.



### **Amazon.com—Two Locations in Hamilton and Bradley Counties**

LWIA-5 hosted an important information session with Amazon.com during the program year. Amazon.com, an emerging logistics and distribution company, requested that Career Center staff and other agency partners, a total of 30 area representatives, engage the community for recruitment purposes in order to ensure that diversity at the workplace was a priority. All area representatives agreed to accommodate the request through various available media. Samantha Cermak, HR Manager for both the Chattanooga and Bradley County fulfillment centers, discussed the online application process, timeline for applications, interviews, construction completion dates, wages/shift information, facilities overview and recruiting roles. As of May 2011, over 4,300 applications have been filed for Amazon's two fulfillment centers in Hamilton and Bradley counties in just two days, according

to the company. Amazon plans to hire more than 1,400 full-time workers and more than 2,000 part-timers and is investing about \$139 million in the two Southeast Tennessee sites.

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### **2010 Summer Youth Work Experience**

The LWIA-5 2010 Youth Summer Work Experience Program gained improvements in programmatic and logistical components compared to 2009. Most notably, the Program's 110 worksites were more diverse and provided a broader array of worksite experiences for eligible youth. The 2010 program included private sector, for-profit worksites. The variety of worksites in each of the nine LWIA-5 counties facilitated a much broader work experience for the 343 youth that participated in the six-week, ARRA-funded program.

Additionally, the program benefited through the partnerships with the Mayors' offices in all nine counties in LWIA-5. The Mayors wholeheartedly embraced the opportunity to participate and provide leadership and role modeling to participating youth. Moreover, the Mayors' participation also led to their contribution of additional worksites.

LWIA-5 also greatly improved the Orientation and Training session prior to launching the Work Experience Program. The two-day session included the typical "rules" and "housekeeping," but additional components included a Job Interest Survey, Goal-Setting, Importance of the Resume and Basic Soft Skills for Job-Keeping.

In the present sluggish economy, 18-24 year olds are struggling more than ever to find meaningful and wage-adequate work. The 2010 Work Experience program focused on this population. By focusing on the 18-24 year age range, many of the participants were in a work-ready status, either because they had already finished school or because they had more flexible post-secondary school schedules which allowed the employers to coordinate employment opportunities for qualified candidates. Employers expressed their satisfaction with the older and more prepared participants and, in fact, several were hired at the completion of the program. According to the work-sites, much of the work that the program participants accomplished would have simply remained undone had the Summer Work Experience program not occurred. Youth and work-sites alike reported an increased sense of community through the experience.

It was noted that a large portion of the wages earned by the youth was spent in the community. The majority of the youth reported that money earned (\$1,540.00) would be going to educational expenses, purchase of transportation to assist with education and/or employment, or to rent and utilities in the area. In short, the beneficiaries of this program were widespread throughout the region.



**LWIA 6**  
**Certified Nurse Assistant Course in Franklin County High Schools**  
**Funding Sources: LWIA6 and Tennessee Technology Center/Shelbyville**

With unemployment greater than the state average of 9.8 and national rate of 9.1, Franklin County, Tennessee at 10.4%, benefits from training in a demand occupation. Normally, residents must travel to other counties to attend college or a technology center. But in January 2011 that all changed. LWIA6 provided ARRA funding to Tennessee Technology Center at Shelbyville to administer a Certified Nurse Assistant (CNA) course to LWIA qualified high school seniors in Franklin County.

When the Franklin County Mayor, the Director of Franklin County Schools, and the Franklin County Board of Education were contacted about the opportunity to have the program in Franklin County, they immediately gave their full support and encouragement. Our county leaders showed collaborative support and dedication to education and training for its citizens. In unified motion, the CNA class was approved, classroom space was provided at Franklin County High School by the principal and Willows at Winchester Care and Rehabilitation Center agreed to clinical training. The CNA program was underway.

A broad announcement was made to the seniors at the Franklin County high schools about the opportunity to take the CNA class. Applications were distributed. With the class size limited to 10 students all slots were quickly filled.

Gratefully the course was fully funded. Everything was covered including tuition, the textbook, a set of scrubs, shoes, and fee payment for the Tennessee State CNA license exam after successful completion of the course. While this was substantial, students also received dual-enrollment credit on their high school transcripts. The benefits were significant and students felt proud to be selected for training.

All trainees had career goals of nursing or a related medical occupation. Their commitment was huge; on top of a regular high school curriculum they were obligated to 15 weeks at 135 instructional hours. Classes were conducted 3 nights every week from February 7 to May 25, 2011. Their attendance and performance throughout the course was exceptional. The class was taught by the TTC/Shelbyville Registered Nurses and monitored by the Franklin County Workforce Solutions facilitator.

Franklin County seniors were diligent students. Instructors praised their dedication to the course. Many came to class early and formed a study group for test preparation or to practice CNA skills. At the end of the course, 8 students earned a CNA diploma from Tennessee Technology Center one day prior to their high school diplomas. How proud they were! The eight were then eligible to take the Tennessee CNA license exam in the summer of 2011.



At this time two students, who are now licensed CNAs, are working at Willows in Winchester. Four have applied to MSCC for RN; the remaining students have registered at TTC/Shelbyville in the LPN program or other colleges in radiology or related health fields.

All students and their parents praised the program and the opportunity it afforded their children to acquire an advanced diploma to further their education and “jump start” them on their career paths. They also realized the employment opportunities this certificate provided them while they continue their scholastic work toward advance nursing degrees and radiology diplomas.

In addition, this program exposed these students to the expectations and standards of post-secondary education and the workforce. They grew in knowledge, skill, self-confidence, compassion, and maturity. Franklin County gained 10 mature, motivated adults who will soon enter the workforce. ARRA funding significantly changed the lives of 10 young adults and gave them the opportunity to pursue their goals and to realize their potential.

With such popularity in and beyond the high school, another class is being scheduled for January 2012. A grant through TTC/Shelbyville will expand the work begun by LWIA 6 through ARRA funding.

Great partnership produced a meaningful service for local youth.

### **First Time Job Experiences for Grundy County Youth**

Remaining ARRA dollars added to summer activities for Grundy County youth. There were smiles and signs of excitement when employment assignments were given a few young workers.



First time jobs are always memorable. Work opportunities were given several high school seniors and out of school youth.



Participating sponsors were the Grundy County High School and South Cumberland State Park.

**LWIA 7**  
2010 Annual Report

**Career Readiness Certificate Program:**

During the past year, more employers have recognized the value of the Career Readiness Certificate program. The CRC credential requirement, as a condition of employment, has enabled employers in creating a higher level of community awareness, as well as, increasing the number of certificates awarded. G & L Manufacturing, Yates Nissan, Moeller Marine Manufacturing, Phillips Luminaries, Tutco Inc., and Oreck Manufacturing are the major employers in our area who are presently driving this process. Two of these companies are past recipients of Incumbent Worker Training grants, which have contributed to the success of both companies. LWIA 7 has completed 365 CRC assessments during Program Year 2010.

**Incumbent Worker Training:**

During PY 2010 three companies in LWIA 7 were awarded Incumbent Worker Training grants as follows:

<b>Company Name</b>	<b>Types of Training</b>	<b># Employees Trained</b>
Star Manufacturing	Lean Manufacturing, Ergonomics, Spot-Welding, Supervisory	207
Moeller Marine, Inc.	Lean Manufacturing, Kaizen Facilitator, Value Stream Mapping	132
Flowserve	Autodesk Inventor 3D CAD Software, Finite Element Analysis, Amer. Society of Mechanical Engineers, Underwriters Laboratories Compliance	7

**Training:**

Training in medical occupations continues to lead to higher paying jobs in our workforce area. During the past year, we have assisted 446 students in nursing and other medical training, 169 of which are Registered Nurses and 2 Nurse Practitioners. The average hourly wage of Registered Nursing students served in our area during PY 2010 is \$22.64. In addition to assisting nursing students, LWIA 7 has also assisted 84 allied health occupation students in various training programs such as surgical technology, medical assistant, medical coding and billing, respiratory technology, ophthalmology technician, medical office administrator, laboratory technician, phlebotomy technician, dental assistant, patient care technicians, physical therapy assistant,

pharmacy technicians, etc. LWIA 7 continues to assist Adult, Youth, and Dislocated Workers in attending nursing, allied health and/or high demand occupational training in order to meet the needs of employers as well as individuals. In the past year, LWIA 7 has also assisted females in non-traditional training such as Machine Tool Technology, Welding, etc.

### **Employment Network:**

LWIA 7 has been designated as an Employment Network by the Social Security Administration (SSA) to assist individuals receiving Social Security Disability benefits to find employment. The partnership of one-stop community level representatives and an Integrated Resource Team provides communication and collaboration that results in enhanced coordination of services such as training, education, employment goals, and support for jobseekers with disabilities. LWIA 7 is beginning to generate outcome payments from the SSA for having placed persons with disabilities in substantial gainful activities. The payments are received for those individuals who no longer receive cash disability benefits. WIA funding, Vocational Rehabilitation funding, Employment Network earnings, and possibly private funds will be leveraged to maximize opportunities for employment of individuals with disabilities.

### **Summer Youth:**



LWIA 7 recruited students for the fourth annual President's Academy for Emerging Technologies at Tennessee Technological University (TTU) in partnership with TTU and LWIAs 4 and 6. Thirty-six area high school students were selected from a total of 80 applicants. Students were on campus at TTU for six days and five nights which provided many opportunities for piquing individual interest and excitement in the areas of science, technology, engineering and mathematics (STEM).



Activities included: designing, building and launching rockets and designing, building and racing boats. In addition, student groups were challenged with filming, editing and completing a video/audio presentation which entailed activity developments. Student evaluations at the conclusion of the week were very positive and indicated intentions of entering post-secondary education in at least one of the STEM areas.

