



**Division of Workforce Development  
Tennessee Department of Labor and Workforce Development  
Annual Narrative Report to the Employment and Training Administration  
United States Department of Labor  
Program Year 2006**

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STATE OF TENNESSEE  
DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT

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PHIL BREDESEN  
GOVERNOR

JAMES G. NEELEY  
COMMISSIONER

October 1, 2007

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

Dear Secretary Chao:

Please find attached Tennessee's Program Year (PY) 2006 Workforce Investment Act (WIA) Annual Report. With much honor and pride I present this report to you, which provides an overview of Tennessee's PY 2006 workforce development activities, statewide programs, local workforce accomplishments, and the required performance data.

This past year again has been one of challenges and rewards, in which Tennessee has progressed beyond the crossroads described in previous annual reports, toward a more enhanced and empowered workforce development system. Our progression and continuous improvement during the year are especially evident in the department's move to a new site in Nashville, wherein all WIA programs are housed under a single roof. We are very proud of the new building, and the opportunity to continue to work together as a team toward workforce and economic development in Tennessee. Through the coordination of programs and services we continue to rejuvenate our local workforce system and expand the level of service delivery through the implementation of new initiatives focused on talent development and innovative practices in support of further improvements for all customer bases. We continue to strive towards the level of excellence that places Tennessee at the forefront of the competitive global market.

As we continue to face the challenges of workforce development in the 21<sup>st</sup> century, Tennessee will remain committed to providing our citizens with a customer-focused workforce development system. We believe that the essential key to economic empowerment is through enriching the lives of all Tennesseans.

Sincerely,

A handwritten signature in black ink, reading "James G. Neeley". The signature is written in a cursive style with a large, sweeping flourish at the end.

James. G. Neeley

JGN:DH:rk

## I. Executive Summary: Legacies of Innovation PY 2006

Throughout Program Year 2006, the Tennessee Department of Labor and Workforce Development's Division of Workforce Development continued to nurture Governor Bredesen's and Commissioner Neeley's vision and legacy for workforce and economic development. Governor Bredesen understands that the wealth of the state consists in hard working Tennesseans who have good jobs and good futures, along with the



companies that employ them. Governor Bredesen committed to five innovative, job creation priorities for his second term, which include focusing on education improvement and a skilled workforce, leveraging the full power of state government, investing in traditional and high-tech infrastructure, meaningful policy changes, and rapid responses to expanding business. Governor Bredesen asserts that, "As a businessman, I believe our quality of life depends on our ability to recruit businesses that can grow and expand and be productive. And it absolutely depends on the ability of hard working Tennesseans to find good jobs that will help them earn a good living for themselves and their families." Thus, and under the leadership of Commissioner Neeley, the Tennessee Department of Labor and Workforce Development continues significant investments in people and community infrastructure, and these are just two of the legacies which form the subject of this Annual Report.

### A. Continuing One-Stop Workforce Development, and the New Digs



As one of his first formal acts in office, Governor Bredesen created the Governor's Jobs Cabinet. The Jobs Cabinet embodies the governor's strategy of coordinating the highest levels of government leaders and private stakeholders to find specific strategies to grow and retain better paid, higher skilled jobs. The governor charged the Jobs Cabinet to join him in getting out of the State Capitol and listening to

Tennesseans on the frontlines of the community – workers, classroom teachers, plant managers, parents, small business owners and workforce development trainers.

Seven Commissioners from state government: Economic and Community Development, Agriculture, Education, Environment and Conservation, Labor and Workforce Development, Tourist Development, and Transportation. Additionally, the President of the University of Tennessee, the Executive Director of the Tennessee Higher Education Commission, the Chancellor of the Tennessee Board of Regents, the President of the Tennessee Industrial Development Council, and the President of the Tennessee Chamber of Commerce and Industry serve as members of the Jobs Cabinet. Through the collaborative efforts of the Jobs Cabinet, the state has been able to maximize and leverage program dollars more efficiently and reduce duplication of services provided across state agencies.

Governor Bredesen’s ‘Next Steps: Job Creation,’ initiative outlines the themes for economic and workforce development for his second term, which include:

- The Diploma Project
- Expanding Traditional Talent Development Programs
- The Rural Opportunity Fund
- Fostering Innovation in Business and Industry, and
- Further Aligning Economic and Workforce Development

In the furtherance of these priorities, the Tennessee Workforce Development System remains uniquely positioned to address the national strategic priorities of the workforce investment system.

***Innovation and the New Digs***

Just one of Commissioner Neeley’s legacies to workforce performance and to workforce development overall, is the first ever success in bringing all labor and workforce development programs under the same roof. As this annual report is prepared and submitted, all employees of the Department of Labor and Workforce Development now have their central workplace in a new building, as shown in the image below.



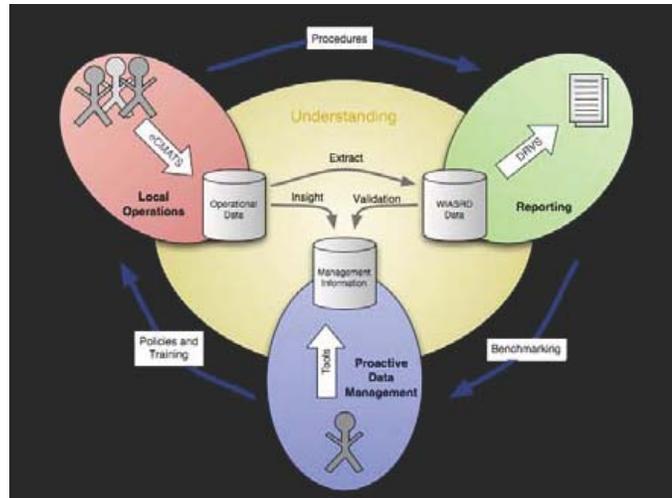
It is unprecedented in our history that Wagner-Peyser Programs, Workforce Development, Unemployment Insurance, Boilers and Elevators, Workers Compensation, Trade Act Programs, and the several other important programs now work in a single building. What this speaks to is the consolidation and integration of programs which is sought through the Workforce Investment Act itself, and further attests to the

continuing performance excellence of the Tennessee Department of Labor and Workforce Development.

## *Evaluations and High Expectations for Performance*

To get answers to the important performance and evaluation questions, we rely heavily upon our cyclical data management and information management strategy. This ensures that the delivery of services to Tennesseans is a real intervention, rather than a merely technical issue, as follows:

eCMATS plays a central role in this strategy, but it is not the only, and not even the most important role. Yet, eCMATS is our excellent data system used to support the reporting processes for WIASRD, and the upcoming WISPR/WISRD system; it is the consolidated, webbased, customer tracking system called eCMATS (Enhanced Consolidated Management Activity Tracking System). eCMATS is a web-based electronic record collection and report producing instrument which operates using Oracle9i machine



languages. The shell interfaces with internet navigators such as Internet Explorer or Netscape, and requires the continuing support of technicians, programmers, and database administrators. End-users provide the transactions which then are extracted daily, weekly, monthly, quarterly, and annually to deliver performance outcomes. A major element of these transactions is the interaction between our ESCOT system and eCMATS, in order to transfer source earnings data to eCMATS. This method is based upon quarterly updates to employee earnings, as entered by employers and staff to ensure the accurate

delivery of earnings data. Earnings data then is extracted virtually, then used to automatically report earnings. The strength of this system is in its ability to integrate seemingly different program designs, such as WIA, ES, TAA, NEG, and Adult Education programs. Administrators and end-users among all these programs are utilizing eCMATS to enter and capture jobseeker and employer data for the purpose of tracking and reporting program costs, priorities, solutions, and most of all timely and accurate performance outcomes. In these ways eCMATS is an important contributor to our seamless performance management approach to the delivery of ETA-funded programs.

Our understanding has been to be prepared for changes, rather than to wait for changes that may introduce themselves at any moment. Our participation in this project has positioned the Tennessee Department of Labor and Workforce Development to be at the forefront of implementing the WISPR reporting system. In fact, our reporting system presently lacks just two (2) data elements in order to fully deliver a single report across all program areas identified by the project. We also are active presenters in the continuing Data Element Validation roundtables nationally, as well as active presenters in the continuing 'Common Measures, Common Message' national trainings scheduled for later this year. The Governor and the State Board have enthusiastically supported these activities, and continue to assert their leadership in national issues.

In last year's annual report, Tennessee noted a full process evaluation of its WIA data collection and data extraction process and procedures. In collaboration with the University of Memphis' Advanced Information Technology Center (AITC), information technology/security experts put together a detailed analysis of the script currently used to extract quarterly data validation extracts from eCMATS (enhanced Case Management and Tracking System), for reporting on WIA

programs. In this process, we learned what may have gone wrong, what was going right, and we took immediate steps to resolve any coding issues the exist in the script procedure. The outcomes of this evaluation have led to several innovative actions, to include the development of a Wiki website, from open-source software, now used to track all changes to the extract script, and

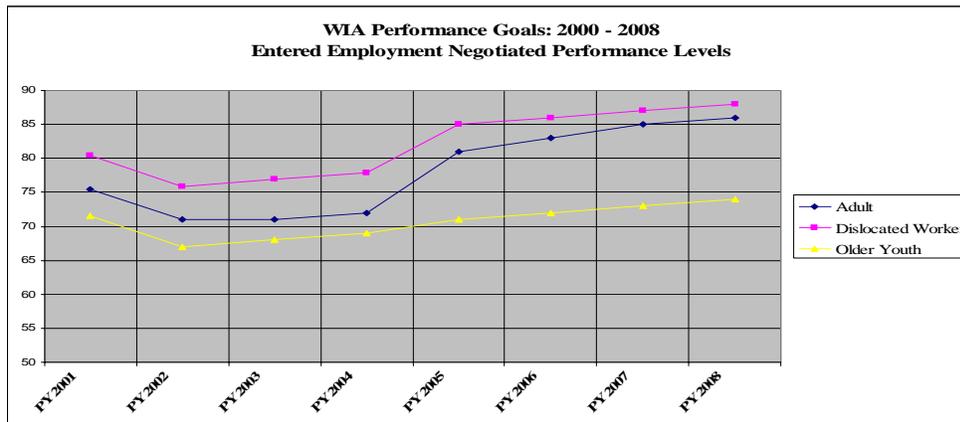


document the mapping procedure between the extract file and the WISPR and WISRD. As a further evaluation of performance and strategic process improvement, Tennessee has implemented *Dolce Vita* (Department Of Labor Consolidated Environment for Verification, Integration, Testing and Analysis), the web-based collaborative workspace which makes detailed analyses available to local area

performance specialists and state office staff. It is at its heart an application designed to assist in visualizing, organizing, documenting and managing relatively large, complex datasets; imposing a practical level of order and hence comprehension on a collection of detailed data that could otherwise easily be chaotic. As such it is vital that the toolset itself in well organized, documented, and verifiable - both in terms of internal structure and external system and user interfaces.

### High Expectations for Performance Outcomes

Our performance outcomes for PY 2006 show the effects of the increasing negotiated performance levels



levels which were sharply higher since PY 2005, and the inception of the Common Measures. Taking a look at the outcomes shown in Tables A through O, we can observe fewer outcomes which exceeded 100% of the negotiated goal; and

these results to us have much to do with the very high expectations which are evident in the ever increasing performance levels. One good example consists in the Entered Employment Rate negotiated performance levels, as shown in this chart:

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

**1. Employer and Youth Services**

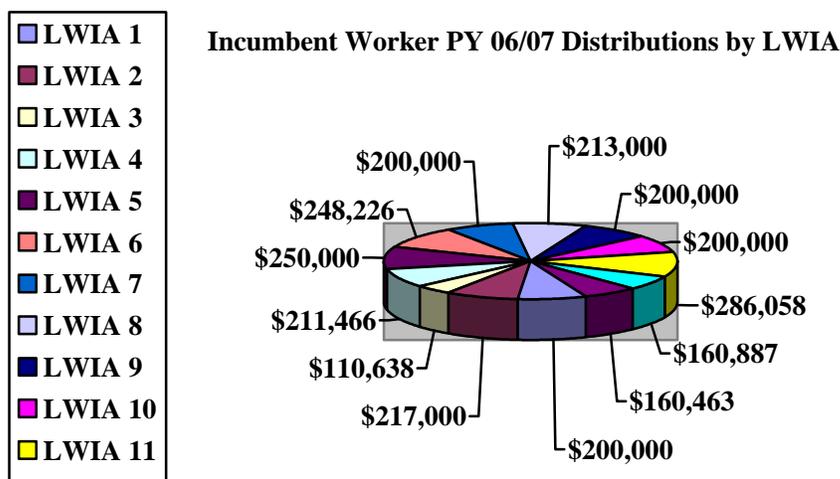
Over the past year the Employer Services Unit has experienced some changes to include the addition of new programs and personnel. Due to the untimely passing of our Director, Mr. Jim Alford in June 07, the unit has been re-organized and merged with WIA Youth programs to form the new Employer and Youth Services Unit. This change has assisted in providing continuity of service to both internal and external customers as we continue to engage many employers in our state.

The Governor along with Tennessee’s State Workforce Development Board and the Commissioner of Labor and Workforce Development all continue to include services to employers as a core guiding principle in economic development for the benefit of Tennessee’s workforce. The Incumbent Worker Training program has seen an increase in demand which in turn has translated in a continued investment of WIA funds for this program.

When you consider that there is a required employer match and the grant value may not exceed \$50,000, Tennessee employers have invested over \$5.9M to benefit from these funds which in turn benefits the worker.

**2. Incumbent Worker Training Grants**

To date, the three year grant average amount is approximately \$30,000 that has benefited over 220 industries in our state, serving approximately 22,874 workers in skill training. The value of this investment cannot be overstated. For PY 06/07 the numbers are as follow: \$2,657,738 serving 9,742 employees and 89 employers.



Three year totals for our Incumbent Worker Training grants are charted below:

Fiscal Year	Obligated	# of Employers	# of Participants
04/ 05	1.1 million	43	3,101
05/ 06	2.0 million	87	10,031
06/ 07	2.8 million	90	9,742
Totals	5.9 million	220	22,874

***FastTrack***

Governor Bredesen formed the Tennessee Job’s Cabinet (Executive Order 6) soon after taking office in 2002. After several listening tours and meetings with the Job’s Cabinet, Executive Order 15 was signed implementing the FastTrack Initiative. The goal of FastTrack was to assemble resources of Tennessee State Government and Higher Education to provide more timely and effective response to the needs of businesses in the area of job growth and job retention. FastTrack is under the direction of the Department of Economic and Community Development. They coordinate with members of the Governor’s Jobs Cabinet to attract and retain new and existing businesses and continuously evaluate current programs, incentives and processes. A primary goal is to ensure that all inquiries, requests and demands of businesses receive an initial response within 72 hours.