## Success Stories:

Ashley Estes was a young mother of two children and had very little work experience. In the spring of 2009, Ashley and her husband were both unemployed when Ashley came in to apply for the Summer Youth Employment Program.



The LWIA 7 Case Manager in DeKalb County placed Ashley as a receptionist at the Chamber of Commerce through the Summer Youth Employment Program. After the summer program ended, Ashley applied for the Licensed Practical Nursing (LPN) Program at the Tennessee Technology Center at McMinnville. WIA provided case management and financial assistance to help cover her tuition and fees while she was in training.

Ashley completed her LPN training in August 2010 and passed her state board exam in October 2010. She is now employed as a LPN with NHC and Suncrest Private Duty in McMinnville, Tennessee. Lillie Vaughn, DeKalb County Case Manager, stated, "Those monies spent for Ashley's work experience and education is a small pittance to the change it will make in her life and the lives of her children and family."

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Anthony Cannon started working in manufacturing when he got out of high school. However, every time things seemed to be going well and he was getting settled, there would be a lay off or the factory would close. He struggled through this for several years before deciding he wanted a new career with more job security. He completed the Certified Nurses Assistant (CNA) training program on his own but was encouraged by his instructor to go further with his training.



Anthony was financially unable to further his medical training past obtaining his CNA. He learned about the WIA program and applied through the Career Center in White County, Tennessee. Working with his case manager, Anthony received WIA funds to assist him with his training costs while he attended the Licensed Practical Nursing (LPN) program at the Tennessee Technology Center at Livingston.

Anthony completed the LPN program at the Tennessee Technology Center at Livingston in April 2010 and passed his state board exam in May 2010. He is currently employed as a LPN at the Overton County Nursing Home. "It has been a dream come true, and I thank the WIA program for helping me," Anthony stated.



**National Emergency Grant:**

Since May 16, 2011, LWIA 7 has served 22 Dislocated Worker participants in the 2011 NEG Program. These participants have been working in temporary jobs at public agencies to provide clean-up, demolition, repair, renovation, and reconstruction of destroyed public structures, facilities, and lands within the communities affected by the severe storms, tornadoes, straight-line winds, and associated flooding in April 2011. The worksites include Fentress County Solid Waste, Fentress County Highway Department, Jackson County Highway Department, Pickett County Highway Department, and the Town of Carthage.



**LWIA 8 Annual Report  
PY 2010  
July 1, 2010 –June 30, 2011**



Workforce Essentials, Inc. and the North TN Workforce Board (NTWB), under the guidance of the Tennessee Department of Labor & Workforce Development, have had a very challenging year in which the economic climate continued to spiral downward. Prevailing through the difficult times, the Career Centers in LWIA 8 assisted over 239,000 individuals of which in excess of 2,400 were enrolled in the Workforce Investment Act.

Tennessee outpaced the Nation with its growing numbers on the unemployment rolls. LWIA 8 did not escape the economic turmoil and was hard hit by two shutdowns. Quad Graphics and Triton Boats closed their doors, leaving over 900 individuals out of work within a 30 mile radius. LWIA 8 applied for and received over \$400,000 in Governor’s Discretionary funds to assist the dislocated workers in LWIA 8.

A cornerstone to the success of Workforce Essentials and the North Tennessee Workforce Board is its focus on economic development and job creation for business and industry. We work closely with the state and local economic development agencies to foster a pro-business environment. This past year nearly 200 jobs were created through Fast Track On-the-Job Training opportunities. The most exciting venture is Hemlock Semiconductor (HSC). The largest investment in Tennessee history, the one billion dollar project is ahead of its hiring schedule. Austin Peay State University (APSU) has begun graduating students from their



Associates of Applied Science (A.A.S.) degree in Chemical Engineering Technology (CET), a class that was started through assistance of a grant from the North Tennessee Workforce Board. The polycrystalline silicon manufacturer requires a highly trained workforce. Workforce Essentials has obtained \$200,000 in grant funds to assist HSC to hire the APSU

graduates and provide on-the-job training experience in their Hemlock, Michigan plant. Industries that have created employment opportunities through on-the-job training are:

Company	TN Location	# of New Hires
HSC	Clarksville	88
Akebono	Clarksville	41
Martinrea Fabco	Springfield	24
Windham Professionals	Gallatin	44

A substantial component of economic development is not only creating new jobs, but retaining the existing employment base within your community. Through this customer-driven program, Workforce Essentials was able to effectively retain and keep businesses competitive through upgrade skills and process improvement training for existing full-time employees.

In rural Houston County, Glastonbury Southern Gage has been a full service



manufacturer with emphasis on thread gauging. Through the Incumbent Worker Training program, employees were trained in CAD software to offer more solutions to customers with professional, technical drawings. Additionally, team leaders were trained on lean manufacturing principles to increase valuable improvements in their production environment.

Employers receiving Incumbent Worker Training Grants are:

Company	TN Location	# of New Hires
ABC Group Fuel Systems	Gallatin	60
E.I. Dupont	New Johnsonville	128
First Federal Savings Bank	Clarksville	51
Glastonbury Southern Gage	Erin	14
ITW Dynatec	Hendersonville	48
Emergency Management Systems	Clarksville	23
Sanderson Pipe	Clarksville	6
ServePro Industries	Gallatin	46
Tennessee Bun	Dickson	14
Tennessee Stamping	Dickson	103
Timbar Packaging	Gallatin	44

More Employer Services:



After the devastating floods inundated Ashland City in May of 2010, A O Smith water heaters which employed 1,200 people was on the verge of closing operations and moving production to another state. With the assistance of the Governor, local political leaders, economic development and a technical assistance grant from the Department of Labor, AO Smith announced that it would rebuild and reopen its current location, saving thousands of jobs for local Tennesseans. An \$110,000 training grant was issued through the North Tennessee

Workforce Board to assist A O Smith employees with training on new equipment while the plant was retooling and drying out from the flood. Additionally, A O Smith took this time to modify their product to be more competitive in the global environment.



### Youth Services



Jobs for Tennessee’s Graduates (JTG) leads the way in the State and Nation for youth employability services in LWIA 8. This year the North Central Chapter, which includes programs in Cheatham,

Houston, Robertson and Williamson County had multiple award winners at the Regional, State and National level. JTG offers youth employment skills that promote transition from school to work.

Location	Event	Competitor	Place
State	Regional Displace	North Central Chapter	1st
State	Employment Interview	Myra Duke-Springfield HS	3rd
State	Consumer Math	Kaylene Chadwell-Centennial HS	1st
State	Workforce Poster	Brian Lapham- Franklin High	1st
State	Public Speaking	Megan Nosedo- Fairview High	2nd
State	Workforce 'Jepordy' Bowl	Fairview High School	1st
State	Employment Application	Blaze Boykin-Springfield HS	1st
State	Career Vocabulary	Kayla Allgood-Springfield	1st
State	Telephone Interviewing	Kamrey Perkins Centennial High	2nd
<b>National</b>	Employment Interview	Sarah Galbreath-Fairview HS	1st
<b>National</b>	Public Speaking	Robert Bright-Franklin HS	3rd
<b>National</b>	Program Design	Laura Richardson-Springfield HS	4th
<b>National</b>	Poetry Contest	Rebecca Dumumbran Franklin High	4th

***WIA Dislocated Customer of the Year***

***Rosalyn Steele***

Rosalyn is a single mother and veteran who had been laid off due to the recession. Focusing on “in-demand” jobs of the future, she elected to enter the biotechnology program. While in school, Rosalyn worked part-time as a receptionist and in custodial positions. Biotech is a difficult program and Rosalyn was always grateful and upbeat at the opportunity Workforce Essentials afforded her. She did her clinical rotation at Biomimetic Therapeutics where she was able to secure a good position upon graduation. Congratulations Rosalyn for setting and reaching your employment goals!



***WIA Customer of the Year***

***Gina Beasley***



Gina has had many interesting character building opportunities and challenges in her lifetime so far. With training and experience as a Medical Assistant, Gina reentered the workforce after being a stay at home mom for several years. Unable to find a job in her field, she decided to pursue becoming a Certified Nursing Assistant. That’s what brought her to the Workforce Essentials office. Workforce Essentials was able to help with Gina’s training, daycare expense, gas, and uniforms. She passed the test to become a C.N.A. and was successful in landing a job at Trevecca Health Care and Rehab

test to become a C.N.A. and was successful in landing a job at Trevecca Health Care and Rehab

Center, a faith based organization that was willing to give her a chance to prove herself. Gina plans on taking the next step and enrolling in an LPN training course. Gina said, “I want to personally thank my Career Advisor. She was willing to listen to me and believe in me. I am excited as I journey through many challenges and accomplish my goals.”

***Business Partner of the Year***

***Tracey Henderson, RN/ NHC Healthcare***



Tracey Henderson has been a true partner to the Career Center. She has trained and employed many of our customers and has worked together with the Williamson County staff to help make the transition from training to employment seamless. Although Tracey runs a strict program,

she always goes the extra mile when someone needs assistance. Robin Kitchell, Workforce Essentials” Senior Career Advisor has said, “Tracey and I have worked together with customers who have learning disabilities, mental health challenges and just plain life issues. All but two customers who were sent through her program have graduated in the last three years. These clients not only work at a good wage, but often go on to LPN school.” Thank you Tracey and NHC for partnering with Workforce Essentials in making a positive difference in our neighbors” lives and strengthening our community!

**LWIA 8 By the Numbers....**

**Job Seeker Opportunities—Career Center Customers 7/1/10- 6/30/11**

- Dickson County 41,080
- Humphreys County 18,290
- Montgomery County 69,129
- Robertson County 30,543
- Sumner County 34,617
- Williamson County 24,206

**Workforce Opportunities—Company Results 2010**

- **239,314** received services in 9 County offices
- **3,604** Enrolled in various DOL programs (WE Inc)
- **91.3%** Placement rate overall
- **\$12.34** Placement Wage overall
- **1,809** WIA Adult and Dislocated Workers
- **90.21%** Adult placement rate

- **\$13.04** Adult placement wage
- **93.27%** Dislocated Worker placement rate
- **\$14.49** Dislocated Worker placement wage
- **602** Youth served
- **90.32%** Youth placement rate
- **\$10.50** Youth placement wage

“Your career center team is incredible and we would not be at staffing levels that we presently are without your team’s valuable guidance, coaching, assistance, and overall support. We are fortunate to have you as an extension of our HR team in Clarksville.”

....Laura L. Lambeth, SPHR Hemlock Semiconductor Corporation

## ***LWIA 9***

Local Workforce Investment Area-9 (LWIA-9) visualizes a skilled workforce that supports business and economic growth throughout its region. During 2010-2011, the area continued the pursuit of its vision by facing a year filled with many opportunities and challenges.

### ***Youth***

#### ***Metro Summer Internship Program (MSIP)***

Working with the agency's Metro partners, NCAC administered the MSIP for the 7<sup>th</sup> year. The program participants were rising Metro high school seniors who took part in a competitive interviewing process to earn their internships. After completing the application process and interviews, 50 interns were selected and placed at various Metro agencies such as the Fire Department, Police Department, Water Department and Metro libraries to name a few.

Below are a few pictures from the MSIP:



#### ***Concrete Certification for Youth (CCY)***

This year was the second year for the Concrete Certification for Youth partnership between the City of Lebanon, located in LWIA-9, the Tennessee Technology Center at Murfreesboro, the Nashville Career Advancement Center and Wilson County Schools. The program provides training for ground and work experience for students who are interested and capable of obtaining the American Concrete Institute's certification for masons, segmental pavers and concrete finishers.

The CCY was so successful in its first year, with 90% of participants earning their ACI certification and becoming employed for wages beginning at \$12 an hour, that participants were in demand from employers prior to program completion. Seven program participants were able to do a portion of their practice hours doing a temporary job for Rotundo Weirich Enterprises, Inc. in Iowa. The participants were so successful, company owner Mario Rotundo wrote the following about the program, "It is with great pleasure that I pass on my gratitude for sending us the below young men to work on our prison project in Burlington, Iowa under the guidance of Steve Mahaney. The boys were very quick to learn their assignments and performed well above my expectations, both in terms of quantity and quality. They showed up for work on or before time every day, worked diligently and purposefully even in very hot weather and all exhibited great attitudes and good humor. It was an honor to have them on a RW jobsite."

Below are a few pictures from CCY program:



### ***Strategic Management Training***

In partnership with Metro Finance Department, NCAC started offering a series of quarterly Strategic Management Training sessions for its customers. The Strategic Management Training curriculum was developed by Rebekah Stephens; Strategic Management Coordinator for Metro Government. The curriculum is designed to provide an overview of strategic management principles and its importance as a management tool. It provides a more in-depth examination of operational/action plans. Topics will include their importance as a management tool as well as how to develop and implement operational measures and action plans that will enhance program and individual employee performance. Also included in the Strategic Management Training session are concrete tools to use to make the most of their employee's performance. Key content includes how to work with employees to set attainable annual goals and guidance on providing constructive feedback. Below is a picture of the participants from the last Strategic Management Training session:



### ***Enrichment Thursday***

Enrichment Thursday is offered to customers throughout the month at the Workforce Campus. Each Thursday, industry professionals are invited to come to NCAC and participate in interactive panel discussions with job seekers regarding opportunities and growth areas in specific



industries. At the meetings, job seekers receive information and career coaching from guest speakers and panelists. The industry employer forums foster networking and help the job seeker to successfully navigate a career transition. Participants may also identify needed skills which can be successfully transferred into other fields of opportunity. The Enrichment Thursday forums afford job seekers the opportunity to develop a personal network while they conduct conversations with employers. Forums such as these would not be possible without the agency's partnerships with area employers. Whether someone is planning to launch, to change or to advance a career, the career development enhancements such as the forums benefit today's job seeker. Below are a few pictures from the Enrichment Thursday Industry Employer Forums:



### *Career Connections*

NCAC offers a series of networking meetings known as Career Connections that provide insight and knowledge about the world of work from career and job search experts in the community. The networking meeting is offered weekly in Davidson, Rutherford and Wilson Counties. Below are a few pictures from Career Connection meetings:



### *Diversity Forums*

NCAC serves as a proud partner for the Middle Tennessee Diversity Forum (MTDF). The MTDF is a public-private collaborative effort devoted to building and benchmarking workforce diversity issues. 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 forums allow them to benchmark their company’s internal diversity initiatives and develop an understanding of how “best practice” companies excel in diversity. Its membership represents many facets of the workforce community across industries and occupations. This representation includes manufacturing, healthcare, publishing, finance/banking, among others.

NCAC Employer Services Director, Jacky Akbari, serves as the MTDf Chairperson; NCAC along with various sponsors hosted the Healthcare Diversity Forum at Baptist Hospital.

Below are pictures of panelists and speakers:





## LWIA 10

South Central Tennessee Workforce Alliance (SCTWA)

### Annual Report

July 1, 2010 – June 30, 2011

**SCTWA received the top performance in the state for last year (2010-2011) with performance standards for exits during 2008-2009.**

- ***NEG On-the-Job Training Campaign Initiative.*** “100 Jobs 100 Days”  
Rolled over to “The BIG Hire!”

On January 14, 2011, The South Central TN Workforce Alliance, in partnership with the Tennessee Career Center- Columbia, kicked off a new On-The-Job Training campaign called “100 Jobs 100 Days”. This initiative recognizes the “investment in training” employers make when adding new employees and has reimbursed employers up to 50 percent of the training wages which has on average, resulted in approximately \$2400.00 per new employee. The training period (not to exceed 480 hours) is determined by comparing the individuals’ current skills and experience with the duties of the job. The initial plan was to serve 124 individuals over an 8 county area. At the end of June, 2011, we had filled 99 slots with 23 employers utilizing the benefits of this program. We were then awarded additional monies to extend the initiative through June 30, 2012. At that time, this initiative was given a new name “The Big Hire” and it has been opened up so that a total of approximately 177 individuals can now participate.

#### Success Story:

Adrian White is one of the many formerly dislocated workers who have benefited from the “100



Jobs 100 Days” initiative. He had been unemployed for almost two years from his former job as an electrician. During that time, he became a frequent visitor of the Tennessee Career Center in Pulaski. He took advantage of the many services offered to him such as rewriting his resume, attending workshops, use of the computers for internet job search, use of InterviewStream to practice his interviewing skills, and he obtained his NCRC (National Career Readiness Certificate). Mr. White was able to acquire a Quality Assurance Tech Certificate and in December 2010, he received a CNC Engineer Technician

Certificate from Tennessee Technology Center-Pulaski through scholarships from the Tennessee Career Center. His new certifications were a key component to making him more marketable in his job search.

During his job search, Mr. White discovered a maintenance position open at Lasko Products in Franklin, TN. Even with Mr. White's transferrable skills, the position of "Multi Crafted Maintenance" worker would require that he have additional training. Having been introduced to the Tennessee Career Center's NEG-OJT program called "100 Jobs 100 Days" by his career advisor, Mr. White made Brenda Altomare, HR Assistant for Lasko Products, aware of money for training that would be available to them if they were to hire him.

- ***NEG for Automotive Workers***

NEG 8.4---768 enrollments (as of 9/13/2011)

NEG 8.4 enrolled in training---232 (as of 9/13/2011)

NEG 8.4 completing workshops---over 2500 (duplicated number, as some attended more than one)

**NEG 8.4 Internship Success Story:** Juanita Nix completed a medical billing and coding internship with Medical Billing Solutions and was hired at the completion of the internship.

**NEG 8.4 Training Success Story:** John Wilson was among the roughly 2,000 workers laid off from GM Spring Hill Mfg in 2009. Wilson signed up for a Belmont University teaching certification program focusing on Math/Science, offered to dislocated autoworkers at the Northfield building on the GM campus. Wilson went on to earn a master's degree and was hired by Ravenwood High School in Williamson County as a Chemistry and Physics teacher.

- ***Partnership with Centerstone***

SCTWA partnered with Centerstone in providing training, supportive services, and internships. Centerstone received a grant to train eligible customers in health occupations. To date, 116 referrals have been made from SCTWA to Centerstone for the grant. Currently Centerstone has partnered with Tennessee Technology Center-Hohenwald and the SCTWA in conducting a L.P.N. class at the Northfield Workforce Development and Conference Center.

- ***Partnership with LWIA 8 & 9***

The Nashville region's three Workforce Investment Boards, the Tennessee Department of Labor & Workforce Development, and the Nashville Area Chamber of Commerce partnered to commission and release a new workforce and labor opportunities study. The study, which was unveiled at the Middle TN Workforce Summit Thursday, Sept. 30, 2010, was an update to a workforce study released in 2008. The updated study provided a detailed snapshot of the region's current workforce, the likely supply and demand trends over the next decade, and a host of considerations and recommendations.

- ***Special Classes***

Over 300 dislocated workers entered/completed training between January 2010 and August 2011 in Local Workforce Investment Area 10. A total of 8 special classes were offered based on the demands of the dislocated workers in our area. All of the pre-activities and training were paid for with funding from Workforce Investment Act (WIA) formula funding, State of Tennessee WIA Statewide Activity funding, Pell Grants, GM Tuition Assistance Program, a Centerstone \$5 Million ARRA Healthcare grant and WIA ARRA funding and 8.4 NEG Grant.