	<p>The Tennessee Department of Labor and Workforce Development is a partner in both the Jobs Cabinet and FastTrack.</p>
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Often representatives from the Employer Services division meet with new or existing businesses in collaboration with ECD, TVA and the Department of Revenue, etc. to assist with addressing barriers and identifying resources. The TDLWD brings all the resources of the Career Center System, including the Workforce Investment Act, to the FastTrack collaborative making this an effective employer service model.

Over the past three years the Department of Labor and Workforce Development has been an active partner in new expansions, new locations or relocating businesses. Our department offers incentives in two key areas, i.e. initial applicant screening and On the Job Training (OJT). Initial applicant screening is calculated using the following formula:

New jobs X wages of new hires X 2080 hours in a year X 6%. This is a conservative projection when you consider the time spent in trying to match the right employee to the right job opening. The second part of our department’s incentive program is OJT which is calculated as follows: (New jobs times .25) X 50% of wage for new hire X 320 hours (short term training). Based on these formulas, over the past three years, our contribution has been:

Initial Applicant Screening:	\$8,041,795
On the Job Training:	\$2,665,541
New Hires:	5223

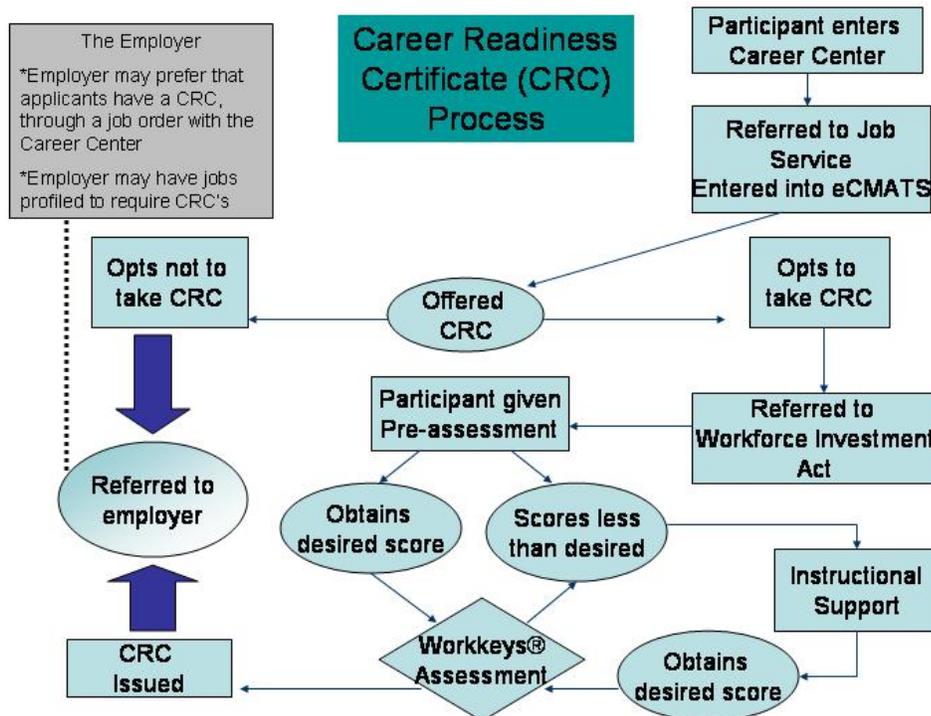
## Career Readiness Certificate

In July of 2006 a pilot project was launched in LWIA's 8, 9, and 10 for the Career Readiness Certificate. During the pilot project over 3000 certificates were issued. A survey was commissioned in March 2007 through the University of Memphis to assess the pilot project. The results of the study demonstrated a successful pilot with 9 out of 10 participants stating that they would recommend the CRC to others. Our business community also responded very positively with 100% stating that the CRC helped them make better hiring decisions.

Seeing a want for this program from both employees and employers the Tennessee Department of Labor and Workforce Development is currently in the process of implementing statewide a Career Readiness Certificate based on the Work Keys® assessment. We have set a projected launch date of October 1, 2007 for statewide implementation. In mid-September 2007 a "Train the Trainer" session will be held in Nashville to prepare and train our LWIA's for the anticipated launch of this program.



This certificate will carry the Governor of Tennessee's signature as well as the Commissioner of the Department of Labor and Workforce Development's signature on the front and a list of the certificate holder's skills on the back for potential employers. The CRC will serve as a measuring stick for a worker's comprehension of basic skills in reading, locating information and applied mathematics. The CRC will carry three levels (gold, silver, and bronze) and is good for five years from the date of issuance. Our goal in this project is to ensure that Tennessee's workforce is more trainable and better skilled in areas that employers are seeking.



## ***New Initiatives in Fiscal Year 07/08***

### ***Employer Recognition Award***

This award will be presented annually to the company who has successfully completed the most outstanding Incumbent Worker Training Program for Program Year 2006 & 2007. The Local Workforce Investment Areas may nominate the program in their local areas that they believe has best demonstrated an outstanding Incumbent Worker Training Program. Nominations will be reviewed and the winner announced by the TDLWD by November 15th and will be awarded to the winning company at the State Board Meeting held December 5 & 6 in Nashville.

To apply, the LWIA must submit a detailed description that best describes the reasons they think that their nominated program should receive this award. The participating company's training program that best encompasses the following criteria will be chosen:

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

### ***Apprenticeship Assistance Program***

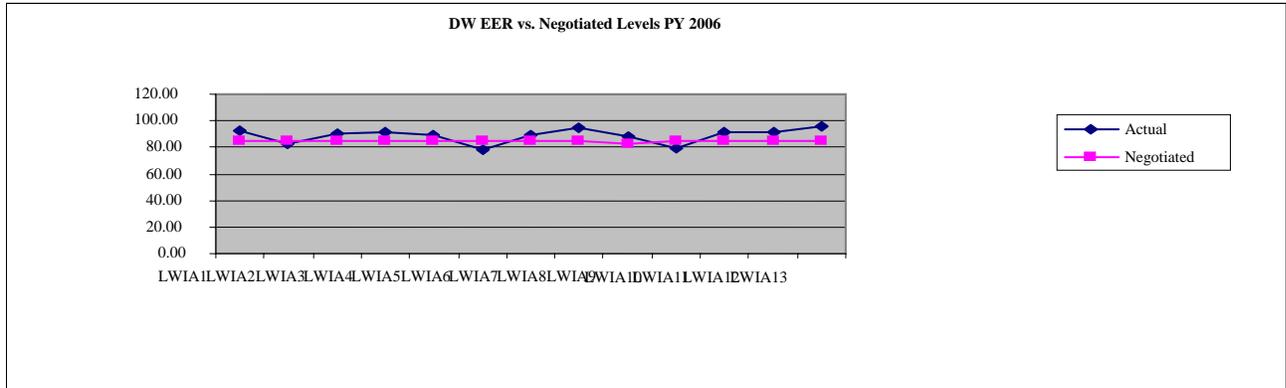
On January 1, 2008 The Workforce Development Division of the TDOL will kick-off the new Apprenticeship Assistance Program. Help was solicited from all the Local Workforce Investment Area's (LWIA), recognized apprenticeship programs and other sources to finalize this program. This program will help to develop valuable skills training for the building trades and other skills related jobs through recognized organizations that participate in Apprenticeship Training.

1. Applications will be accepted November 15, 2007 with funds becoming available January 1, 2008
2. \$500,000.00 will be available for distribution.
3. There will be a \$50,000 dollar limit on each grant approval with a dollar for dollar company match.
4. Applications will come to TDOL Workforce Development Office for approval. Upon approval of the grant by the Commissioner the grants will be sent to the corresponding LWIA to implement the program.
5. This will be performance based with specific measurable outcomes with training leading to continuous employment.
6. Training expenses will be reimbursable.

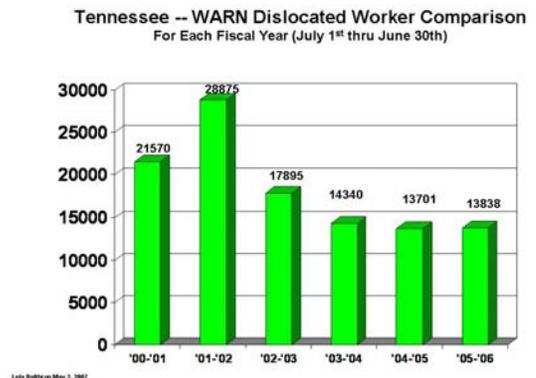
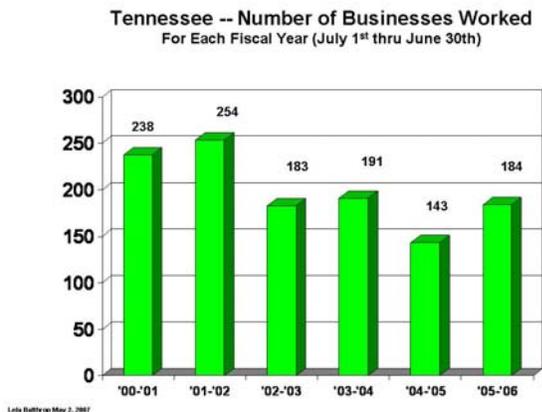
Applicants must be recognized by the Bureau of Apprenticeship Training.

### 3. Dislocated Worker Program

By looking at Tennessee's **Dislocated Worker Program** (includes the Rapid Response Unit), the PY 2005 investments in people and community also appear both steady and marked by noticeable changes. The chart below indicates a microcosm of the overall, consistent pattern of entered employment outcomes for Workforce Investment Act



A further look at the unit's activities and investments in people and community also appear both steady and marked by noticeable changes. The charts below indicate a microcosm of the overall, consistent pattern of outcomes for Workforce Investment Act participants in Tennessee; namely, a consistent pattern of outcomes at or exceeding 100% of the negotiated goals for both PY 2003 and PY 2004. By examining some of the reasons of this pattern, it is clear as shown below that participation levels have trended upward. The distribution of services over time are changing, with sometimes extraordinary events on the local level in Tennessee. Still, participant levels and businesses worked have remained steady since PY 2002 and on through PY 2004. But as we are aware in the Dislocated Worker Program, this trend is showing an upward spike for PY 2006.



To address the issue of unexpected changes in the employment and economic landscape in Tennessee, in PY 2004 Tennessee completed concerted work to fully incorporate Rapid Response/WARN activities and investments into our enhanced Consolidated Management and Tracking System (eCMATS). A Rapid Response module was added to the system, accompanied by a detail design document and user training manual. Rapid Response is a strategy designed to respond to major layoffs and plant closings by employers by quickly coordinating services for retraining affected employees. Thus, early intervention services through coordinated services and integrated Career Center staff, along with increased ability to track and report on participants, were

enhanced with the improvements entered into eCMATS. This application has proven very beneficial to program participants as well as administrators.

#### **4. Senior Community Services Employment Program**

Another indicator of underlying change and improvement in a steady environment of performance accountability is our **Senior Community Service Employment Program (SCSEP)**. During PY 2005, this program in Tennessee contracted with the following organizations:

##### **Upper East TN Human Development Agency**

301 Louis Street (37660)  
PO Box 46  
Kingsport, TN 37662-0046  
Lois Smith, Executive Director  
Jackie Sensabaugh, Project Director  
**Carter, Johnson, Sullivan, Washington**

##### **East TN Human Resource Agency**

911 Cross Park Drive  
Suite D100  
Knoxville, TN 37923-4517  
Gordon Acuff, Executive Director  
Polly Bird, Project Director  
**Campbell, Claiborne, Morgan, Scott, Union**

##### **Upper Cumberland Human Resource Agency**

3111 Enterprise Drive  
Cookeville, TN 38506  
Phyllis Bennett, Executive Director  
Virginia Donaldson, Project Director  
**Cumberland, Fentress, Jackson, Macon, Putman,  
Van Buren**

##### **Mid-Cumberland Comm. Service Agency**

531 Metroplex Drive Suite A200  
Nashville, TN 37211-3140  
Beverly Bass, Executive Director  
John Governor, Project Director  
**Cheatham, Dyer, Henry, Houston,  
Humphreys, Montgomery, Stewart, Obin, Weakley**

##### **Hardeman County Literacy Council**

200 Hope Street  
PO Box 856  
Bolivar, TN 38008-0856  
Marge Lovelace, Director  
Ophelia Parks, Project Director  
**Chester, Hardeman, Hardin, McNairy**

##### **Senior Services Inc.**

4700 Poplar Ave.  
Memphis, TN 38117-4411  
Deborah Cotney, President  
Anthony Culver, Project Director  
**Shelby, Fayette**

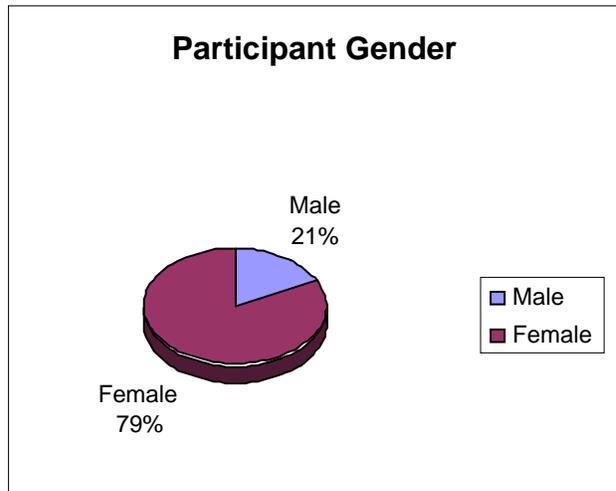
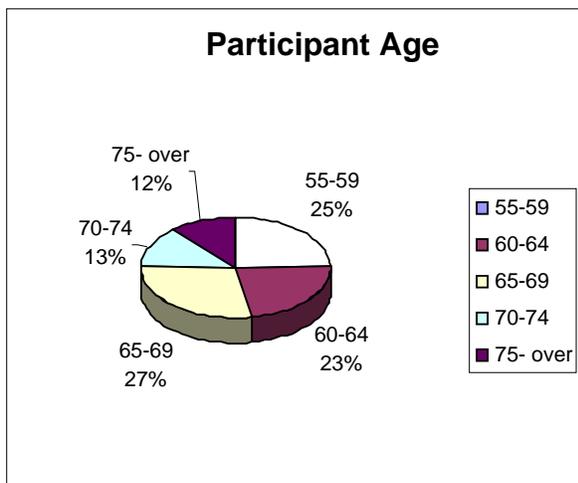
The results of an aging population required adjustments to our way of thinking about untapped resources in Tennessee's labor pool. The SCSEP program in Tennessee has been strengthened due to the continued collaboration with the career center system. In order to meet the demand of this special population, community outreach initiatives, and job fairs are developed to provide employment opportunities for the mature worker. The success of these collaborative efforts is due to the partnerships that exist between our SCSEP sub-contractors, national contractors, and community programs which contribute to the economic prosperity of this population.