The class offerings and results are as follows:

Business Systems Technology - Business Systems Technology program provides the basic knowledge and technical skills necessary for success in both today's computerized office, as well as the more traditional office environment.

(1) Lawrence County	22 graduates	avg. wages \$10.88
(1) Marshall County	17 graduates	avg. wages \$7.92

Heating, Ventilation, Air Conditioning & Refrigeration (HVACR) - The HVAC is a comprehensive training program for heating, ventilation, air conditioning, and refrigeration installers and technicians.

(2) Maury County/GM	34 graduates	avg. wages \$17.40
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Green Jobs Technology - Training was divided into five major sections: Permaculture and Sustainability, Weatherization, Fuel, Food and Farming and Green Business.

(1) Maury County/GM	8 graduates	avg. wages \$28.00
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Licensed Practical Nursing - The practical nursing program provided the learning experiences including technical instructions and skill development to enable graduates of the program to obtain the basic competencies needed to secure licensure and become gainfully employed as a licensed practical nurse.

(2) Lawrence County	36 graduates	avg. wages \$14.13
(1) Maury County/GM	26 graduates	avg. wages \$14.46
(1) Perry County	24 graduates	avg. wages \$14.34
(2) Marshall County	37 graduates	avg. wages \$15.64

Medical Billing & Coding - The Medical Coding program prepared students to analyze medical records and assign codes to medical conditions, symptoms, diseases, lab, x-ray, surgery and diagnoses. The course that was offered through CSCC waives one year experience needed for the APC Certification. Student will need one year of work experience to get the Apprentice status waived and afterward becomes Certified Professional Coder.

(1) Maury County/GM	44 graduates	avg. wages \$13.32
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Residential Wiring & Plumbing - The Residential Wiring & Plumbing Program was structured around the National Center for Construction Education and Research (NCCER) curriculum and taught students how electricity works and about how the wires and cables carry current into a building or house.

(1) Maury County/GM	15 graduates	avg. wages \$20.94
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Solar Photovoltaic Technology - The solar training program concentrated on installing code compliant solar energy systems. Students learned practical theory, design criteria, installation guidelines, safety issues and maintenance principles of photovoltaic solar systems.

(1) Giles County	18 graduates	avg. wages \$14.99
(1) Maury County/GM	20 graduates	avg. wages \$14.46

Teacher License (Math or Science) - Program was designed for those with a Bachelor's degree to acquire teacher's certification in Math or Science.

(1) Maury County/GM            15 graduates            avg. wages N/A

- **NEG Disaster Grant**

The NEG (National Emergency Grant) Disaster Grant approved funds for the following South Central TN Workforce Alliance counties: Giles, Hickman, Lawrence, Lewis, Marshall, Maury Perry and Wayne. These funds were used to create temporary jobs (Disaster Relief Employment) to assist in the clean-up and restoration efforts as a result of the May 2010 flood event. The total grant received was \$1.4 million dollars. SCTWA placed 163 customers in subsidized employment. There were 35 employers and a total of 160 positions requested by the employers.

Success Story:

The Office of Emergency Management in Maury County has been able to hire a temporary Administrative Assistant through the Disaster Grant. Duane Winningham, dislocated from GM and for the past eight years, has been a member of the Maury County Volunteer Fire Fighters. He has been trained in special operations including hazmat, swift water rescue, dive team, search/rescue, and incident command systems. He is also a member of the Maury County Hazardous Operations Team. As the Administrative Assistant for the EM office, Winningham is charged with a variety of tasks in relation to the May flooding from incident reports to field work and training.



- **Jobs for Tennessee Graduates**

For the academic year that falls within the July 1, 2010-June 30, 2011 annual report, the South Central Tennessee Workforce Alliance made the "Five of Five" Award for the sixth consecutive year at the state level. The Five of Five Awards are the Performance Outcomes JAG is challenged to meet every year. There are five categories. We had the following percentages:

<b>Graduation Rate</b>	<b>99.07%</b>	<b>JAG Standard</b>	<b>(90%)</b>
<b>Civilian/Military Job placement Rate</b>	<b>61.56%</b>	<b>JAG Standard</b>	<b>(60%)</b>
<b>Total Positive Outcome Rate</b>	<b>86.25%</b>	<b>JAG Standard</b>	<b>(80%)</b>
<b>Full-Time Placement Rate</b>	<b>87.82%</b>	<b>JAG Standard</b>	<b>(80%)</b>
<b>Full-Time Job Rate</b>	<b>70.05%</b>	<b>JAG Standard</b>	<b>(60%)</b>

Our graduation rate was the second highest in the state.



Colton Baker from Perry County High School received a Cracker Barrel Scholarship for \$1000. Only two are given each year and is awarded to JTG students who plan to further their education in the restaurant and/or hospitality industry. Colton wants to be a chef and has been accepted into culinary arts at the Art Institute of Nashville. He plans to own his own restaurant someday.

Royeann Weaks from Lewis County received the Clara Theus scholarship in the amount of \$500. Royeann has been accepted to Middle TN State University where she will study in the Medical Diagnostic Field. Only one scholarship is given in the state and is specifically for JTG Students and is given for exceptional leadership and community involvement. Clara Theus was a Jobs for America Graduates specialist and this scholarship is given each year to an outstanding JTG student in her memory.

Allison Kirk, a recent graduate, was a JTG student at Lewis County High School. Allison had a baby during her junior year of high school and during her senior year, she lived alone, supporting herself and her daughter. Allison was eligible to work with the Summer Youth Program because of her economic status. She went to work at a local factory and was named Employee of the Month while working there. She has always dreamed of being a children's author and really enjoys writing. While in school, Allison made a Bronze on her Career Readiness Certificate and brought her GPA up to a 3.13.



Allison is currently attending Austin Peay State University with the help of the TN Hope Lottery Scholarship. While in college, Allison has been hired to work at the Austin Peay University newspaper and is currently the only freshman working on the paper.

- ***Summer Youth Employment Program***

The goal of the Summer Youth Program is to prepare the emerging workforce with career readiness skills, work ethics, and the skills necessary for success in the workplace. Paid internships enabled young adults to have a job, gain valuable work experience, earn a wage, and reinvest those wages back into the local economy. To allow our program to operate this year, we sought Employer donations at a suggested amount of \$1,000 as a show of their commitment to creating jobs for the youth of South Central TN. In exchange for the \$1,000 sponsorship, employers received up to \$2,000 in wages, plus the SCTWA provided Worker's Compensation & Payroll for the youth workers. For the 2010 program year, 18 youth were placed in work experience. Of those, one was hired by the Summer Youth Employer. Five have found employment and nine have entered post-secondary.



The youth placed at Sole Support was Tyler Woods. Woods is a 2010 graduate of East Hickman High School. While at East Hickman High, Woods participated in the JTG program. The JTG program's goal, along with the Summer Youth Employment Initiative, is to help prepare and guide youth through their educational and career paths. "This experience has taught me responsibility and how to get along with fellow

employees. I hope to continue working while taking night classes at Columbia State Community College,” stated Woods. While working at Sole Support, Woods was given a variety of tasks to complete by his supervisor Jon Warren. “He has caught on really well and has performed beyond my expectations,” stated Warren.

- ***Adult Success Story***

Janet Harrison graduated from the LPN program at TTC in Pulaski. She advised that she always wanted to be a nurse but due to being a single parent, financially she was not able. Janet stated



after being laid off and with the help of WIA and Pell Grant funds she was able to return to school. She also gave the Marshall Co. Career Center and her advisors at the time, Tia Anderson and Jamie Ledford credit for helping her take the proper steps to get into school. Janet states that she plans on taking the State Board in the next few weeks and then looking for work as a LPN. She states there is a chance that she may go back to school after working in her desired field for a while. Janet was also Valedictorian, and added that her only plan was to get in the class and pass. She wanted to

encourage everyone by saying “You don’t have to be straight out of high school to go back to school, and no matter what age or life experiences you may go through you can always go back to school.”

- ***Dislocated Worker Success Story***

Michelle Washington –Fitzgerald came to the TN Career Center after being dislocated from



Goody’s in February 2009. She had a background in retail and production and wanted to try her hand at medical billing and coding. She worked with a Career Advisor on her various assessments and to navigate the application and financial aid process to enter training. Michelle graduated from her training program in January 2010 and began diligently job searching with the aid of job services and her career advisor at the TN Career Center. Michelle completed temporary work for the census before securing her new permanent job where she is able to work full-time to support her family.

- ***Employer Services Success Story***

Modine Manufacturing Company is a diversified global leader in thermal management technology and solutions. Modine, located in Lawrenceburg, TN, products are used in light,



medium and heavy-duty vehicles, heating, ventilation and air conditioning equipment, off-highway and industrial equipment, refrigeration systems, and fuel cells. The South Central Tennessee



Workforce Alliance has assisted the company with On-the-Job Training with both Fast Track and the National Emergency Grant OJT programs. New employees in training with the company are paid at the starting rate of \$14.66 to \$16.38 per hour. To date, the company has been reimbursed \$36,030.40 for 16 trainees and there are an additional 11 in training at present.

## **LWIA-11 ANNUAL REPORT / 2010-2011**

The West Tennessee Workforce Investment Board, Local Workforce Investment Area 11 is administered by the Southwest Human Resource Agency and is comprised of eight counties in West Tennessee. LWIA- 11 is under the direction of the twenty-eight member West Tennessee Workforce Investment Board, which is composed of representatives from all 8 counties, and meets all requirements for private industry and public representation.