During PY 2006, the majority of the participants of the SCSEP program lived in urban communities. However, with the increase of service industry jobs, the rural participant population is expected to increase in the upcoming years. It is our goal to ensure that our workforce development system is accessible to those participants with limited industrial employment opportunities.

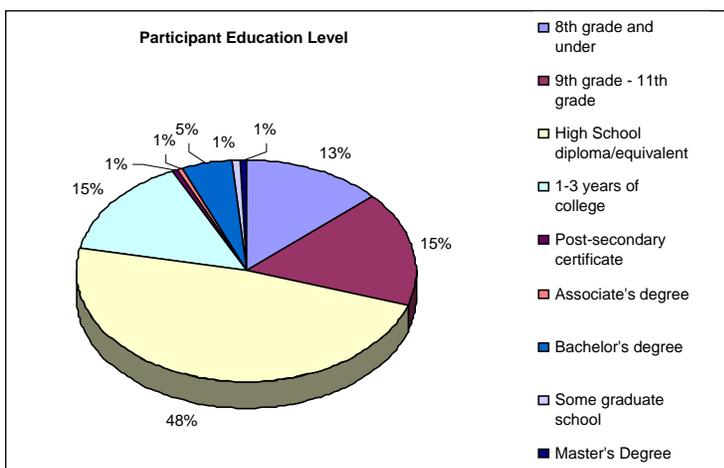
The PY 2006 outcomes of employment and training programs for this population are reflected in these charts of baseline data:

## Senior Community Services Employment Program – Participant Characteristics

### Year to Date



During PY 2006 the majority of senior participants who received employment services were females whose ages ranged between 55-65 years old. This exclusive population represented a wide range of ethnic and cultural backgrounds and was able to use our career services and establish employment in a global and competitive labor market.



Education levels of the senior participants ranged from 8<sup>th</sup> grade and below to graduate degree attainment. In these findings it is evident that the senior services initiative has the capacity to place individuals from diverse socio-economic backgrounds in careers that provide employment and financial security. Through the continued growth of this mission these training services will serve as a catalyst and ensure that this special population of jobseekers will be able to maintain a competitive edge in an unstable job market.

In Tennessee, our mature workers represent not only individuals who have retired, but also people who simple want a career change. We have made significant strides in developing a workforce system that caters to the specific needs of the low income population, as well as the needs of individuals seeking career growth and development. TDLWD has recently developed program initiatives that provide opportunities to the “baby boomer” population who offer employers a wealth of knowledge and expertise.

## *Expanding the Horizon – Boomer Careers Website*



There also have been significant outreach initiatives which attract experienced older workers, such as the 'Boomer Careers' website. The Web site offers baby boomers information on Tennessee job search, career transition, guidance on education and training, résumé writing, and career counseling at the Tennessee One Stop Career Centers. The site goes one step further in assisting the boomer generation with links to resources that can help them remove obstacles in their job search such as caring for an older family member. This new Web site enhances the work done at Tennessee Career Centers to help older workers, as valued members of our state's workforce, to make the career and lifestyle changes they desire.

### **5. Faith-Based and Community Initiatives**

#### **The President's Initiative**

Upon the creation of the Office The Faith-Based and Community Organizations Initiative, a paradigm shift occurred in federal government. The separation of church and government eroded. Previously existing barriers have been eliminated and the playing field was leveled to foster partnerships for non-traditional stakeholders. As a result, assistance of individuals, families, and communities who battle social distress can transform their lives by the opportunity to participate fully in services programs.

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

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

In PY 2005, the State of Tennessee, in a collaborative effort with other federal agencies, provided grants to faith-based and community organizations, establishing and expanding activities that aid in the delivery of educational and human social services. This social reform effort assisted with the implementation of training programs focused on the development of employability and job training services. We are continuing with this initiative in PY 2006.

Tennessee Department of Labor and Workforce Development (TDLWD) Faith-Based and Community Organizations Initiative program lends to the provision of leadership and guidance to the Local Workforce Investment Areas, Local Workforce Investment Boards, State Workforce Investment Board and the One-Stop Career Centers to facilitate a seamless integrated delivery system for a demand

driven workforce. The promotion of such a unified team will progressively enhance Tennessee's competitive and profitable edge.

## **SHARE Network**

In PY 2005, TDLWD engaged in a Memorandum of Understanding with the Division of Employment and Training, U.S. Department of Labor, and Center for Faith- Based and Community Initiatives.



Over this past year SHARE Network was implemented to provide Tennesseans with linkages to the career center system as well as faith-based and community organizations. This partnership promotes the coordination of social services throughout the state and provides service access points for individuals seeking assistance in their perspective neighborhoods and communities.

There were four (4) local workforce investment areas initiating SHARE Network in January of 2007. Once these pilot projects are evaluated and assessed, TDLWD may initiate the effort statewide. TDLWD is committed to the empowerment of local social services and community programs to ensure that most in need populations have access to the career center system.

A vital and pivotal component for the success of our faith based and community initiative is to continuously monitor the progress of the strategic decisions and provide solid leadership at a high quality level. In addition, we will continue to formulate strategies for program implementation and develop tasks which will respond to the specific needs of special populations. We conducted training in three of the pilot areas to develop and implement SNAPs (Share Network Access Points). SNAPs are up and running in three of the four pilot areas. Several of the local areas are developing incentives for increased case loads and referrals. While this remains small in scope, several models exist that could be expanded or used to implement additional SNAPs. The resource directory continues to be identified as a duplicative effort and should be discontinued in Tennessee as so much energy and complete information exists in the TennHelp system.



## **Reentry Collaborative**

### **Building Strong Partnerships**

The Tennessee Department of Labor and Workforce Development (TDLWD) is committed to ensuring that our career center system is accessible to individuals from all facets of social and economic backgrounds. Our goal is to provide a service delivery system that encompasses and targets the specific needs of special populations. Ex-offenders, who are released from our state correctional facilities, have several barriers to overcome in order to successfully transition back into society. Our career center system is an essential component of this transition.



In an effort to increase the accessibility of our career center system to service the special needs of ex-offenders, TDLWD in collaboration with the Tennessee Department of Correction (TDOC), has implemented several initiatives to assist ex-offenders entering the career center system. TDLWD serves as a key member of the Tennessee Reentry Collaborative, a consortium of state agencies that provide programs focused on offender reentry. Through this alliance, TDLWD has the capability of developing workforce system programs that target this special population.

In PY 2005 and continuing in PY 2006, TDLWD established Reentry Point of Contacts (POCs) in all comprehensive career centers. These individuals were selected to provide assistance to ex-offenders entering the career center system. The POCs also serve as a liaison between the local correctional facility and the local career center. In this capacity, the POC will provide a direct link to the career center system before an incarcerated person is released from prison.

In our state correctional facilities, pre-release programs have been established to assist individuals with reentry transition. Pre-Release coordinators facilitate instructional courses that provide soft skills to individuals who are scheduled for release. These pre-release programs positively influence transition success, and assist with the overall reduction of recidivism.

This past year, TDLWD continues its commitment to provide career center system training to pre-release coordinators currently working in state correctional facilities. The curriculum will be tailored to provide these coordinators with extensive knowledge of career center system services. Once the coordinators successfully complete the training program they will be certified career development facilitators. TDLWD affirms that through increasing the accessibility of our career center system ex-offenders will successfully conquer the challenges of a demand driven workforce system.

## B. Local Initiatives and Capabilities

### LWIA 1

#### LWIA 1: Overview



During 2006-2007, the Northeast Tennessee Workforce Investment Board led initiatives designed to address key strategic priorities focused on quality youth programming, promoting regionalism and economic development, highlighting employer services and commitments to training, and building relationships with other key stakeholders.



#### Focus on Youth

Capitalizing on the award of \$1.1 million in 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. The first house is 95% complete and work has begun on a second!



Beginning in late 2007, an additional four homes will be constructed. Upon completion in 2009, more than 75 youth will have been served and six LWIA 1 families will be

living, with pride, in their own homes.

#### Focus on Employer Services

- ❖ By deploying \$250,000 of State Incumbent Worker grants, six employers trained approximately 240 individuals in high wage careers.
- ❖ Led by Eastman Chemical, LWIA 1 is working with Northeast State Technical Community College to build training infrastructure designed to provide a pipeline of skilled workers to ensure workforce capacity into the next decade. With particular emphasis on the “hidden” supply of underemployed adults, LWIA 1 has created a career ladder system for wage growth.



- ❖ LWIA 1 has welcomed three new automotive suppliers who are bringing 320 new jobs to the area.

#### Focus on Regional Economic & Community Development Partners

Working with the Regional Alliance for Economic Development, NETWIB has begun an asset map/inventory of resources needed to reduce the high school dropout rate, continuing LWIA 1’s goal of 100% high school graduation/GED attainment.

## LWIA 2

### LWIA 2: Overview

### LOCAL AREA 2 HIGHLIGHTS 2006-2007

Local Area 2 continues to be committed to continuous improvement of its programs and services, working effectively with partners, and achieving performance. In 2007, the local area exceeded all 17 performance standards. The staff and board worked diligently to plan and implement several new initiatives and to ensure the success of proven programs.

#### **Center for Workforce Education Grand Opening**

Walters State Community College celebrated the grand opening of the innovative Center for Workforce Education (CWE) in December 2006, with Susan Cowden, Administrator of TDOL&WD's Employment & Training Division, helping cut the ribbon. Many other local officials and agency representatives attended the CWE opening, including career center partners, the local workforce board,



the CWE Advisory Committee, and city and county elected officials. The \$1.95 million project, funded by a Community-Based Job Training grant from the U. S. Department of Labor, is focused on advanced manufacturing, particularly the automotive sector. The automotive sector is one of the key sectors selected by the Area 2 board. The center's Advisory Group, made up of representatives of local industries, advised the staff on the development of curriculum and the purchase of

\$500,000 in new manufacturing equipment to train current and prospective employees. The center also features a "smart classroom" with sophisticated instructional technology. The center is a joint effort of the Center for Workforce Development, which is the LWIA 2 administrative and program entity, and Walters State's Technology Education Division.

The Center for Workforce Education includes an affiliate career center with a resource lab. The center has served 381 area residents and enrolled 41 participants during the first eight months. The first five participants completed their technical training programs in September 2007. The center staff has begun working with major employers, including Crown Tonka and JTEKT, to develop training programs to meet their specific needs. Walters State is also working with Northeast State Technical and Community College to provide training programs for Tennessee Eastman, which expects to need a large number of new employees since many of their current employees reach retirement age in the next few years.

#### **Career Center at Talbott Performance Excellence Level 1 Award**

The Career Center at Talbott, LWIA 2's regional center, achieved a Level 1 award from the Tennessee Center for Performance Excellence. Partners from Adult Education, Tennessee Department of Labor, Vocational Rehabilitation, the Area 2 Local Workforce Investment Board, and WIA staff from the Center for Workforce Development staff at Walters State Community College worked together to earn the award.

#### **Summer Career Camp**

The fourth Summer Career Camp hosted 72 WIA youth participants for two one-week sessions. The WIA youth visited Bush Brothers, Tennessee Technology Center at Morristown, the Exposition Center, the Tennessee National Guard and other employers and training providers. The campers learned about area postsecondary training programs in a



variety of fields, participated in experiments and classes, explored careers in fields ranging from agriculture to industry, and learned about options for financing postsecondary education. The youth service providers and families were invited to participate in an awards dinner each of the weeks.



### **Expanded Employer Initiatives**

Many employer initiatives were started or expanded. The *Workforce Focus* newsletter, which is mailed to over 4,000 local employers with five or more employees, was completely revamped. In the fall LWIA 2 offered a seminar taught by nationally known workforce trainer Jodie Sue Kelley on employee retention for area employers. She also provided staff training on retaining WIA participants. Other employer initiatives include a complete revamping of the on-the-job training program with the LWIB 2's OJT Task Force. The OJT process is now more efficient and effective and ensures successful OJT. The new emphasis on OJT has resulted in a significant increase in the number of employers and workers benefiting from the program. These include Ball Corporation which trained 18 employees in three positions; Colgate Palmolive which trained 44 operator technicians and technical technicians; General Electric which trained 10 employees in four positions; Phoenix Closures which trained eight employees in two positions; and eight other local employers.

Local Area 2 businesses and industries welcome the opportunity to apply for Incumbent Worker Training grants from the Tennessee Department of Labor & Workforce Development. The program was aggressively promoted by staff and was featured in an issue of *Workforce Focus*. The number of grants to companies in the area increased, and the trend continues to escalate.

### **Board Task Forces**

The Area 2 Local Workforce Investment Board, chaired by David Popiel of the *Newport Plain Talk*, launched a new initiative that includes a great use of task forces and a streamlined board agenda. The board now uses a consent agenda, and features a presentation each quarter on a workforce topic or issue, such as local workforce needs in the healthcare industry and marketing to employers and jobseekers. These changes came as the result of recommendations from the Board Operations Task Force which examined board meetings and other board operations. The OJT Task Force successfully streamlined the OJT process and forms, and the Marketing Task Force began examining needs and opportunities to market the career centers. A major survey of over 4,000 was conducted in June 2007. The survey was adapted from a nationally recognized survey instrument developed by the U. S. Chambers of Commerce for the U. S. Department of Labor. The results provided a base of information about local employers' needs and preferences.

### **Navigator and Economic Development Initiatives**

The Disability Navigator program has benefited the local area in many ways. The Career Center at Talbott is now equipped with a number of resources for individuals with disabilities. Programs and workshops for employers help local businesses and industries hire and retain these individuals. A number of area companies, including Dollywood, Dixie Stampede, and Starbucks, have made additional efforts to hire individuals with disabilities.

LWIA 2 staff worked with the board and county mayors to encourage regional economic development. The East Tennessee Regional Agribusiness Marketing Authority began meeting on a regular basis to explore ways of expanding economic and workforce development.