LWIA-11 continues to provide accessibility to the needs of individuals seeking employment and meeting the needs of public and private sector employers. Employers are given the opportunity to utilize the comprehensive Tennessee Career Center at Jackson, and affiliate sites located in our area to assist in individual assessments, determining skills and abilities and referring appropriate applicants to employee openings. By coordinating available resources, LWIA-11 assists employers in developing specialized training for current employees who may be upgraded to a higher skill level. Job seekers can also access information at the Tennessee Career Center locations throughout our area about existing programs, specialized training, available financial aid, high demand occupations, growth projections in the area, and other relevant job and training information. On the Job Training (OJT) is also utilized to assist both job seekers and employers in securing permanent employment for individuals.

This past year has been a very successful one in assisting all three areas (youth, adult and dislocated workers) in education, training and job preparation. This past year LWIA-11 served a total of 2,287 adults. This included 893 through the Incumbent Worker Training Program. The dislocated worker program in LWIA-11 served a total of 1,252 participants this program year. The youth program in LWIA-11 is divided into two parts, each serving a particular segment of youth in our area. The JTG (Jobs for Tennessee Graduates) served 118 students this program year. Four hundred sixty-two (462) youth were served in various additional programs including dual-enrollment, GED prep, work readiness classes, work experience, occupational skills training, advanced training and job placement.

In January of 2004, six states including Tennessee formed the Career Readiness Certificate (CRC) consortium. This consortium was created due to a serious need for a portable skills credential based on a common language that could be easily understood by employers, educators, and citizens. On October 1, 2007, the Tennessee Department of Labor and Workforce Development implemented the CRC program statewide. CRC is simply a credential based upon WorkKeys assessments. The assessment demonstrates to employers that an individual possesses the basic workplace skills required for 21<sup>st</sup> century jobs. In January of 2008, LWIA-11 began the CRC program. LWIA-11 served 1,242 participants and issued 1,078 certificates (gold, silver, and bronze) in program year 2010.

LWIA-11 once again was a sponsor in the West Tennessee Economic Summit held at Jackson State Community College. This is an opportunity for both the private and public sector to learn

more about the current economic conditions in West Tennessee and what we may expect for the future.

LWIA-11 utilized Incumbent Worker funding from the Tennessee Department of Labor and Workforce Development to help assist five manufacturers and 893 employees in our area. The total funding amount secured for Incumbent Worker Training in our area was \$146,196.00.

Beginning January 1, 2011, LWIA-11 began administering the Senior Community Service Employment Program (SCSEP). The mission of this program is to provide job training and placement for people with limited financial resources who are age 55 or older, and to provide employers with trained, motivated workers. Currently 30 individuals are being served through this program.

Jobs for Tennessee Graduates (JTG), administered in part by Southwest Human Resource Agency and the West Tennessee Workforce Investment Board, is a program designed to assist at-risk disadvantaged youth in graduating from high school and finding and keeping quality jobs. Through classroom instruction, community orientation and career association activities, students

develop competencies in 37 essential employability skills. After leaving school, all students are provided follow-up services for a period of one year. JTG is an affiliate of Jobs for America's Graduates, Inc. (JAG), a national non-profit public service corporation. A total of 118 students participated in the JTG program this past year from LWIA-11.



**Jobs for Tennessee Graduates  
LWIA-11 Officer's Leadership  
Conference Winners**

LWIA-11 Partnered with the Tennessee Department of Labor and Workforce Development, the Tennessee Department of Economic and Community Development, and the local Chambers of Commerce in assisting employers in our area in developing new business opportunities through the Fast Track Initiative.

LWIA-11 provided Fast Track On-The-Job Training for Carlisle ETS, a new company opening for business in the Jackson, Tennessee area. A total of eighteen previously dislocated workers were hired by Carlisle while LWIA-11 assisted with the cost of employee training for these individuals by reimbursing the employer.

Due to the economic down turn in our area, LWIA-11 was awarded a National Emergency Grant On-the-Job Training (NEG-OJT) contract this past year. This contract has been extended through June 30, 2012. If the company wished to participate in this program, individuals seeking employment had to be long-term unemployed in order for the company to utilize funding for reimbursement. Thus far, LWIA-11 has a total of three companies participating, with seven individuals being hired through this grant.



**NEG-OJT Participant Kristy Marcum hired as Secretary by Jones Lumber Company in Henderson, TN**

A total of 19 students graduated from the Inaugural Green Technology class at TTC McKenzie with 15 already working in related fields. Some of those employers are E&W Electric (Paris, TN) Diversified Construction (McKenzie); Paramount Construction (Humboldt); West TN Utility (McKenzie); Townsend Systems (Jackson); and Lowes (Paris). Funding was made available through the Tennessee Department of Labor and Workforce Development.



**Green Electronics Class at Tennessee Technology Center at McKenzie**

The Tennessee Department of Labor and Workforce Development received a 4.7 million dollar NEG Emergency Relief Grant in June Of 2010. The purpose of this grant was to create temporary jobs to assist in the clean-up and restoration efforts in the declared disaster counties as a result of the recent flooding disaster. These temporary jobs also include working on projects that provide food, clothing, shelter, and other humanitarian assistance for disaster victims. One hundred ninety-five (195) people were employed throughout Local Workforce Investment Area 11 utilizing this grant. We had projected an enrollment of 120. The total funding received to assist in this effort in our area was \$1,361,165.00. After the program ended in November 2010, nineteen of the participants were retained by their employers as full-time employees.



**NEG Disaster Grant workers at Beach Lake located in Lexington, Tennessee**

An additional National Emergency Grant (NEG) was received from the Tennessee Department of Labor and Workforce Development to assist with clean-up and restoration activities resulting from storms and flood damage that took place in May, 2011. Six counties of our eight-county area were allotted slots to participate in this program. We had a total of 34 individuals participating at the end of June, 2011.

Rapid Response funding was utilized through the Tennessee Department of Labor and Workforce Development assisting the Tennessee Technology Centers in Crump, Jackson, and Whiteville (Brownsville campus). Two LPN (Licensed Practical Nurse) classes and one Surgical Technician class began training in September 2010. Because of those efforts, 17 LPN students have completed their education and are now working as licensed practical nurses.

Twelve students completed the Surgical Technician program and all twelve completed with over a 95 average for the course.

**Tennessee Technology Center at Jackson Surgical Technician Program Graduates**



## LWIA12

### Younger Associates completes Advanced Manufacturing Sector Analysis

The Northwest Tennessee Workforce Board in partnership with several west Tennessee sponsors recently completed an Advanced Manufacturing Sector Analysis for the 19 rural counties of west Tennessee including Benton, Carroll, Chester, Crockett, Decatur, Dyer, Gibson, Hardeman, Hardin, Haywood, Henderson, Henry, Lake, Lauderdale, Madison, McNairy, Obion, Tipton, and Weakley.

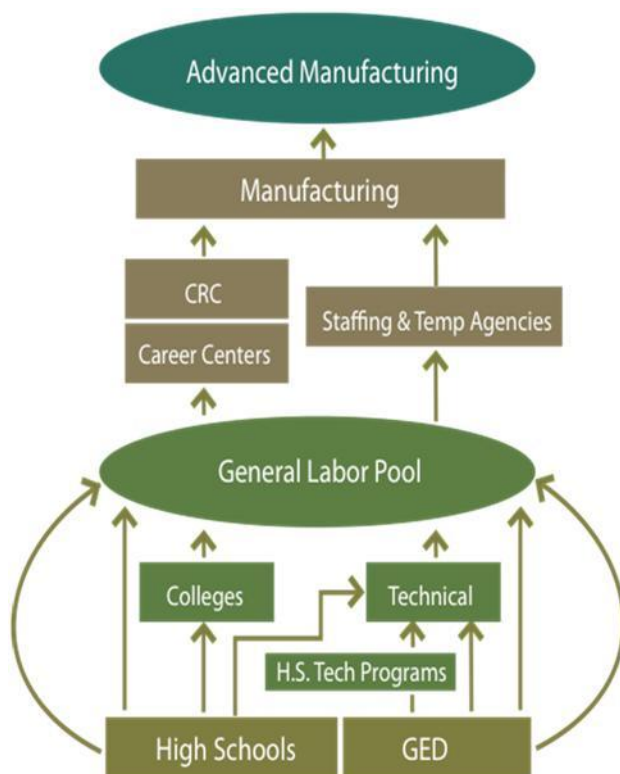
The analysis identifies companies, job titles, wage information, job openings, projected growth, and advantaged manufacturing sectors, including green jobs.

Younger Associates of Jackson and Memphis reviewed 677 West Tennessee companies involved in some type of manufacturing, with several questions to answer (1) What is Advanced Manufacturing? (2) What types of skills do workers need to work in Advanced Manufacturing environments? (3) Where/how can workers acquire the necessary skills?

The process included conducting preliminary interviews with companies that showed potential for advanced manufacturing processes and reviewing published information. At the end of this process, 42 companies were found that currently use advanced manufacturing processes and technologies.

The final report will be available in August 2011 in hard copy and electronic media with the capability to “drill-down” by county.

“The data from the Sector Analysis serves as a valuable and accessible tool for workforce development professionals, economic developers, grant writers, educators, employers, and jobseekers,” stated Margaret Prater, Executive Director of Workforce Development. “Additionally, key data elements from the report will enable our Workforce Board to apply for future grant monies to continue building advanced manufacturing opportunities for our workforce.”



Listed below is a snapshot of critical data elements that are available in the final report.