The impacts of the Center for Workforce Development (CWD) and its partners continue to provide positive benefits for area residents, local businesses and industries, economic development agencies, and local elected officials. The CWD staff provides support for area agencies and chambers that are recruiting new industries, and it has supported the recruitment of Colgate Palmolive to the area. The Career Center at Talbott has continued to provide assistance to screen, hire and train employees.

### **Success Stories**

The lives of many area residents have also changed for the better. Afton, a single parent who lived in campus housing, was able to complete her nursing program at Lincoln Memorial University with WIA support. While a full-time student, she also worked in healthcare part-time. She earned A's and B's in the RN program and passed her nursing board exam on the first attempt. Currently employed by St. Mary's in LaFollette, she is an excellent role model.

Angela, another outstanding WIA participant, was also in the Families First program. A single mother in her early 20's with two children, she successfully completed the LPN program at the Tennessee Technology Center in Morristown in August 2007. Angela also worked as a CNA while attending TTCM full-time.

These two outstanding participants, as many WIA participants, overcame the many challenges they faced with a very positive attitude. They were excellent parents, students, and employees – all at the same time. Their appreciation for the financial support provided by WIA and the dedication of Career Center Specialists to helping them succeed was very encouraging to the CWD staff.

## **WIA 3**

### ***LWIA 3: Overview***

#### **Our Primary Goals**

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

#### **Providing Improved Services to Customers**

- Through the Career Center system, Workforce Connections and LWIA 3 partners offered job search resources to individuals through more than 17,000 visits.
- 500+ individuals received vocational or other intensive services funded through WIA programs.
- LWIA 3 had a job placement rate of 84.2%.
- Dislocated workers receiving WIA services replaced their wages at 130%.
- 77 individuals completed GEDs through the Ross Learning Center. An additional 350 individuals upgraded basic skills.
- The Career Center offered more than 250 workshops to assist individuals in improving job-seeking skills.



Workforce Connections served both employers and employees through Incumbent Worker Training program. Incumbent worker training funds were made available to four businesses, providing 204 employees with new/improved skills and building local workforce capacity.

*Customers using job seeking resources at the career center*

## Building Effective Partnerships

Workforce Connections again partnered with Pellissippi State Community College and the University of Tennessee in a community wide celebration honoring GED graduates. Over 125 graduates crossed the stage in caps and gowns while more than 800 proud family members and friends observed.

Workforce Connections, in partnership with the Tennessee Department of Labor and Workforce Development, offered Career Development Facilitator (CDF) Training to career center staffs and partners across Tennessee. The participant group was expanded during this year to include staff from the Department of Corrections. Workforce Connections staff also continue to support the statewide Disability Navigator Program, partnering with Disability Navigators and workforce areas across the state.



Workforce Connections collaborated with the Knox Area Employment Consortium and TDOL staff to offer Work Opportunity Tax Credit workshops for area employers and for service providers working with targeted populations.

*Tax Credits Workshop draws interested employers*

## Serving Diverse Populations

Career Center staff offered specialized workshops for Tennessee School for the Deaf students, Knox County Schools special education teachers, and other service providers working with individuals with disabilities. Career Center staff coordinated with Probation and Paroles to offer specialized re-entry workshops for ex-offenders leaving correctional systems and seeking employment in the area.

Job fairs, specifically targeted for Veterans and Older Workers, linked employers with potentially untapped worker pools as well as providing diverse job seekers the opportunity to connect with a wide range of area employers.



*Job fairs for veterans & older workers*

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

Workforce Connections teamed with LWIAs 2 and 4, as well as the local chamber partnership and area employers, to host a region-wide Workforce Summit. The program,

featuring internationally recognized futurist Ed Barlow, was well attended by area employers, elected officials, educators, workforce professionals, and community representatives.



The workforce board for LWIA 3 organized itself into sector committees during the year and began ongoing exploration of economic sectors of the community. This included expanding committees beyond workforce board members to include local and regional employers and experts in the sector groups. Information gathered and organized during these sessions will be useful in shaping future workforce development and economic development efforts.

### **Promoting Professional Development and Continuous Learning**

Ongoing Global Career Development Facilitator Training (GCDF) resulted in 70 Career Center staff and partners earning international certification during this program year. An additional 80 participants, including 20 corrections staff, began GCDF training during this program year.

Collaboration between the Tennessee Department of Labor & Workforce Development, the Tennessee Department of Corrections, and Workforce Connections also included specialized training for Department of Corrections staff and Career Center staff to improve services for ex-offenders seeking employment through the Career Center system.



Workforce Connections staff members were chosen to participate on the national CDF advisory council for the National Career Development Association and as Fellow to the Aspen Institute Sector Skills Academy.

## **Success Stories**

**Sara** spent seven years as a production worker in an electronics plant. On May 19, 2005, she lost her job due to a mass layoff. Unable to obtain employment in a similar industry, Sara made the decision to change her career and to look for new opportunities.

She made frequent trips to the career center to determine her best opportunity. After completing the CareerScope assessment, she made the decision to obtain training in the Medical Office Information Technology Program. Her objective was to be certified as a Medical Billing & Coding Specialist and a Medical Administrative Assistant. In September 2006, she successfully completed and passed the national certification examinations for Medical Billing & Coding and for Medical Administrative Assistant. She also received a diploma for completion of the Medical Office Information Technology program at Tennessee Technology Center at Knoxville. Sara obtained employment in a local medical office with numerous medical professionals in October 2006 and continues to work there as a medical records encoder.

**Martin** is the former owner of an automotive maintenance company who closed his business on March 30, 2007, due to economic conditions and loss of his lease. He came to the career center requesting Job Search Assistance and Career Guidance.

After reviewing local labor market information and exhausting a number of job search opportunities, he began Commercial Drivers License training and completed his Commercial Drivers License Class A Requirements. In September 2007, Martin was employed by a major trucking company and was earning almost \$34,000 per year.

From **Roberta** the dislocated school bus driver, to Roberta the licensed practical nurse. In May of 2005, Roberta lost her employment as a school bus driver. She wanted a career that would provide her with a self-sufficient wage; so, she contacted the career center and met with a WIA staff member.

After reviewing labor market information, Roberta selected a career in nursing and enrolled in a Licensed Practical Nursing program in July 2005. While in training, Roberta obtained employment with an assisted living facility in Knoxville, at an hourly wage of \$7.50; at that time she was working 16 hours per week. Though she had to juggle school and family obligations, Roberta completed the LPN program.

“How things change,” she stated. In August 2006, Roberta was licensed as a practical nurse by the state and was promoted to LPN and moved from part-time to full-time which increased her wages by \$5.00 per hour.

## **LWIA 4**

## Accomplishments

Full implementation of the U.S. Department of Labor Work Incentive Grant to allow LWIA 4 to better serve individuals with disabilities:

- Career Assistive Technology (CAT) cubes in three of our larger career centers
  - Large touch screens
  - Computers with a variety of keyboards, mouse devices, etc.
  - TTY Phone capability
  - Braille Printer
  - Software programs to assist with reading, composition, Braille translation, magnification and other special needs
  - Desk Top CCTV devices to provide magnification capabilities
- Purchase and Training of many resources for all of nine of our career centers
  - Software to assist with magnification, reading and other special needs
  - Portable magnification devices, reading pens and other tools to serve special needs
  - Keyboard translation devices for individuals with hearing disabilities and for serving the Spanish-speaking population
- Training for Career Center staff:
  - Software and hardware mentioned above
  - Training to help staff work better with individuals with disabilities--including sign language, mental health issues and more
- Promotion and Education of tools available to all WIA partners, other social service agencies, secondary and post secondary training institutions, local employers and business organizations, etc.



- Successful Youth Future Stars Program, including a Three-Day Leadership Academy, for over 60 youth selected from those participating in the local Youth Future Stars program in the nine counties of LWIA 4.
- Major Effort to Focus on Cost Savings
- In total, LWIA 4 realized over \$23,000 in savings (mostly telephone and internet related) in the career centers for all WIA partners. This savings was offset by an expected increase of over \$11,000 in utility cost and resulted in a net annual savings of approximately \$12,000.
- ETHRA Workforce Development has eliminated three administrative positions in an effort to reduce costs and to operate more efficiently. This resulted in an annual savings of over \$100,000 for 2005/2006.
- ETHRA Workforce Development has required that sub-contractor staff review each position, vacant due to attrition, before replacement to take advantage of opportunities

to streamline work. This has included eliminating three positions, in career centers, that will result in an annual savings of over \$100,000.

- Receipt of the Tennessee Quality Award Commitment Level (level 2) for the Tennessee Career Center at Cumberland County

### **Selected Examples of Coordination with Employers**

- Blount Memorial Hospital – We have been able to work closely with their CNA and LPN instructors to assist in accommodating clients with disabilities. One example from the past has been to purchase special stethoscopes to assist people, having a hearing loss, with their required job duties.
- Animal Works – The employer customized position and work duties for individual with speech, motor, and learning delays.
- America’s Collectibles Network (ACN) – A customer with a physical disability who had restricted keyboarding skills worked to improve her keyboarding and math skills. She was able to obtain a job at ACN where they customized a position for her which suited her skills.
- Asbury Acres – This employer goes out of the way to assist employees with severe disabilities by creating a team-training environment that teaches employee work skills and preparation for workplace success.
- Oak Ridge Retirement Community - Brandon is an In-School/Younger Youth customer with mental retardation who has realistic career goals and should be encouraged to pursue them. He will need a great deal of external support in a vocational setting permit success. WIA is assisting Brandon with work clothes and a work experience at the Oak Ridge Retirement Community through the Future Stars program to be completed in June 2006; this work experience will increase his level of self-confidence. The Anderson County School System assists Brandon to attend special classes.
- Clinton Cards, Comics, and Collectables - Bernard is an In-School/Younger Youth customer with a learning disability. He has a deficiency in writing, thus making it difficult to succeed without special accommodations and modifications. The WIA is assisting Bernard with work clothes and work experience at Clinton Cards, Comics, and Collectables through the Future Stars program to be completed June 2006; this work experience will increase his level of self-confidence. The Anderson County School System assists Bernard by his attending special classes.
- Successful Incumbent Worker Training Program Implementation
  - Grants were awarded based on the recommendation of a committee composed of a TDOL&WD Marketing Representative, a TDOL&WD District Manager, state of Tennessee Economic Development representatives and an ETHRA Workforce Development representative.
  - Grants were awarded based on state and a local board policy targeting funds to be distributed across all nine counties in LWIA 4 and to hard skills related training.
  - Over \$185,000 of grants were awarded to 18 companies in nine counties.
- Successful Implementation of On-the-Job Training programs offered through the Fast Track Initiative: Great Dane (Huntsville), Crossville Coal (Crossville), Omega (Clinton).
- Full implementation of hard skills components in career centers to meet employer needs for job seekers with basic computer skills, customer service skills, specialized software skills, etc.

- Continued focus on training of subcontractor and ETHRA staff to ensure WIA implementation, change to common performance measures, focus on business services/new ideas in order to deliver services to jobseekers and employers.
  - Regional Training for the Greg Newton Video Conference Series
  - Opportunities through the Incentive Grant to attend training by employees and subcontractor staff including:
    - WorkKeys Conferences to better implement WorkKeys in career centers
    - Quick Books Training to provide basic training in the career center to meet specific employer needs
    - Participation in local county leadership training
    - Participation in training offered through Economic Development
    - Specific software training such as Excel, Word and Access to meet job position needs and specialized employer needs
    - Organized and offered a brown bag lunch training series offered by the University of Tennessee on Presentation Skills, Healthy Lifestyles, etc.
- Developed and funded special programs to meet local targeted needs including:
  - Tennessee Technology Center at Harriman – additional LPN class to meet growing healthcare demand
  - Tennessee Technology Center at Huntsville – additional LPN class to meet growing healthcare demand
  - Scott County Government and Tennessee Technology Center at Huntsville – special program targeted to work with youth in Scott County to reduce risk of not completing high school
  - ETHRA Workforce Development – special program targeted to work with youth in Monroe County to reduce risk of not completing high school
  - Anderson Career and Technical Center – special program to expose Anderson County youth to jobs in the growing high skills manufacturing environment

## Success Stories

### *Hurricane Katrina Success Story*



#### *Fabian Doulton*

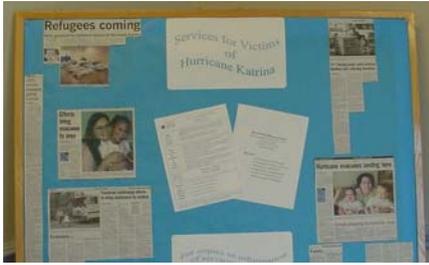
Our success story for this month is Fabian Doulton, piano player and singer. Fabian was a victim of the Katrina hurricane and came to us from New Orleans. His major needs when he arrived were clothes, gasoline, relief from a very painful dental situation and, of course, a job. We are very happy that we were able to help in all areas. We bought him clothes at Walmart and gave him gas vouchers for gasoline.

We also provided him dental care with a dentist who was willing to work him in on an emergency basis (since his face was terribly swollen). We also recommended hotels, nightclubs, and elder care facilities for him to contact about playing engagements. From those recommendations, Fabian has done a few “gigs,” as he calls them, and expects more in the future. Fabian is a frequent visitor to the career center and uses our computer lab and other resources.

Fabian said at the beginning that he plans to remain in this area. He is very positive about his future here and we are very glad he chose Oak Ridge as his new home.

## Release

### FOR IMMEDIATE RELEASE



## Tennessee Career Center Cumberland County to Receive Tennessee Center for Performance Excellence 2004 Recognition

The Tennessee Center for Performance Excellence (The Center) today announced that the Tennessee Career Center Cumberland County in Crossville, Tennessee, will receive recognition in its annual award program. Awards will be presented at the 12<sup>th</sup> annual Awards Banquet on February 17, 2005, at the Renaissance Hotel in Nashville, Tennessee. Cumberland County Career Center provides universal access to individuals and businesses seeking labor market information, training and assessment.

The Center, through its annual evaluation and assessment process, recognizes organizations that have achieved the highest standards of excellence in their operations and results. The program uses the *Criteria for Performance Excellence* established by the Baldrige National Quality Program as the evaluation and education tool.

Awards are presented in four categories: Interest Recognition (the beginning level), Commitment, Achievement, and the highest level – the Excellence Award. The Tennessee Career Center Cumberland County will be recognized at the Interest level.

Awards are determined on the basis of fulfilling the criteria described for each level. There is no limit to the number of awards presented annually, but to achieve the Center's prestigious Excellence Award, an organization must demonstrate an exceptional commitment to management excellence relative to the standards.



To date, 16 organizations have attained this "world class" designation of which four – Eastman Chemical Company, Federal Express, Pal's Sudden Service and Caterpillar Financial Services, Inc. – have also achieved the Baldrige National Quality Award. For 2004, an Excellence Award is not being presented.

At the Center's three other levels, seven will be honored at the advanced level with the Achievement Award, ten are being recognized with the Commitment Award and 18 are Interest Recognition recipients.

"It is an honor for me to recognize and to offer my congratulations to all of these great Tennessee companies that have demonstrated a commitment to excellence," Tennessee Governor Phil Bredesen said. "The employees of each of these organizations are to be

commended for having set and met the standards for quality performance that reflect positively on our state.”

Since the Center’s creation in 1993, nearly 1,000 organizations have progressed through one or more levels of achievement. A Board of Examiners made up of more than 85 experts in business, education, health care and government assessed this year’s applicants in seven categories: leadership; strategic planning; customer and market focus; measurement, analysis and knowledge management; human resource focus; process management; and results.

Excellence implies more than competence,” said Katie Rawls, president of the Tennessee Center for Performance Excellence. “It means striving for the highest possible standards. The 2004 Award winners represent the best and have done a great service by setting high standards for others to follow. I applaud their accomplishments.”

The Tennessee program, which is itself a national and international role model, is open to all businesses as well as public and private education institutions, health care organizations, government agencies and other non-profit entities. Serving as chair of the 2004 Board of Directors is Dr. Michael Browder, General Manager, Bristol Tennessee Electric System.

For more information on the Tennessee Career Center Cumberland County, contact Pam Stubbs, Quality Coordinator, at (931) 484-7456.

For more information on the Tennessee Center for Performance Excellence, contact Katie Rawls, President, at the organization’s Nashville office at (800) 453-6474 or (615) 214-3106.

### **Do Our Programs Really Work?**

WoW, how time flies. It seems just like yesterday that the former JOBSWORK (now Families First) program was getting started. I would definitely say that this “ages” me somewhat because this was in the early 1990’s. To set the stage for this success story, run the film back 15 years. We were starting a new, mandatory program with the Department of Human Services called “JOBSWORK.” Customers were referred (both self-initiated and mandatory) to maintain 40 hours per week activities with the local JTPA offices until they could come off of the welfare roles through employment. Yes, we were still Job Training Partnership Act (JTPA) with our eight counties working under Roane State Community College (under the helm of Bobby Renfro).

Roane County had the goal of enrolling and maintaining 16 JOBSWORK participants; the goal was to help them become “self-sufficient” through additional training, thus getting them off welfare roles forever. We thought this would be an almost impossible process. Yet, we were proven wrong.

One of Roane County’s first 2 JOBSWORK participants was Lisa. Lisa was from Oliver Springs. She was the mother of twin girls attending elementary school. Lisa had really never worked a steady job. She came into the program with great enthusiasm but did not really know what direction she wanted to go into. Lisa worked on the many in-house activities and worked on getting her skill levels sharpened for additional training. She investigated her training options and came up with the goal of becoming a “Dental Hygienist.”

She enrolled at TTC-Knoxville for the one-year program. This year was somewhat long for Lisa. She juggled attending and driving to school in Knoxville daily as well as staying active with her girls' in their many activities. Once Lisa completed training, she began to job search. An opening became available at a local Roane County Dentist's office. Lisa applied but lacked the direct experience this dentist wanted. With the help of an OJT (On-the-Job Training) contract through JTPA, the local dentist agreed to hire Lisa to train her to meet his specific needs. At the completion of the OJT contract, Lisa was hired on permanently with this dentist.

Fast forward 15 years...At the end of June, I was working on Families First contract close-out and had to call this particular dentist's office regarding a bill. To my surprise, Lisa answered the phone that day. We got to catch up on how she and her daughters were doing. Lisa was still successfully working with this dentist and maintaining her self-sufficiency. Best of all, her daughters were now grown, on their own, and best of all, both graduates of UT-Knoxville. One is working in a hospital in Knoxville as a pediatric Respiratory Therapist, while the other is currently working at the Knoxville Zoo in the field of zoology.

I got cold chills when I spoke with Lisa and realized how our programs helped this family both short and long term. This is truly what our programs (JTPA, WIA, JOBSWORK, Families First, etc) are all about. This personal effort by one welfare mother not only broke the cycle of poverty for her immediate family, but the families of her children and probably of her children's children in years to come.

## **Success Stories**

**Nicky Ramdharri** came into the career center in July of 2004. He was out of work and already enrolled in LPN training at TTC-Harriman. During his first days of class he had heard other people talking about coming through the career center so he decided to see if he could possibly get some assistance as well.

During registration at the career center, Nicky told the staff about his unsettling past which included:

He had come here a few years ago from another country. Upon moving here, he had a few family members that had already relocated to this country. He moved in with his cousin who had married an American man and moved to Morgan County to settle down. Nicky did what he could to contribute to the household without having any income. He kept the yard work done and would occasionally buy a gallon of milk for the family. Nicky was not an American citizen but was trying to find a career that made him feel as if he belonged. He held a couple of different jobs, but none really made him feel that it was the career for him. Then he decided to join USMC. During his military training Nicky suffered a brain aneurysm. He was given an honorable discharge and sent home to recover. Nicky has done very well in his recovery although sometimes it takes his thoughts a little longer to process. He just takes his time to make sure he says things correctly.

The career center immediately began assisting Nicky with books, travel, a nurse pac, liability insurance and uniforms. These are things necessary for LPN training. He could not receive other assistance due to not being an American citizen. He told the staff how fortunate he felt to get help from the career center otherwise he may not have been able to get training at all.

Nicky graduated from Practical Nursing training on June 21, 2005. Soon after he applied and received US citizenship; while doing this, he also applied to change his name to Nick Compton because

Compton is his father's name. His father had come to America and had become a citizen long before Nick did. Nick was very proud and honored.

On August 5, 2005, Nick took his Licensed Practical Nurse exam and passed. Before taking the exam he had been applying for jobs, but one in particular he was excited about when they told him to come back when he passed his license exam. He did just that and was hired on August 9 at a nursing home in Knoxville as an LPN making \$16.00 per hour.

Nick Compton now feels as if he has the most important things in life: good health, a great new career, the ability to obtain a home of his own, his father's name, the ability to call this great nation his home. He is very grateful to all who has helped him achieve these things. Morgan County Success Story: November 2005.

**Odis:** In August 2003, Odis was laid off from his job at Roane Hosiery; he was devastated. After 25 years of service at one place, he did not know where to turn. The mill was all he knew. Like the rest of the workers, he took the literature, brochures and listened to what the area services had to offer. Odis was afraid that he was too old to start over with training, but there was not a large industry left in the area for him to settle into as he once did.

He came into the career center to apply for unemployment. While he was here, he talked with the staff about how the center assisted with training and job search. He took some brochures of area TTC schools to look at and the staff encouraged him to think of all options. In early October 2003, Odis came into the career center and said he had decided to take Industrial Maintenance at TTC-Crossville. He was concerned that it would be a risk to start school again at his age, but with industry being so low in this county he needed a new trade to be able to move on with his life. He lives with his two elderly parents who need constant assistance and he is afraid to be away from them very long, especially at night. Going to school would allow him to learn a new trade while he could draw unemployment, get assistance from TAA, and be at home with his parents at night.

Odis was registered with the career center in mid October. He met with the Pell grant representative at the center to get his paper work taken care of. During the rest of October, November and December, Odis attended classes at the career center to upgrade his reading, math and language to required levels before entering training. He completed this task and began Industrial Maintenance training on January 5, 2004. It was taking some time for his TAA application to be approved, which seemed to be the standard procedure with dislocated workers going into training at this time because there were so many. The career center worked with Labor and Workforce Development and WIA paid for his tuition and books for his 1<sup>st</sup> quarter of training; this got him started until the TAA picked up. In March of 2004, the career center began assisting Odis with transportation for the drive to TTC in Crossville. The center paid him travel throughout his entire training which last until March 2005. Odis said he appreciated any help he could get. The only income he had was his unemployment, and his parents needed a lot of medication that he helped to buy. He was doing all that he could for them.



March 18, 2005, Odis graduated from TTC-Crossville with an Industrial Maintenance Technician diploma. He had done it and proved to himself that he was not too old to learn. He was more than ready to go to work. Odis came into the career center faithfully every week. He would meet with the Workforce Development representative once a week and go through their job listings. He did go on interviews, but most of the jobs there would be a lot of miles to travel to get there and home again or would be on the night shift or did not pay enough for him to take. He told the center staff "I'm praying hard and I know that God will help me find the job I need to be able to be home with my parents at night and to be close to them during the day in case of an emergency." He came to several job fairs at the career center with no luck. Then, one day in November 2005 the job listings had an electrician position at a local facility. He applied and interviewed for the position. On November 14th, he was hired as an electrician at Pioneer Air Systems. It was a day shift position paying \$10.00 per hour. He stopped by the career center to tell us how excited he was. He said he could not have done it without our giving him constant leads and along with support and encouragement. He also said he knew the Lord would come through for him. He has found a decent paying job not far from home. He can be close to his parents during the day and be home with them at night. He was certified in a new trade and is beginning a new history of employment that he hopes that will last until he retires.

This is a just another one of the success stories showing partnership between Adult Education, UT Educational Opportunity Center, Labor and Workforce Development and WIA.

**Virginia Jones** came to the career center in the summer of 2003 to seek employment. She is from Sevier County but had lived in Nashville for many years before moving to Blount County. She had more than 25 years of work experience in state, social services or educational settings but was experiencing difficulty pursuing jobs in this area because of her age. While job searching in the resource room, the WIA Manager inquired about her skills and job interests to better assist her. At that time, it was obvious that she had very special talents and skills which would make her a valuable employee for anyone in administrative/clerical areas. The manager then made a referral to the local Experience Works counselor, Joe Gallagher. After reviewing her eligibility, it was determined the career center would be the training site for her to acquire new skills which would make her more employable. She was also enrolled through WIA for Adult funding for supportive services related to her training needs. After working/training for the specified period of time for Experience Works, she was hired at the career center as a Resource Room Assistant. She has been with us for over two years and has been a value-added part of this staff. She is compassionate and caring to those in need of WIA or other community services and she attends to their needs effectively. Virginia has recently taken a job with Maryville College and is continuing to grow in her career.

### **WIA Partnership with Sunbridge Health**

ETHRA Workforce Development Director Debbie Petree and Program Administrator Deb Miller have been working closely with Sunbridge Health corporate staff in California to help better meet the needs of their local facilities – Marshall Voss Nursing Home in Roane County and Sunbridge Nursing Home in Campbell County. This relationship has resulted in speaking to the Administrators for all SunBridge facilities in Tennessee in order to promote WIA services throughout the state. Roane County and Campbell County WIA staff were afforded the opportunity to set up a See-the-Possibilities Day at their local facilities to promote WIA services, hiring WIA customers and more. Additionally Sunbridge is also going to be applying for an Incumbent Worker Grant and will be a key private business liaison as ETHRA Workforce Development applies for the USDOL Community Based Jobs Initiative grant for the healthcare field.

Campbell and Roane County WIA staff worked closely with partners Adult Education, Roane State Community College and the Tennessee Technology Centers to provide a See-The-Possibilities Day onsite at the two facilities in LWIA 4. The day provided information for current employees to sign up for Basic Skills and GED classes, to ask questions about upgrading their skills and education in the health care field and to give employees a great chance to network on career planning. Both the staff at the career center and staff at the nursing homes hope to make this a regular event for the employees.

The Campbell and Roane County WIA Staff are making referrals, providing assessments and testing, conducting career planning, helping customers in completion of applications and resumes along with providing community resource workshops for individuals interested in the medical field.

Sunbridge Nursing Home is providing onsite Certified Nurses Assistant classes to fill job openings at one of Campbell County's larger medical care facilities. Students enrolled in the class receive a training wage during their Certified Nurses Assistant Training classes. WIA staff works with the students to provide support services toward required work-related employment items. Once the enrolled individual completes training at Sunbridge Nursing Home, the training wage of \$5.15 per hour increases to \$7.25 an hour for a full-time Certified Nurses Assistant. Each quarter, several students in the Certified Nurses Assistant Training classes from Sunbridge Nursing Home are referred to and enrolled in WIA services at the career center in Campbell County and are provided supportive services as they begin new employment. Since June 2003, Sunbridge Nursing Home has hired over 50 WIA customers in CNA, LPN, RN and other positions.

Sunbridge Nursing Home has also been a great training facility to work with the career center in Campbell County to train young people in the WIA Future Stars Youth Program. When Tyson Nelson graduated from Campbell County High School, she was interested in the medical field. Through her positive training (received in the Activities Department at Sunbridge Nursing Home), Tyson was convinced she was in the right field of study as her career choice. Sunbridge and its staff provided Tyson with opportunities to train alongside Certified Nurses Assistants, Licensed Practical Nurses and Registered Nurses, doctors and staff to help make her career choices. Today, Tyson is employed in the Campbell County community as a nurse at St. Mary's Medical Center. Congratulations to Sunbridge Nursing Home and all the citizens in Campbell County who benefit from their training and community involvement.

The career centers at Roane and Campbell Counties and ETHRA Workforce Development look forward to a continued positive partnership with Sunbridge in providing support, training and jobs in LWIA 4.

### **A Multifaceted Success Story**

#### **Dustin and Dana Hollifield**

This success story is about two of our participants--Dustin and Dana Hollifield. It is also an example of how the WIA Program can help open one door of success which can lead to another and so on. Dana Loveday came to the career center in August 2002. Her employment goal was related to childcare, her true interest in life. WIA assisted Dana as she attended Roane State Community College. During this time she married Dustin Hollifield, another WIA participants. Dustin received WIA assistance with training at the Tennessee Technology Center and graduated with a drafting diploma. He is currently employed at Nucsafe in Oak Ridge.

Dustin and Dana wanted to start their own business. They leased and beautifully renovated a daycare facility next to Clinton Middle School--the perfect location. They now own the daycare and have enrolled one of their own, Bailey! They have also hired another of our participants, Darla Goodman, to

be a caregiver. Also, one of our Future Star participants will begin a work experience there in March; she hopes to become a full-time employee when she completes her work experience.

**Pam** has benefited from a variety of career center services and other partners especially Workforce Investment Act (WIA) Services, Adult Education, Department of Human Services and the Chamber of Commerce. Pam has significant learning disabilities, but through services received and through contacts she developed, Pam was hired full time at the local newspaper.