- Definition and characteristics of an advanced manufacturing company
- Identification and location of advanced manufacturing companies in each county
- Percentage of advanced manufacturing employment compared to total workforce employment

- Annual and hourly wage data for specific jobs in advanced manufacturing sector
- List of job titles and total number of direct jobs in the advanced manufacturing sector
- List of cities/counties with job openings in the advanced manufacturing sector
- Projected job growth in the advanced manufacturing sector over the next 10 years by city/county
- Identification of green jobs in the advanced manufacturing sector
- Identification of sectors (food, fabricated metal, chemical, auto parts, plastic, medical, rubber, electrical, etc.) that constitute advanced manufacturers
- All data accessible electronically with the capability to drill down by county
- Development of advanced manufacturing pathway model for west Tennessee
- Identification of common core skills required across all sectors
- Identification of educational attainment / competency required for each job
- Identification of certifications, certificate, degree, licensure requirements for each sector job cluster
- Identification of fees / cost of training
- Identification of eligible training providers within the region and within 150 mile radius of the region

A career pathway model, PowerPoint presentations, and a companion video will soon be available to middle and high schools to provide youth with information about the many high-tech, high-wage jobs available in advanced manufacturing. Career Centers and Chambers of Commerce are encouraged to make the information available to adult jobseekers to provide insight into the knowledge, skills, and training required to have a career in advanced manufacturing.

“Without our many sponsors, this study and accompanying materials would not have happened, and we are very grateful for their contributions,” remarked Jimmy Williamson, Workforce Board Chairman.

### **Goodyear closes after forty+ years in Union City**

In February 2011, Goodyear Tire and Rubber announced that the Union City plant would close by year end—laying off nearly 2,000 workers and affecting a total of 3,400 people in related industries and suppliers.

Immediately, staff of the Workforce Board went into action, working shifts around the clock in the plant collecting needs surveys from the workers and their affected family members. Between smiling faces, helpful attitudes, and a secret weapon—CANDY—staff collected 1,806 surveys. After twelve staff members keyed surveys over one weekend, it was found that 97.5% of the respondents replied positively to the question “Do you believe that additional training and education would help you become more employable?”

With current budgets already threatened on the local level, a partnership was developed to apply for the Goodyear National Emergency Grant. The Tennessee Department of Labor and Workforce Development in coordination with Kentucky covering twenty-two counties and 3 LWIAs petitioned the Federal Government for \$3.5 million on behalf of the 1,770 hourly United

Steel Workers, 213 Goodyear salaries employees, 70 Hamilton-Ryker workers, and the associated family members who could qualify as displaced homemakers.

In preparation for the influx of such a large number of dislocated workers, a facility was obtained for a separate Tennessee Career Center for Goodyear in Union City that will provide core, intensive, and training services through various partners including WIA, Tennessee Department of Labor and Workforce Development Job Service, Adult Education, and Workforce Essentials.

At the first of July, rumors of the impending closing became more prevalent, and it was determined that the plans for services for the Goodyear employees needed to be ramped up. Connie Stewart, Monitor for LWIA 12, was named Director of the Center. Connie commented, “We have a lot of preparation to do before the plant actually closes—besides the physical improvements to the facility, our education partners need to form in-demand training programs, brochures and flyers announcing our services need to be created, and staff will need to be hired. We know how many we will be serving—we just don’t know how when”

Almost immediately, on July 10, 2011, officials at Goodyear announced a lock-out and a 60-day pay-out plan in lieu of wages. The Workforce Board applied for and received a \$150,000 early start-up grant from the TDLWD.

Margaret Prater, Workforce Board Executive Director stated, “Due to pre-planning, hard work, and long hours of my staff, we were able to start-up quickly with the Goodyear Career Center. We are more than ready to serve these dislocated workers and their families.”

### **National Emergency Grants assist disaster cleanup efforts**

On May 20, 2011, the U.S. Department of Labor announced a \$3,589,704 National Emergency Grant to assist with clean-up and recovery efforts in the wake of the severe storms, tornadoes, straight-line winds and associated flooding that struck Tennessee throughout the Spring. The funds are being awarded to the Tennessee Department of Labor and Workforce Development and will be used to create temporary jobs to assist in recovery efforts.

“I commend the federal government for supporting our communities, families, friends and neighbors as we work to rebuild in the wake of the devastating storms,” commented Dyer County Mayor, Richard Hill.



As of June 30, 2011, the seven original counties in LWIA 12 and an additional four counties transitioning from LWIA 11 had been officially declared disaster areas by President Obama. Overall, \$580,581 in National Emergency Grant (NEG) Disaster funds were awarded to provide assistance to local communities in hiring dislocated workers to help in rebuilding infrastructure damaged by the Spring storms, to assist in cleanup efforts on public grounds, and



to recover some of the costs associated with responding to the emergency situations.

Amy Maxey, Coordinator for the NEG Disaster Grant, has worked diligently to ensure that dislocated workers affected by the region's recent historic job loss have an opportunity to be a part of the program. "Job creation has been slow in our rural communities, which has led to prolonged unemployment. Additionally, public budgets are being stretched tighter and tighter. While no one wishes for the devastation we experienced in Tennessee, our unemployed workers appreciate the opportunity to earn a good wage, and our public officials are grateful for the extra assistance in cleaning and repairing structures and land damaged by the storms."

To date, over 100 dislocated workers have been placed in employment in a wide range of positions: sanitation, erosion prevention, clearing public parks, and recycling.

Pictured: Jerry Hay, Joshua Chapman, and David Stephenson work on repairing roads for the City of Friendship as a part of the NEG Disaster Grant program.

### **Peer Tutor Work Experience program gains strength in 5<sup>th</sup> year**

As part of the menu of services offered through the Workforce Investment Act Youth funds, Local Workforce Investment Area 12 contracts with secondary school systems to fund before or after school Peer Tutor Work Experience programs.

The first year of the Peer Tutor Work Experience program was the 2006-2007 school year. That year, 9 schools were granted funds in the amount of \$145,635 to hire economically disadvantaged, academically successful juniors and seniors to work as peer tutors, assisting fellow students in all subject areas and in credit recovery. The inaugural year resulted in 49 WIA eligible youth working as tutors, helping 553 students with their coursework.

For the 2010-2011 school year, 11 high schools in six counties hired 79 peer tutors. The schools were awarded grants totaling \$240,401, which enabled a teacher, known as a Master Tutor/Supervisor, to mentor the WIA eligible students through the work experience program.

Bradford High School Master Tutor Shawna Adams states, "This program has truly been a blessing to our school and to these young people. They see themselves as role models to the younger students, and really take pride in helping their peers make better grades."

Catherine Via, Youth Council member, praises the Peer Tutor program, "Paid and unpaid work experience is only one element required through Workforce Investment Act legislation. This program also offers youth activities, such as tutoring & study skills, occupational skills training, adult mentoring, leadership development opportunities, comprehensive guidance & counseling."

At the Annual Meeting and Banquet held in November 2010, a "Peer Tutor of the Year" award was given for the first time. Connie J. "C.J." Nolen was the unanimous decision for this honor. "I can't tell



you how much being a peer tutor has helped me. I've learned a lot about myself, and I have been truly inspired by the opportunity of being a peer tutor. It's a great program!"

## LWIA 13

### WORKFORCE INVESTMENT NETWORK (WIN)

SERVING MEMPHIS, SHELBY COUNTY  
AND FAYETTE COUNTY, TENNESSEE  
JULY 1, 2010 – JUNE 30, 2011

#### **WIN Leadership Changes**

WIN continued to experience significant improvements in management and staff during Program Year 2010. Henry Lewis, Deputy Director for Education and Training, joined WIN in July 2010, bringing 26 years of WIA management experience to the team. Wanda Faulkner, WIN's former Director for Administration, came on board in July 2010 as well, bringing extensive experience with City of Memphis policies and internal auditing. Ms. Faulkner retired in June 2011, after assisting WIN in achieving a 2011 PAR monitoring review with no material program findings.

Following an organizational restructure July 1, 2011, Laura Hine, Deputy Director for Business Services, replaced Ms. Faulkner. Ms. Hine has many years of experience as a chief marketing and business development officer for a "Big 5" accounting firm and leading national law firms. In her short time with WIN since January 2011, she has moved Business Services functions forward tremendously, including the development of [www.WINrecruits.com](http://www.WINrecruits.com) (an interactive database of resumes and occupational skills).

Mike Donato, Fiscal Officer, joined WIN in January 2011. Mr. Donato, with over 40 years experience in financial accounting, has implemented process improvement efforts in WIN's fiscal department that resulted in no material fiscal findings in the 2011 PAR Monitoring Report, a vast improvement over previous years. Jim Kovarik, Contracts Manager, joined WIN in September 2010 after 12 years teaching professional and technical writing at the University of Memphis. Mr. Kovarik also brings 20 years experience in grant writing and community development in Memphis. He has been instrumental in streamlining contract processes with the City and spearheaded several special and strategic projects. His longtime history in community development has benefitted WIN with the design and implementation of projects serving hard-to-serve populations.

Longtime Performance Manager Martha Dickerson took on significant additional responsibilities as WIN combined performance and quality assurance following the retirement of Gloria Williams-Jones. Ms. Dickerson now oversees a staff of six responsible for data entry (increasing the use of ECMATS), monitoring (internal and external program and fiscal quality assurance), and ITA tracking (from issuance to payment of invoices).

Finally, after a national search, WIN retained a new Career Center Manager, Vivian Alexander, who joined WIN in June 2011. Ms. Alexander has almost 10 years of experience in management of one stop centers and WIBs. Even in her short time at WIN, she has made significant client and process flow improvements at the Memphis Area Career Center. She has tightened compliance with case management and implemented changes that have improved WIN's partnership with Employment Security.

It is truly a new day at WIN. This is a brand new management team working cohesively and capably to make WIN the "go to" resource for workforce development in our region and a model local area in Tennessee.