Pam is a Families First (TN's Welfare to Work Program) customer who benefited from the classes, taught by WIA staff at the career center in Campbell County, to improve her software and employability skills. In addition, Pam learned to use hardware and software available on the Career Assistive Technology (CAT) cube that assisted her in overcoming learning-disability related barriers to learn to write newspaper quality articles.

Pam was referred to the Tennessee Career Center in Campbell County by Families First staff to pursue her goal of some short-term training and employment. Pam rode the ETHRA van each day to classes at the career center. She was one of the first and last customers in the career center every day. She learned quickly and had perfect attendance. She stayed extra hours at the career center while she worked with Adult Education staff, Chamber of Commerce staff and the WIA staff; at that time she took advantage of the Career Assistive Technology (CAT) Workstation which has a variety of hardware, software and other resources to assist individuals with disabilities.

Pam now drives to work at the Jellico Christian Journal Newspaper/LaFollette Press Newspaper where she is a journalist. She also works part-time with the University of Tennessee doing typing assignments for Patricia Duffley-Renow, Assistive Technology Practitioner who consults through ETTAC with the career centers in LWIA 4. With many new friends, added self-confidence and a positive outlook, Pam, who had not worked since 1995, now has two jobs and is a great spokesperson for services available through the career center, Workforce Investment Act and all partners, Chamber of Commerce, ETTAC and Department of Human Resources.

**Janie:** The Future Stars program is a unique opportunity where the youth of our community can explore career opportunities, develop academic skills and participate in a work experience opportunity. The career center of Blount County has had the pleasure of working with a talented young lady, Janie, who was referred from a local educational institution. Janie was presented with diagnosed disabilities including speech, motor and learning delays.

Initially, assessments (some funded through the WIG grant) were provided to Janie to gain her confidence and to develop objectives for ensuring her success. Janie quickly began to strengthen her basic reading and math skills. Her next successes came as she gained leadership and team building skills by working through various activities with her peers in the youth Future Stars Program.

Janie experienced continued success once she began work for the summer. Many achievements were gained in her daily learning activities at her work site with The Good Samaritan Clinic. Her mother sent an appreciation letter to us stating, "It has been a very positive and educational time of learning for her and a taste of the real job world, which cannot be duplicated in the classroom. She has been able to explore the areas where she has interest and to try new skills. She has been learning job responsibility, team work and is developing more confidence in her own abilities."

Accomplishments abounded as Janie was selected to participate in the Leadership Academy to continue development of her skills. Not only did she learn many new leadership and social skills at the academy, she also received a perfect attendance award at the closing ceremony of the event for her participation in the Future Stars program. Skills that have been developed and enhanced through the Future Stars program will be life-long, valuable skills for her to continue her educational and

employment endeavors. Janie continues to pursue her high school education and her career interests in animal science and sign language.

**Tara** is a former Future Star who started in our WIA Youth program on a work experience. She has Juvenile Rheumatoid Arthritis, but other than her small, frail appearance, you would never know it. She did so well in her WIA-sponsored work experience in the office at Lenoir City High School that they continued to request her assistance each year. Tara participated in Super Saturdays, and involved herself in many of the physical activities as best she could. She always kept a positive attitude and never complained. On many occasions, Tara would float to the top of the group as a leader regardless of the activity because she was such a positive person. She even assisted us with a community service project where we agreed to paint the whole outside of our local Habitat for Humanity building.

Upon completion of her last year of her work, Tara did so well that the WIA program awarded her scholarship money to assist her with school. In coordination with Vocational Rehabilitation, we counseled with Tara to help her try to choose a career. She was very interested in Cosmetology and had been since she had started with us. After further discussion, however, she decided that the physical standing that would be required would probably prove difficult for her in the future. We then conducted assessments and even spoke with some of the school counselors about career possibilities. However, she continued to desire to work in some type of cosmetic field. Tara finally decided on the esthetician field, in which she would be able to sit down while she works on patients. After meeting with Tara, the owner of the East Tennessee School of Cosmetology agreed that Tara could definitely pursue this field so we moved forward. Soon, we started getting wonderful reviews on how Tara was doing. She not only did well in the classes, but she was also helping the other students.

Tara just successfully completed her testing and certification in the esthetician field. She is actively looking for work, and has heard from a couple of spas in that regard. However, Tara really wants to open her own salon one day. She most likely will do just that!

**Jeff** is a youth customer, with Intellectually Gifted/Asperger's Syndrome, whose goal is to be a Math Professor; he is currently attending the University of Tennessee at Knoxville. Through training provided by WIA funding, staff learned techniques and resources to better work with Jeff. WIA staff then worked closely with other agencies to put together a plan to help secure Jeff's success. The Youth Future Stars program was invaluable to help Jeff develop social, leadership and teamwork skills. WIA also assists Jeff with travel assistance while he is in training. Vocational Rehabilitation has assisted Jeff with his tuition and books.

**Dorothy "Dot" Watson** began working at Athens Products in 1979, and probably thought that she would work there until she retired. Little did she know that the company would close in 2003, and that she would become unemployed at forty-seven years of age. She knew that she wanted and needed to make a major career change.

Dorothy did her research and decided to attend the Tennessee Technology Center in Athens and enroll in the Business Systems Technology program. She was eligible for National Emergency Grant (NEG) funds. She was also eligible for TRA and enrolled in school during March 2004. NEG funds were used to pay for her books, tuition and to support her in the first quarter. She also was eligible for TRA for almost a year. In her second quarter, she became eligible for a lottery scholarship, and her funding sources were readjusted. In February 2005, she began a co-op



position at Denso through Randstad as a data entry clerk. She gained valuable experience through this assignment. In June 2005, she received her certificate from TTC and began working for Leonard Blevins Tax Service as a bookkeeper in August 2005.

Dorothy has been working for Mr. Blevins for 10 months, and her future looks bright. She is definitely a success story.

**Edie** is an Adult customer, with PTSD and Fibromyalgia, whose goal is to become a Registered Nurse after graduating from Lincoln Memorial University in December 2006. WIA has assisted Edie with travel assistance, uniforms, car repair, and the cost of some books, while Vocational Rehabilitation has assisted her with tuition and books. Training received by the career center staff has prepared them to work better with customers with disabilities such as Edie.

**Thomas** is an Adult customer, with ADD, whose goal is to become a Respiratory Therapist when he completes his courses at Roane State Community College in Oak Ridge in May 2007. WIA has assisted Thomas with travel assistance and uniforms, while Vocational Rehabilitation has assisted him with books. Thomas also has received the Simmons Scholarship for Health Care Providers that assists him with tuition and books. The career center staff has worked closely with Vocational Rehabilitation to ensure Thomas' needs are met helping to ensure his ultimate success.

**Sherri** is a Dislocated Worker who has juvenile rheumatoid arthritis. We are currently working with Sherri and our Labor partners to try to help her find employment. She wants to go to work in a less physical environment so she is searching in that field while she is receiving her Unemployment Insurance. She is also coming to classes in some of our In-House programs.

**Cain** was a young man uncertain about which direction to take in today's world! Cain had been in the Youth Program previously but things at home were not good at that time. He had custody every weekend of his small child. As time passed, he was still searching for a trade which he could count on for a good future and a good living which would enable him to pay child support. Cain moved in with his grandmother. She seemed to be influential in his returning to our office and in his decision to go back to school.

Our Youth Coordinator referred Cain for Adult WIA services. She believed that if he could find a trade, that would keep his interest, he could be successful. WIA staff discussed different career options with Cain. Since he was interested in Industrial Electricity, the staff agreed that this particular field would be a good fit for Cain--based on his assessment results. He started the program on March 28, 2005. WIA staff monitored Cain closely. He had a 92 average at the end of the first grading period. His Instructor's notes stated, "doing well...good student." Cain continued to do well in all areas, and he kept a part-time job during school. WIA counseled with him often during this time; as a student, was making wonderful progress. Cain graduated in December 2005; his transcript grades were never below a 92.

Cain was referred by WIA for an interview with a local electric firm. He got the job and has already received a raise. The owner called the WIA office personally to let us know that Cain is an asset to his organization and if he ever needs another good electrician, he will definitely call WIA. Cain said, "I appreciate your help and understanding. I could never have made it without your support."

**Linda Wimberly:** After the events of the last two weeks and the realization of all the work that will come in the near future, it makes perfect sense to profile of one of our former WIA participants Linda Wimberly.

Linda, a member of a family of eight children, left school after the 8<sup>th</sup> grade in 1969 to help her mother with the children and a grandson her parents raised. Her brothers and sisters adored her and thought of her as a second mother. She married, had a son of her own and worked for 22 years in local sewing factories. She had a good life but deep inside she knew that she wanted and needed more. She wanted a education.

In 1995, she decided to do something about it. She signed up to take the GED test. She really did not expect to pass the test. She took the test and waited several weeks for the results. When she received her results, she was elated to find out that she had passed her test and received her GED!

Linda was content that she had fulfilled her dream of a high school education. She continued to work in the garment industry and was a very productive worker. It was not until 1999 that her world was shaken again. She received notice that her employer, Owenby in Tellico Plains, was closing and she knew that there were very few garment factory jobs left in Monroe County. She also knew that she had to make drastic changes in her life.

Because much of Owenby's work was going out of the country, Linda qualified for special benefits through TRA/TAA and was eligible for the Job Training Partnership Act program. She knew that she needed to do something, but the thought of going to college scared Linda to death. She and some of her co-workers were a very tight group. They checked all options and decided to enroll in college together—which probably made all the difference in the world. They had a strong support group which is so important when dislocated workers enter into the unfamiliar world of college. Cleveland State's Vonore campus staff was very pro-active and put together classes that would begin in January 2000 so that there would be no major gap in the time of the plant closing and the time that classes would start. Linda enrolled in a two-semester certificate program in January 2000. (This was the Workforce Preparedness Certificate—Business with concentration in Computer Business Applications emphasis.) Linda would be the first to admit that there were some rough times. The curriculum was intense and she had never touched a computer before. She struggled in the beginning, but after the initial shock she began to flourish in her efforts. She studied hard, finished the semester in May 2000 and was transitioned into the new WIA program in July 2000. She began her second semester in August 2000. In November, she wrote in her monthly progress report that she had enjoyed going to school and had made many new friends. She completed her coursework in December 2000 and had a 3.0 GPA! Linda began her job search after she finished school. She checked out various leads and put in applications. Linda's opportunity came at the end of July 2001 when the WIA staff referred her to the Monroe County Chapter of the American Red Cross for a position as a clerk. She was hired on August 6, 2001.

Just as she did in her college work, Linda has flourished in this position. She has outlasted four directors and is now the office manager--and does it all. At present, she is the only paid staff person with the Monroe County Chapter. She, her board members and community volunteers are working around the clock with the Katrina storm victims. She is making decisions that will shape the future for many storm victims. She is doing an outstanding job and is definitely a success story. Monroe County is definitely lucky to have someone with Linda's experience and compassion in a leadership position during this time of crisis.

**James Morgan**, an 18-year-old, was referred to the WIA program by Monroe County Adult Education instructor Bev Taylor on November 21, 2005; he was enrolled into WIA services on November 29, 2005. He had dropped out of high school and was in the process of getting his GED. At that point, it was agreed that he would be given WIA support for each day he attended class and that WIA funds would be used to pay for his GED testing fee.

James work hard in class and took the GED test on February 3, 2006. He passed on his first attempt! Now he was an unemployed 18 year old, but at least he had a GED. He was ahead of the game in that respect.

James took a job at a local sewing factory, but it was not a good match for him. He eventually left this job to seek other employment.

The WIA staff continued to refer James to job openings in the area. Since he had very little work experience, it was decided that he would be a good candidate for a work experience position. Since he lived in Madisonville and wanted to work in a manufacturing environment, it was decided that Hope Industries in Madisonville would be contacted. This company was very interested in working with James. Since the company required all employees to have drug screen test before employment, it was decided that WIA funds would pay for his drug screen. He began work on June 1, 2006. The company exposed him to many jobs in the plant, and he obtained valuable work skills. His work experience ended on June 30, 2006.

On July 4<sup>th</sup> James was hired as a full time employee by Hope Industries. The company is very pleased with his performance, and he loves his job. This was a win-win situation for both James and Hope Industries.

### **Youth Success Story**

**Amber Weaver Vincil** participated in our Youth Work Experience program last May and June. When we were working with Amber to try to find a worksite for her, she expressed an interest in working for a medical office. Since that was a popular request this year, we already had two participants placed at the medical locations that we had used in the past. In checking with a new location, Summit Medical Group in Lenoir City, I discovered that not only were they interested in working with one of our youth, but that they also needed someone permanently for an office position. The office manager assured me that if Amber did well, she would have a good chance of getting full-time employment with them. Needless to say, Amber was elated and excited about starting her new job, and we were hopeful that she would get the job full time. She expressed to me her strong desire to make a good impression, and we were able to purchase some work clothing for her so that she could feel more confident. Amber also was determined to pass her GED during this time. When she tested initially, she said that she got really tired towards the end of the exam. She only needed to pass one section in order to pass the GED overall. We all encouraged her to pursue the exam again and Summit Medical Group let her off to retake the section that she did not pass. A few weeks later, we received the positive results that she had passed! Every time I drive by Summit Medical Group on my way to work, I get this really good feeling. While working with our program, Amber passed her GED, did an excellent job on her work experience and now has managed to secure full-time employment with Summit in their office. She also has a scholarship through the Adult Education program and is thinking about taking some college classes in her field as she continues to work full time.

## LWIA 5

### LWIA 5: Overview

### LWIA 5 Annual Report

The Southeast Tennessee Development District provided leadership in organizing the region's workforce development, economic development, educational, and philanthropic entities into a cohesive, collaborating entity. The Local Workforce Investment Program also continued to provide important services to meet the increasing demands of its two customer bases—the job seeking public and local business and industry. Exceptional performance by career center staff resulted in Incentive Grant funding of almost \$50,000 based on long-term results of 17 performance measures.

#### Tennessee Career Centers

Demand for assistance, from job seekers and those interested in skills training, continues to be very high. During the year, the six Tennessee Career Centers located in LWIA 5 logged over 82,000 customer visits and more than 30,000 Resource Room visits.

<b>Location</b>	<b>Counties Served</b>	<b>Customer Contacts</b>	<b>Resource Room Contacts</b>
Chattanooga	Hamilton	28,892	10,435
Athens	McMinn, Meigs	22,991	8,107
Cleveland	Bradley, Polk	18,823	1,882
Dayton	Rhea	6,785	6,292
Dunlap	Bledsoe, Sequatchie	3,531	2,464
Kimball	Marion	1,548	1,184
	<b>TOTAL</b>	<b>82,570</b>	<b>30,364</b>

#### Skills Training in High Demand Occupations

As the "Baby Boomer" generation quickly approaches retirement age, replacement of many of today's employees becomes even more critical. Tennessee Career Centers in LWIA 5 provided \$321,000 in support of 283 workers as they increased their job skills in various high-demand occupations with an array of training providers across the region. In addition, the Development District applied for and received \$47,500 in State Reserve funding to support 36 individuals in a newly-created Heavy Equipment Operator program. Also, \$100,000 was received in State Reserve funding to enroll 100 students in Pre-Apprenticeship Training programs in Industrial Electricity, Masonry, Building Construction, and Plumbing.



## Regional Collaboration and Talent Development

The **Tri-State Regional Workforce Alliance** is a coalition of partners representing an array of entities in 26 counties engaged in workforce development, economic development, and education. The Alliance has continued to gain momentum, buy-in, and support.

- Local Workforce Boards from Southeast Tennessee and Northwest Georgia, along with representatives from Northeast Alabama, executed a Memorandum of Understanding.
- An application was successfully submitted under the U.S. Department of Labor's **National Business Learning Partnership** program as a "learner" organization. The Alliance has been matched with a "mentor" workforce development organization headquartered in Jacksonville, Florida. The two areas have collaborated to define goals, objectives, and strategies to advance the region's ability to improve its citizens' lives via increased opportunities for and appreciation of talent development.
- The partners sponsored a *Workforce Summit* featuring noted Futurist, Ed Barlow, as the keynote speaker. More than 200 representatives from business and industry, economic development, workforce development, education, and government attended the summit which served as a catalyst to engage the region in the top workforce issues.
- To document the numbers of skilled workers in the region, the Alliance established an Internet accessible repository of workers who receive the *WorkKeys*-based Career Readiness Certificate. To date, the database contains almost 1,400 workers who have demonstrated workforce proficiency. The web address is [www.certificate-key.com](http://www.certificate-key.com).

## Services to Business and Industry

The state initiated incumbent worker grants to support existing businesses by averting layoffs and by improving competitiveness in the global economy. The Development District returned over \$300,000 to nine regional employers to provide skills-upgrade training to almost 1,300 workers.

## Incumbent Worker Grants

Company	County	Amount	Trainees	Reason
MasterFoods	Bradley	\$50,000	23	Improve Competitiveness
United Knitting	Bradley	\$30,000	107	Layoff Aversion
CIGNA	Hamilton	\$50,000	62	Improve Competitiveness
Alstom Power	Hamilton	\$32,680	28	Improve Competitiveness
Brach's Confections	Hamilton	\$25,000	204	Improve Competitiveness
Johnson Controls	McMinn	\$2,218	4	Layoff Aversion
Mills Products	McMinn	\$47,782	33	Improve Competitiveness
J.M Huber	McMinn	\$25,000	27	Improve Competitiveness
La-Z-Boy	Rhea	\$50,000	796	Improve Competitiveness
	TOTAL	\$312,680	1,284	

## OJT Contracts

Local Workforce Investment Area 5 entered into On-the-Job Training contracts that collectively reimbursed 29 businesses more than \$421,000 to offset the expense of 261 new hires. OJT trainees were placed in Eclipse Manufacturing, FLS Industries, Life Line, Excel, MasterFoods, Maytag, Rubbermaid, Southeastern Container, Advanced Technical Ceramics, Applied Thermal Coatings, Chattanooga Endeavors, Farley & Sathers, Praters, Inc., Sherman & Reilly, Sphere One, The I.Q. Group, Wrigley Manufacturing, Shaw Industries, Wilcor Company, Mills Products, Shaw Industries at East Tech, Inc., Goodman, the *Herald News*, La-Z-Boy, Robinson and Suburban Manufacturing, National Display and Seymour Tubing.

## LWIA 6

*LWIA 6: Overview*



**A Tennessee Career Center Partner**

*Gary D. Morgan  
Executive Director*

Workforce Solutions, with direction from the Local Workforce Investment Area Six Board and oversight from the local county mayors, completed a very successful Program Year 2006-2007:

- 1,325 adult and dislocated workers were registered into WIA services
- 966 individuals entered employment, with an average cost per placement of \$1,548
- The average starting average hourly - \$10.42.

The continued expansion of on-the-job training contracts with local employers was a major factor that contributed to these placements; over 30 employers have utilized this program to assist with training new hires.

Representing five companies, approximately 2,000 local area employees received skills upgrade training through the incumbent worker program.

Two hundred seventy-nine (279) at-risk youth received WIA services, provided through eight youth contracts.

Workforce Solutions continues to offer assistance to individuals throughout the seven counties in Local Workforce Area Six.

***P.O. Box 1628, 410 Wilson Avenue, Tullahoma, TN 37388  
Telephone: 931/455-9596 Fax: 931/455-9580***

*Workforce Solutions is an Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. This project is funded under an agreement with the Tennessee Department of Labor and Workforce Development. Phone: 931/455-9596 TDD 931/454-1905*

## **LWIA 7**

### **LWIA 7: Overview**

#### **Partnerships**

- Partnership established with LWIA 9 to assist with recruitment of potential employees for Dell Corporation
- Utilization of LWIA 4 technology center resources to train 24 LPN students at the Tennessee Technology Center @ Oneida/Huntsville
- LWIA 7 continues to assist employees dislocated by the closure of the Carrier Corp. in Warren County (LWIA 6)
- Anticipate coordination with LWIA 5 and LWIA 6 in recruiting potential employees to staff the new prison to be located near Pikeville
- Partnership established with Prospect, Inc. in serving Families First clients in LWIA 7
- Recruitment and referral of individuals with disabilities to ARC-Diversified

#### **Regional Economic Development**

- Relationship with Putnam County and other Chambers of Commerce
- Using results of Highlands Initiative
- Coordination with Tennessee Technological University regarding dropout prevention of in-school youth
-

## Goals & Weaknesses

### *Top Three goals*

- Improve earnings of workforce
- Increase customers that utilize our career centers
- More effectively market career center services

### **Showcasing**

- Expansion of the capacity of technology centers in our area to train 90 additional LPN students
- Assisted 23 RN students
- Summer Opportunities Program ~ serves approximately 100 in-school youth who attend area technology centers for 120 hours during the summer
- LWIA 7 has served approximately 1035 incumbent workers this program year
- Employer services (recruitment, assessment, and referral) planned for Hydro-Serre, TN, Middle Tennessee Zinc, Taco Metals, MJF, and Oreck during the next program year

### **Weaknesses**

- Turf issues and partners not seeing the benefit of all partners working together ~ corrective actions include more involvement of day-to-day operations of our career centers and encouragement of state agencies to offer incentives for all partners to develop interest and commitment

### **Talent Development**

- Continued focus on at-risk youth
- Assisting the Highlands Initiative through TTU for dropout research project
- Commitment to encourage discovery and development of hidden potential of our youth
- Development of a mentoring program for at-risk youth
- Increasing capacity of technology centers' LPN Program
- Continuation of Summer Opportunities Program
- Building partnership with TTU STEM Center/President's Academy for Emerging Technologies ~ *Partners:* Vanderbilt University, Arnold Engineering Center, UT Space Institute, Oak Ridge National Laboratory, TVA, Chattanooga State Tech

### LWIA 7 Educational Attainment of Adult Population

	% High School Graduates	% College Graduates
LWIA 7	65.1%	11.5%
Tennessee	75.9%	19.6%
USA	80.4%	24.4%

Note: Data based on sample and may differ from 100% data. "Adult" refers to person age 25 or over. Source: 2000 Census of Population, SF 3.

### **Summer Opportunities Program**



## Matching Employers & Job Seekers

- Tailored assessments
- Use of benchmarks
- Job Fairs

## Vision & Mission

- System achieved by eight guiding principles driven by private sector
- Increase quality job opportunities and employer services
- Creation of an integrated system to improve partnerships in order to meet the needs of employers and job seekers

## Miscellaneous

- Trade Coordination ~ The Area 7 Local Workforce Investment Board waved the ITA cap (\$3,000) for Trade participants (for 1st semester)
- Diversity Businesses in LWIA 7 ~ 44 businesses were contacted and informed of our Career Center services

## LWIA 8

### *LWIA 8: Overview*

WorkForce Essentials, Inc. and the North TN Workforce Board (NTWB), under the guidance of our friends at the TN Department of Labor & Workforce Development, have had a very busy year. Many new "partnerships" were established along with unique & innovative program opportunities for program year June 2007.

### **Business Connection**

Job Fair "Career in Full Bloom": The Montgomery County Career Center and Clarksville Area Chamber of Commerce partnered to co-host the first annual cooperative Job Fair. Offering the opportunity to apply for multiple jobs from a single location, this event was a complete success with nearly 2000 attendees! The outdoor, covered walkways provided an ideal backdrop for the festival themed career fair. Open exclusively to **actively hiring employers**, the job fair was free of charge to anyone looking for employment. More than 60 employers took advantage of the opportunity as well! This job fair has set the standard for job fair partnerships across LWIA 8.

Currently, there are job fairs in the planning stages between our local career centers and both the Dickson County and Franklin Williamson County Chambers of Commerce.

### **Career Readiness Certification Pilot Program:**

Montgomery County was selected to be one of the career centers in a TN pilot program. This WorkKeys program, powered by ACT (American College Testing, the people who offer college placement testing), allowed job seekers to be tested for skill levels in Applied Mathematics, Locating Information, and Reading for Information. To date, more than 900 job seekers have been certified, while several large employers across the county are solely utilizing this program to identify potential

employees. Based partly on the success of the pilot program, career readiness certification is now being rolled out in career centers state wide.

## **Youth Connection**

**Jobs for TN Graduates (JTG) Program:** WorkForce Essentials' JTG program has been extremely active throughout four area school systems and nine high schools in Cheatham, Houston, Robertson & Williamson Counties. In the June 2007 school year, we served 235 students. Not only do we have a successful local program, but we have also been recognized statewide, regionally and nationally as an award winning program. In the JTG State of TN competition, where we competed in 10 events, we had four 1<sup>st</sup> place winners, three 2<sup>nd</sup> place winners, and two 3<sup>rd</sup> place winners. In the national competition held in Washington DC, we earned 1<sup>st</sup> place and 2<sup>nd</sup> place awards in Employability Skills and a 2<sup>nd</sup> place award in Program Cover Design.

## **Training Connection**

**Incumbent Worker & Fast Track Grants:** The North Tennessee Workforce Board and WorkForce Essentials were awarded with \$218,034 in Incumbent Worker Training Grants. These monies have been used to assist ABC Group Fuel Systems, Betty Machine Company, MISA Metal, National Industrial Concepts, RR Donnelley, and Servpro (Sumner County), Temple-Inland (Stewart), and Trico Products (Robertson) with on-the-job upgrading of skills training programs for a total of 372 employees. In the workforce & economic development arena, we jumped on the Governor's "Fast Track" to assist 242 employees of Community Health System/Professional Accounting Services (Williamson County), Commercial Glass (Stewart), Core Tech Industries (Houston), Gap, Inc. (Sumner), Federated (Robertson), Nissan North America (Williamson), and Sentry Armor (Stewart) with training in preparation for their expansion efforts.

## **Potential Business Connection**

### **Career Center Business Services -- June 2007 FACTOIDS**

- Made over 3100 contacts with potential employer/business customers
- We have served business customers in 23 states

## **Job Seeker Connection**

### **146 Thousand Plus Career Center Customers -- July 2006 – June 2007**

- Clarksville-Montgomery County 48,406
- Dickson County 17,812
- Humphreys County 10,741
- Robertson County 24,010
- Sumner County 32,930
- Williamson County 12,278

## **Disability Program Navigator**

The North TN Workforce Board has been granted a renewal of funds which support local Disability Program services. This grant includes funding for a staff person dedicated towards assisting customers with navigating the provisions of various programs that impact their ability to gain or retain employment.

While an assortment of assistive technology for individuals with disabilities has been available at the career centers, new signs have been prominently posted which direct customers to the types of assistance available. The four services/programs are:

**Disability Access**--This includes Disability Accessible restrooms, computers and software such as JAWS and ZoomText. The TracBall mouse and large print keyboards are also available.

**Assistive Listening System**--The career center has a Pocket Talker System on hand for individuals who are hard of hearing. This system is an amplification system that individuals can use when speaking with career counselors or while attending on-site workshops or job fairs.

**TTY**--The TTY system is a telephone typewriter system that allows deaf individuals to call into the center or call potential employers and job leads.

**Sign Language Interpreter**--The career center now has a sign-language interpreter available by appointment. The interpreter will help bridge the communication gap between deaf individuals and job counselors or assist with on-site workshops or training sessions.

## Workforce Connection

### Company Results -- June 2007

- 153,735 received services in nine county offices
- 3,142 Enrolled in various DOL programs (WEInc)
- 95.72% Placement Rate
- \$17.43 Placement Wage
- 1,364 WIA Adults & Dislocated Workers
- 92.8% Placement Rate
- \$12.39 Placement Wage
- 359 Youth Served (Goal 300)
- 91.78% Youth Placement Rate (Goal 90%)
- \$9.54 Youth Placement Wage (Goal \$8.50)

## LWIA 9

### LWIA 9: Overview

### Accomplishments for Local Area 9

#### *Nashville Career Advancement Center (NCAC)*



The Nashville Career Advancement Center (NCAC) is moving forward in a new direction. The leadership team at NCAC is working hard to bring to this local area a fresh image, a strong identity and a clear direction for our future.

NCAC has been in the background serving a quieter role as an administrative entity in the Tennessee Career Center system. As our locations have changed in our region, so has our need to redefine the

role of the agency.

The Tennessee Career Center focus is on direct labor exchange--connecting people with jobs. As a partner with the Tennessee Career Centers, NCAC's focus will be on career coaching and on talent development in providing a skilled workforce for businesses.

To kickoff the new changes, we have developed key messages to represent the agency:

- NCAC is your regional workforce partner striving to improve the quality of our workforce.
- NCAC serves individuals with career coaching and talent development in order to provide a skilled workforce for businesses.
- NCAC's governing Workforce Board promotes workforce and economic development and youth education throughout our region.

NCAC is a proud partner in six Tennessee Career Centers, located in Davidson, Rutherford, Wilson and Trousdale counties, and is known as Local Workforce Area 9. Along with the key messages,



NCAC has also adopted a new logo that gives a fresh look as to who we are and where we are headed. As necessary, you will see the logo displaying a tagline that reads, "Your Regional Workforce Partner." You will also see a new theme being developed around an education atmosphere as we have defined our new location as NCAC's Workforce Campus.