### **Memphis Area Career Center**

In the midst of a deep recession, the Memphis Area Career Center and seven satellite centers had another very busy year. WIN obligated over \$4,000,000 and issued 1,923 individual training account (ITA) vouchers to adults and dislocated workers. LWIA 13 helped 2,523 adult and dislocated workers gain a Career Readiness Certificate. WIN's disability program navigator worked with community based organizations, employers, and WIN staff to build awareness of the needs of the disabled participants by holding community events and providing tools for disabled participants, including an interpretype telephone for hearing impaired individuals.

WIN management embarked on an important redesign of service delivery to job seekers, which is currently being implemented. The new design will improve interaction with one stop partners and customize the intake and assessment of clients. New and enhanced workshops are designed to target the individual needs of job seekers coming to the Career Center.

### **Youth Services**

During summer 2010, WIN operated a successful summer youth employment program, expending approximately \$1.7 million in combined ARRA and formula funds to provide summer employment for 840 youth. Again in summer 2011, WIN's successful summer program utilized approximately \$1.3 million in formula funds to provide summer employment for 420 youth. WIN also expended approximately \$3 million in Program Year 2010, serving over 700 youth year round with WIA formula funds.

During Program Year 2010, WIN funded the Memphis Youth Career Development Program, developed and administered by the Greater Memphis Chamber in partnership with Cummins, Inc. The 8 week summer program provided a learning experience to 15 WIN funded and 45 other youth by acquainting them with career opportunities as identified in the Memphis Fast Forward Initiative. The comprehensive experience introduced youth to the expectations and needs of the workforce and emerging technology industries.

## **Business Services**

Under the leadership of Laura Hine, the Business Services Unit has developed the database driven website, [www.WINrecruits.com](http://www.WINrecruits.com), an efficient smart tool where job ready candidates can register, upload a resume, and indicate skill sets related to local job opportunities identified by Business Services. Currently, 24 detailed skill sets are included on the websites, with more being added as employer needs are identified. On the administrative end, Business Services staff can perform keyword searches to quickly obtain lists of potentially qualified candidates for area employers in response to job postings seeking customized screening and recruiting.

During Program Year 2010, WIN administered three incumbent worker training awards totaling \$100,000 assisting 81 workers and helping these area employers avert layoffs through enhanced skill training.

The Business Services Unit of WIN continues its successful partnership with the Greater Memphis Chamber as an active member of the Existing Business Team. In addition, WIN's Business Services unit provides customized recruiting, testing and training for local business partners including Riviana Foods, Lucite International, KTG/Kruger, Siemens Industries, Kellogg's, Troxel, Memphis Contract Packaging, Carrier, and Kilgore.

During Program Year 2010, local elected officials and the Chamber have included WIN on their team in recruiting new industries such as Mitsubishi, Electrolux and KTG/Kruger. Business Services is working with these new and expanding employers to develop timelines and plans to assure that their staffing needs are met with a qualified workforce. In high demand occupations, where demand exceeds the supply of qualified applicants, WIN is convening stakeholders to work toward achieving solutions, whether it be reaching the right job seekers or working to develop appropriate training curriculum to meet employer needs.

Business Services regularly partners with the Tennessee Department of Labor and Workforce Development at Rapid Response meetings during layoffs in LWIA 13. The most recent example of WIN's partnership is to help conduct small group sessions to assist the 588 employees who are losing their jobs with the recent closing of Cleo Wrap.

## **Board Development and Strategic Planning**

During 2010, WIN welcomed new business and education sector members, each of whom were strategically recruited for their skills and experience, including expertise in data analysis of occupational demand, local community and economic development conditions, and visionary thinking. In March 2010, a Board led strategic planning retreat resulted in seven priority goals including: development of a board succession plan, investigation of 501c3 status, enhancement of web-based job seeker services by removing barriers to access, investment in and nurturing of partnerships and grant strategies, re-visioning youth services, and assessment of an ideal location and design for a new Career Center.

WIN's Performance and Accountability Committee, made up of board members and staff, embarked upon a quantitative and qualitative study of high demand occupations and related skills training in order to determine and recommend to the LWIA 13 Board a new strategy for allocating training funding. This work is anticipated to be completed during fall 2011.

### **Significantly Improved Compliance**

As mentioned, WIN achieved a PAR monitoring report for Program Year 2010 reflecting few, immaterial program and fiscal findings. This was a proud accomplishment and reflects the commitment to competence and a high degree of excellence in serving WIN clients. In addition, WIN achieved approval of its strategic plan by the State Workforce Board, of which all documents were timely and accurately submitted. The strategic plan included the preparation and submission of a Baldrige Level II strategic plan for the organization. Board and Youth Council membership were brought into compliance and across the board Tennessee Department of Labor and Workforce Development technical assistance was discontinued after several years.

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#### 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)

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

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<http://www.sedev.org>

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#### LWIA 7

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

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

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

#### LWIA 9

<http://www.nashville.gov/ncac/index.asp>

#### LWIA 10

<http://www.sctworkforce.org>

#### LWIA 11

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

<http://westtennesseecareers.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/>

## State Web Sites

<http://www.tnrecovery.gov/> This is the homepage for Tennessee's Recovery Act announcements and directives.

<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.tn.gov/labor-wfd/TN\\_State\\_Plan\\_2007.pdf](http://www.tn.gov/labor-wfd/TN_State_Plan_2007.pdf) 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

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

<http://www.whitehouse.gov/omb/egov> View Plans for eGovernment Initiative

<http://wdr.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

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<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

[http://www.doleta.gov/Recovery/eta\\_default.cfm](http://www.doleta.gov/Recovery/eta_default.cfm) This is the homepage for US DOL, Employment and Training Administration Recovery Act announcements and directives.

### Division of Workforce Development Directory

**Susan Cowden, Administrator**, Division of Workforce Development; 615.741.3874  
[Susan.Cowden@tn.gov](mailto:Susan.Cowden@tn.gov)

**Pat Bleecker**, Incumbent Wkr/Apprenticeship Training Programs Manager; 615.253.1330  
[patrick.bleecker@tn.gov](mailto:patrick.bleecker@tn.gov)

**Susie Bourque**, Assistant Administrator, Division Workforce Development 615.741.4092  
[susie.bourque@tn.gov](mailto:susie.bourque@tn.gov)

**Nova Buker**, Dislocated Worker Unit, 615.532.7534  
[nova.buker@tn.gov](mailto:nova.buker@tn.gov)

**Joan Craig**, Director, Dislocated Worker Services; 615.741.0889  
[joan.craig@tn.gov](mailto:joan.craig@tn.gov)

**Tom Forehand**, Operations Unit; 615.253.6236 [Tom.Forehand@tn.gov](mailto:Tom.Forehand@tn.gov)

**Joe W. Fults**, Director, Rapid Response Services, 931.424.3014  
[Joe.W.Fults@state.tn.us](mailto:Joe.W.Fults@state.tn.us)

**Wil Hammond**, West TN Regional Grants Manager; 731.660.8179  
[Wil.Hammond@tn.gov](mailto:Wil.Hammond@tn.gov)

**Dan Holton**, Grants Program Manager, Operations Unit; 615.741.5326  
[dan.holton@tn.gov](mailto:dan.holton@tn.gov)

**Regina King**, Executive Secretary, Compliance Unit; 615.741.0354  
[regina.king@tn.gov](mailto:regina.king@tn.gov)

**James Roberson**, Director, Compliance Unit; 615.253.6938  
[James.M.Roberson@tn.gov](mailto:James.M.Roberson@tn.gov)

**Christy Montgomery**, Grants Program Manager, Youth & Planning 615.741.3872  
[christy.montgomery@tn.gov](mailto:christy.montgomery@tn.gov)

**Theresa L. Morris**, Administrative Services Assistant 4; 615.741.5526  
[theresa.morris@tn.gov](mailto:theresa.morris@tn.gov)

**Tyrone W. Parker**, Manager, SCSEP/Re-Entry Programs; 615.253.5869  
[Tyrone.W.Parker@tn.gov](mailto:Tyrone.W.Parker@tn.gov)

**Linda Sampson**, East TN Regional Grants Manager, 423.610.0222,  
[Linda.Sampson@tn.gov](mailto:Linda.Sampson@tn.gov)

**Louis Stone**, Aging Program Coordinator; 615.741.8777 [louis.stone@tn.gov](mailto:louis.stone@tn.gov)

**David Taft**, Dislocated Worker Unit; 615.741.5671  
[David.Taft@tn.gov](mailto:David.Taft@tn.gov)

**Rubka Tamerat**, Compliance Unit; 615.741.6786 [rubka.tamerat@tn.gov](mailto:rubka.tamerat@tn.gov)

**Sterling Van der Spuy**, Employer Services Director; 615.532.5945 [sterling.vanderspuy@tn.gov](mailto:sterling.vanderspuy@tn.gov)

**Fay Eisenberg**, Operations Unit, 615.741.4653 [fay.e.eisenberg@tn.gov](mailto:fay.e.eisenberg@tn.gov)

**Rosevelt Noble**, Director, Eligible Training Provider, 615.741.7577 [rosevelt.noble@tn.gov](mailto:rosevelt.noble@tn.gov)

**Briana Johnson**, Eligible Training Provider List/ Board Specialist, 615.253.8860  
[briana.johnson@tn.gov](mailto:briana.johnson@tn.gov)

**Nina Webster**, Eligible Training Provider List, 615.253.5678 [nina.webster@tn.gov](mailto:nina.webster@tn.gov)

**Joey Czarneski**, Director, Performance, 615.253.5868 [joey.czarneski@tn.gov](mailto:joey.czarneski@tn.gov)

# ETA

*U.S. Department of Labor  
Employment and Training Administration*

*WIA Annual Report Data System*

**APPENDIX A**

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## FINAL SUBMISSION

The WIA ANNUAL REPORTS Application for

State: TN

PY: 2010

has been submitted and certified on 09/26/2011, 11:36  
AM.

[Return to Main Menu](#) | [Log Out](#)



U.S. Department of Labor  
Employment and Training Administration

Tennessee's WIA Annual Report Data

Table B: Adult Program Results

Reported Information	Negotiated Performance level	Actual Performance Level	
Entered Employment Rate			
Employment Retention Rate			
Average Earnings	\$	\$	\$
Employment and Credential Rate			

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								
Employment Retention Rate								
Average Earnings	\$	\$	\$	\$	\$	\$	\$	\$
Employment And Credential Rate <sup>4</sup>								

---&gt;

**ETA**

**U.S. Department of Labor**  
**Employment and Training Administration**

*WIA Annual Report Data System*

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

<b>Reported Information</b>	<b>Individuals Who Received Training Services</b>		<b>Individuals Who Only Received Core and Intensive Services</b>	
<b>Entered Employment Rate</b>				
<b>Employment Retention Rate</b>				
<b>Average Earnings</b>	\$	\$	\$	\$

Table E: Dislocated Worker Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate			
Employment Retention Rate			
Average Earnings	\$	\$	\$
Employment and Credential Rate			

Table F: Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
	Entered Employment Rate							
Employment Retention Rate								
Average Earnings	\$	\$	\$	\$	\$	\$	\$	\$
Employment And Credential Rate								



Table G:  
Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
<b>Entered Employment Rate</b>				
<b>Employment Retention Rate</b>				
<b>Average Earnings</b>	\$	\$	\$	\$

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

<b>Reported Information</b>	<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
<b>Placement in Employment or Education</b>			
<b>Attainment of Degree or Certificate</b>			
<b>Literacy and Numeracy Gains</b>			

Table L: Other Reported Information

Reported Information	12 Month Employment Retention Rate		12 Months Earnings Increase (Adults and Older Youth) or 12 Months Earnings Replacement (Dislocated Workers)		Placements 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			\$	\$			\$	\$		
Dislocated Workers				\$			\$	\$		
Older Youth			\$	\$			\$	\$		



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**Table M: Participation Levels**

<b>Reported Information</b>	<b>Total Participants Served</b>	<b>Total Exiters</b>
<b>Total Adult Customers</b>		
<b>Total Adults (self-service only)</b>		
<b>WIA Adults</b>		
<b>WIA Dislocated Workers</b>		
<b>Total Youth (14 - 21)</b>		
<b>Younger Youth (14 - 18)</b>		
<b>Older Youth (19 - 21)</b>		
<b>Out-of-School Youth</b>		
<b>In-School Youth</b>		

Table N: Cost of Program Activities

<b>Program Activity</b>	<b>Total Federal Spending</b>
<b>Local Adults</b>	
<b>Local Dislocated Workers</b>	
<b>Local Youth</b>	
<b>Rapid Response (up to 25%) WIA Section 134 (a)(2)(B)</b>	
<b>Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)</b>	

	<b>Program Activity Description</b>	
<b>Statewide Allowable Activities WIA Section 134(a)(3)</b>		

<b>Total of All Federal Spending Listed Above</b>	
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Table O: Local Performance

<b>LWIA 1</b>	<b>Total Participants Served</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 - 21)</b>	
		<b>Younger Youth (14 - 18)</b>	
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 -21)</b>	
		<b>Younger Youth (14 - 18)</b>	

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>		
	<b>Employers</b>		
<b>Entered Employment Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Retention Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		

Table O

	<b>Younger Youth</b>		
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Credential/Diploma Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
	<b>Younger Youth</b>		
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>		
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>		
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>		
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>		
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			

<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>



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<b>LWIA 2</b>	<b>Total Participants Served</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 - 21)</b>	
		<b>Younger Youth (14 - 18)</b>	
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 -21)</b>	
		<b>Younger Youth (14 - 18)</b>	

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>		
	<b>Employers</b>		
<b>Entered Employment Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Retention Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		

Table O

	<b>Younger Youth</b>		
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Credential/Diploma Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
	<b>Younger Youth</b>		
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>		
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>		
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>		
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>		
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			

<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>

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<b>LWIA 3</b>	<b>Total Participants Served</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 - 21)</b>	
		<b>Younger Youth (14 - 18)</b>	
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 -21)</b>	
		<b>Younger Youth (14 - 18)</b>	

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>		
	<b>Employers</b>		
<b>Entered Employment Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Retention Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		

Table O

	<b>Younger Youth</b>		
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Credential/Diploma Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
	<b>Younger Youth</b>		
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>		
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>		
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>		
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>		
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			

<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>

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<b>LWIA 4</b>	<b>Total Participants Served</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 - 21)</b>	
		<b>Younger Youth (14 - 18)</b>	
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 -21)</b>	
		<b>Younger Youth (14 - 18)</b>	

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>		
	<b>Employers</b>		
<b>Entered Employment Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Retention Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		

Table O

	<b>Younger Youth</b>		
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Credential/Diploma Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
	<b>Younger Youth</b>		
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>		
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>		
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>		
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>		
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			

<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>

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<b>LWIA 5</b>	<b>Total Participants Served</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 - 21)</b>	
		<b>Younger Youth (14 - 18)</b>	
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 -21)</b>	
		<b>Younger Youth (14 - 18)</b>	

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>		
	<b>Employers</b>		
<b>Entered Employment Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Retention Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		

Table O

	<b>Younger Youth</b>		
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Credential/Diploma Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
	<b>Younger Youth</b>		
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>		
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>		
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>		
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>		
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			

<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>



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<b>LWIA 6</b>	<b>Total Participants Served</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 - 21)</b>	
		<b>Younger Youth (14 - 18)</b>	
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 -21)</b>	
		<b>Younger Youth (14 - 18)</b>	

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>		
	<b>Employers</b>		
<b>Entered Employment Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Retention Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		

Table O

	<b>Younger Youth</b>		
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Credential/Diploma Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
	<b>Younger Youth</b>		
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>		
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>		
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>		
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>		
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			

<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>

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Table O: Local Performance

<b>LWIA 7</b>	<b>Total Participants Served</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 - 21)</b>	
		<b>Younger Youth (14 - 18)</b>	
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 -21)</b>	
		<b>Younger Youth (14 - 18)</b>	

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>		
	<b>Employers</b>		
<b>Entered Employment Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Retention Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		

Table O

	<b>Younger Youth</b>		
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Credential/Diploma Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
	<b>Younger Youth</b>		
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>		
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>		
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>		
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>		
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			

<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>

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<b>LWIA 8</b>	<b>Total Participants Served</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 - 21)</b>	
		<b>Younger Youth (14 - 18)</b>	
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 -21)</b>	
		<b>Younger Youth (14 - 18)</b>	

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>		
	<b>Employers</b>		
<b>Entered Employment Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Retention Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		

Table O

	<b>Younger Youth</b>		
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Credential/Diploma Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
	<b>Younger Youth</b>		
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>		
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>		
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>		
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>		
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			

<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>

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Table O: Local Performance

<b>LWIA 9</b>	<b>Total Participants Served</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 - 21)</b>	
		<b>Younger Youth (14 - 18)</b>	
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 -21)</b>	
		<b>Younger Youth (14 - 18)</b>	

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>		
	<b>Employers</b>		
<b>Entered Employment Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Retention Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		

Table O

	<b>Younger Youth</b>		
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Credential/Diploma Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
	<b>Younger Youth</b>		
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>		
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>		
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>		
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>		
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			

<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>



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<b>LWIA 10</b>	<b>Total Participants Served</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 - 21)</b>	
		<b>Younger Youth (14 - 18)</b>	
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 -21)</b>	
		<b>Younger Youth (14 - 18)</b>	

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>		
	<b>Employers</b>		
<b>Entered Employment Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Retention Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		

Table O

	<b>Younger Youth</b>		
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Credential/Diploma Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
	<b>Younger Youth</b>		
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>		
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>		
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>		
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>		
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			

<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>

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<b>LWIA 11</b>	<b>Total Participants Served</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 - 21)</b>	
		<b>Younger Youth (14 - 18)</b>	
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 -21)</b>	
		<b>Younger Youth (14 - 18)</b>	

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>		
	<b>Employers</b>		
<b>Entered Employment Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Retention Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		

Table O

	<b>Younger Youth</b>		
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Credential/Diploma Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
	<b>Younger Youth</b>		
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>		
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>		
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>		
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>		
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			

<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>

**ETA**

U.S. Department of Labor  
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*WIA Annual Report Data System*

Table O: Local Performance

<b>LWIA 12</b>	<b>Total Participants Served</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 - 21)</b>	
		<b>Younger Youth (14 - 18)</b>	
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 -21)</b>	
		<b>Younger Youth (14 - 18)</b>	

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>		
	<b>Employers</b>		
<b>Entered Employment Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Retention Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		

Table O

	<b>Younger Youth</b>		
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Credential/Diploma Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
	<b>Younger Youth</b>		
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>		
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>		
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>		
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>		
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			

<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>

**ETA**

U.S. Department of Labor  
Employment and Training Administration

*WIA Annual Report Data System*

Table O: Local Performance

<b>LWIA 13</b>	<b>Total Participants Served</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 - 21)</b>	
		<b>Younger Youth (14 - 18)</b>	
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	
		<b>Dislocated Workers</b>	
		<b>Older Youth (19 -21)</b>	
		<b>Younger Youth (14 - 18)</b>	

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>		
	<b>Employers</b>		
<b>Entered Employment Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Retention Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		

Table O

	<b>Younger Youth</b>		
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
<b>Credential/Diploma Rates</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
	<b>Younger Youth</b>		
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>		
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>		
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>		
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>		
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			

<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>