To support this new strategy, we have also created a new web address to represent the agency. Please check back often to see the developments at [www.NCACWorkforce.org](http://www.NCACWorkforce.org) . Now our customers will have easier access to our Web site and also have a better idea of the focus of NCAC and what we do as an agency.

To assist customers, NCAC is developing a variety of services in career development, advancement and training. These services include: Myers-Briggs personality test assessment and strong interest inventory, career assessment and planning, resume reviews, skills training, incumbent worker training, on the job training and youth career and skill programs. Also available will be new intensive workshops offering information on negotiating salary, re-inventing yourself in the workforce, and developing networking skills.

### **Board Vision Statement**

*"We visualize a skilled workforce that supports business and economic growth in the Region."*

### **Mission Statement for WIA Funds**

To ensure the Middle Tennessee workforce is aligned with the region's long-range economic needs, Workforce Investment funds will provide training and credentials which develop talent for high demand and high skill careers.

## Strategic Goals to Accomplish Mission

- Developing strategic partnerships with employers and training providers to align training services with the needs of area employers
- Enhancing career development services for job seekers to increase job success and knowledge of high skill and high demand careers
- Securing state and/or federal funding to develop training programs that support career pathways that build upon the existing skills of the workforce and develop new skills to meet high skill and high demand careers
- Coordinating Workforce Investment Act activities with the region's economic development agencies to address current and projected future workforce quality and quantity issues

## Strategic Planning Statement for the Future



We will soon introduce the results of a workforce opportunities study for the Middle Tennessee region. In collaboration, the Nashville Area Chamber of Commerce, Nashville Career Advancement Center and its Workforce Investment Board, as well as, the Tennessee Department of Labor & Workforce Development, funded the study to identify how many workers each industry sector will need by 2015 and what skills those workers will need to possess.

*Continuing dialogue between Paul Haynes and Commissioner Neeley creates more integrated programs*

The study will include information from area training providers and from business and industry within the ten-county Nashville economic area. We are taking this opportunity not only to work across geographic boundaries but also to work collaboratively with the three local workforce areas and workforce boards overseeing the Middle Tennessee Workforce System. Together, we will utilize the study to assess the region's current and future workforce needs, and to develop strategies addressing barriers. All of this will ensure Middle Tennessee has the highest quality workforce to meet the needs of our current and future employers.

The study will also provide quantifiable data supporting our local investment in training workers, and assuring that the credentials that they receive are strategically aligned with the needs of local employers. Through partnerships with local employers and training providers, Nashville Career Advancement Center, under the direction of the Workforce Board, will work cooperatively on developing pathways for workers to obtain the skills necessary to keep Middle Tennessee businesses competitive in a global economy. We will focus on training workers in high-demand and high-skilled jobs that reflect the growth of industries and occupations of the region. This survey will lay the foundation for targeting appropriate industries and businesses in need.

## Accomplishments in Numbers

### Performance Results:

Tennessee Career Centers in Workforce Area 9 Fiscal Year 2006 visits:

Total: 99,452

Davidson: 55,864

Rutherford: 16,107

Wilson: 27,481

### Performance Statements:

In Fiscal Year 2006, NCAC was recognized by the Tennessee Department of Labor and Workforce Development for outstanding performance. NCAC received the second largest Incentive Award in the state (in the amount of \$77,052) and the number one urban area.

Of the individuals that entered a training program, 75% received an industry recognized credential *and* found employment.

Of the individuals that left NCAC with employment, 87% were still working one year later.

### Other Accomplishments

#### *Disability Program Navigator Initiative*

This initiative focuses on developing new and ongoing partnerships (to achieve seamless, comprehensive, and integrated access to services), on creating systemic change, and on expanding the workforce development system's capacity to serve customers with disabilities and employers. The Disability Program Navigator for LWIA 9 is located at the Nashville Career Advancement Center. The Navigator is available to provide information regarding recruiting, hiring, and retaining workers who have a disability.



#### *Metro Summer Internship Program*

The Nashville Career Advancement Center is wrapped up the 3<sup>rd</sup> annual summer internship program for current high school juniors in Davidson County. Nashville Career Advancement Center (NCAC), a division of the Mayor's Office, is in partnership with the Mayor's Office of Children and Youth (MOCF) that offered a program to provide a quality learning experience regarding the workplace and professional employment.

The Summer Youth Internship Program is a short-term learning and employment opportunity that provides a combination of work experience, site-based learning, and exposure to the staff and functions of Metro government departments and local businesses.

Thirty participants were assigned to work at a Metro Department or local business for twenty hours per week for six weeks. In addition, both before and throughout the program, all participants received opportunities for skill building and training.

## *Rising Young Worker Awards*

### **RISING YOUNG WORKERS RECEIVE SCHOLARSHIP**

Nashville Career Advancement Center (NCAC) and its Workforce Investment Board's Youth Council honored ten young people from the four-county area at a Rising Young Worker award ceremony last week to celebrate character and integrity. All nominees received a trophy and money. The final two winners each received a 500 dollar scholarship check with the remaining eight receiving 100 dollars.

"We are proud to present the first award ceremony of this kind," said Diane Huggins, chair of the Youth Council. "I am pleased to see our young people make significant strides to be successful both in school and in the workplace."

The nominees were chosen by county representatives then given to a panel of Youth Council members that had the tough task of selecting just two winners.

"For those we serve, we know life hasn't been easy," said Ellen Zinkiewicz, NCAC's youth and community programs administrator. "Tough choices had to be made, sometimes in order to survive. The people we serve are survivors. Each holds a unique characteristic that, with the right direction, drives them to find their dreams and fulfill them."

Tennessee Department of Labor and Workforce Development Commissioner James G. Neeley knows the importance of an educated workforce. He currently serves as a board member to the Commission on Higher Education and was the Honorary Guest and speaker at the Rising Young Worker ceremony. He gave an inspirational speech to the young people with a message of hope and direction to "not give up."

NCAC is fortunate to work with 4 youth contractors whose staff is compassionate and committed to preparing our young people for the world with a goal of self sufficiency. Mid Cumberland Human Resource Agency, Pencil Foundation, Youth Connections and Youth Links.

Mid Cumberland Human Resource Agency runs a program called YouthCan that serves Davidson, Rutherford, and Trousdale counties. YouthCan provides case managers that link participants with academic and financial resources as well as helps them prepare for academic diplomas and occupational opportunities. The nominators are Richard Watson, Rochelle Walton and Hayley King.

And the nominees are:

BRANDY HALL  
LEMON KEITH  
CELISA LOWERY  
ASHLIE PATNODE

The Pencil Foundation administers a program called Connect to Success that provides intervention services for situations that may disrupt school completion. With Pencil Foundation, the nominators are Kathleen Bunt and Phyllis Moore. The nominees are:

BRITTANY MCCOY  
SASHA NICHOLE STEVENSON

Nominator Cristina Dimengo is with Youth Connections, an organization that serves foster youth who are currently in or have transitioned out of care. The nominees are:

PORSCHA MCCRACKEN  
CHARLES PARKS

The Wilson county school system helped to implement a program that provides “real life” tools for academic, leadership development and job readiness skills. The nominators are Linda Armistead and Lisa Dickson. And the nominees are:

LINDSEY DYE  
AMANDA RIDDLE

Finally, the two winners are:

**AMANDA...AND LEMON....**

For more information, please call NCAC Communications Director Angel May at 862-8890 ext. 319. Feature stories are available on winners.

**Background:**

Workforce and economic development in Davidson, Rutherford, Wilson and Trousdale counties is supported by a system of agencies funded by a federal program called the Workforce Investment Act. The main players that contribute to this system are Nashville Career Advancement Center, the Workforce Investment Board and its Youth Council and the Tennessee Department of Labor & Workforce Development. These organizations strive to connect people with jobs.

The purpose of the Youth Council is to provide oversight, direction and leadership to youth activities in our region. These activities intend to enhance the productivity and competitiveness of young people. The Council gives guidance with the intent to increase graduation rates, employability, and the basic skills of school age youth, and increase employment, earnings, post-secondary training opportunities, including apprenticeship and entry into the military, for older youth.

**LWIA 10**

*LWIA 10: Overview*



Local Workforce Investment Area 10 (LWIA 10) is administered by the South Central Tennessee Workforce Alliance and continues its mission to link education, economic development, and employment in the eight county area of South Central Tennessee. Our Tennessee Career Centers are visited by over 400 job seekers and employers weekly. Listed below are a few of the success stories during the past year.

- **Reorganized Workforce Board Meetings around themes to allow for increased education of and participation by board members and guests.** Themes for the year included: Raised Skill Requirements for Existing Jobs; Effects of Advances in Technology; How to Become and

Remain Globally Competitive; Projected Increases in Minority Populations; New Job Growth Favoring High-skill Workers; Impact of Today's Knowledge Economy.

- **Piloted the Career Readiness Certificate (CRC) program based on WorkKeys.** Since August 2006, we have awarded over 2,300 Bronze, Silver, and Gold credentials to job seekers. The University of Memphis conducted a survey of job seekers and employers concerning the CRC and reported the following results: **For Job Seekers:** (1) 61% of respondents were employed; (2) over 70% felt the CRC made them more employable and confident; (3) over 80% felt the CRC would help in their pursuit of future employment opportunities; (4) 9 of 10 would recommend CRC to others. **For Employers:** (1) 64% had hired an applicant with a CRC; (2) 100% said the CRC helped them make better hiring decisions; (3) Over 90% reported that applicants with a CRC had proficient job skills; (4) 71% reported that employees with a CRC were more effective in their jobs than previous employees.



- **Growth of the Incumbent Worker Training grant program.** The South Central Tennessee Workforce Alliance has assisted in providing the Incumbent Worker Grant to area business/industry since 2004. The program has assisted 17 employers with 1,061 employees being trained for a total of \$347,491. The Incumbent Worker program provides expense reimbursement grants to businesses for the purpose of providing skills upgrade training to currently employed, full-time workers. Our Board recognizes that keeping Tennessee's workforce competitive in a global economy is critical for both the retention of good employees and the retention of existing businesses.
- **Participation in the Tennessee Valley WIRED Initiative that covers the Northern Alabama/Southern Tennessee Region.** A Round Two grantee, the SCTWA Executive Director Jan McKeel, sits on the Executive Committee of this initiative working to align resources in the region with high growth industries, skills and talents (needed by those industries), including biotechnology, nanotechnology, and information technology.
- **Coordination of services to the dislocated workers related to layoffs in the automotive industry.** Dislocations of suppliers associated with the retooling of the GM Spring Hill Facility resulted in over 1,500 layoffs beginning in March 2007. Through outreach and coordination with TAA, job search activities, assistance and training was made available for the GED test, skills upgrades for Career Readiness Credentials, basic computer operations, and new careers in healthcare, industrial maintenance, automotive technology, computer networking and more.
- **Many success stories result each year. We will close with just a few that make us proud!**
  - **Nick Andrews** was laid off from an area manufacturer in March 2004 where he had earned \$16.34/hr. Interested in the Radiology Technology program at Columbia State, he took assessments which supported this career endeavor. After taking his basic studies, he was approved for TAA upon acceptance in the program. He graduated from Columbia State in May 2007 and is now working as a Radiology Tech with a beginning wage of \$17.00/hr at a local hospital and plans to attend Chattanooga State and get

advance education in Nuclear Medicine. He will be making an average salary of \$23.00/hr upon completion of this additional training.

- **Cody Curry** was referred to the career center by our partner and neighbor Wayne County Adult Education office for assistance in paying for the GED in October 2006. Cody had recently moved here and was having trouble finding employment (especially since he had no GED or High School Diploma). After preparing and successfully testing, Mr. Curry received his GED on November 14, 2006. He was then able to secure a job in construction with a starting salary of \$16.00 per hour. He is still with the company and is now working in Colorado and making \$25.00 per hour.
- **Nikki Woods-Clark** was employed but making a low wage of \$8.50 per hour. Through assistance at the Tennessee Career Center in Columbia, she attended the local Tennessee Technology Center in Pulaski and received her LPN license. She now works at a local physician's office and has more than doubled her previous wage to \$20.00 per hour!

- **Sarah Tinnon** was an employee of Pulaski Rubber Company for over 18 years when the plant closed in October 2005. She enrolled in the Business Services Technology Program at the Tennessee Technology Center – Pulaski and obtained an Administrative Assistant Diploma in the spring of 2007. She was hired March 21, 2007, as an Administrative Assistant for a new employer in Pulaski where she made \$10.00 per hour. Both Sarah and her employer are very pleased with the placement.



- **Cynthia Milliken** was dislocated after having been in the workforce for almost 30 years. Cynthia graduated from the South Central Regional Practical Nursing Program on August 30, 2007, and was honored to represent her class as Valedictorian with an award for perfect attendance. She is scheduled to take the PN state board exam on September 24, 2007.



- **Lisa Sims and Jennifer Frye** were dislocated from International Comfort Products in 2003. Both enrolled at Wallace State Community College and received the Associate of Applied Science in Dental Hygiene. Now working, both are earning well over \$28.00 per hour in their new dental hygiene careers!

- **Jason Counts** is a 2006 graduate of Richland High School who participated in the WIA sponsored Business Industry Education Youth Program; he worked for Soda Pop Junction. Jason was selected as Youth of the Quarter by the South Central TN Workforce Board. After graduating, Jason enrolled at Martin Methodist College where his major is



in Sports Management. He is an assistant manager for the Men's Basketball Program at Martin Methodist and continues to work part-time at Soda Pop Junction.

- **Derrick Scarberry**, a 2007 graduate of Spring Hill High School (SHHS), learned of the Academy for Information Technology at SHHS and enrolled in the fall of 2006. He wanted to dedicate the rest of his school year to the Academy to work on his A+ Certification so he could work in the computer technology field. In May of 2007, Derrick was showcased along with other Academy students who received certifications by the South Central TN Workforce Alliance in partnership with the Maury County School Board. The goal in showcasing these students was to place them in summer internships, co-ops, job shadowing, and/or work opportunities in hopes that business acquaintances might be in a position to host a student with these outstanding information technology skills. As a result of the showcase, Derrick was offered employment with Dell Computers now making in excess of \$15 an hour.



- **Pamela McKennon** went through the WIA-funded Career Starters youth program and is a 2004 GED recipient. When Pamela received her GED with a score of 582, she immediately registered for and took the ACT and scored a 21, thus, qualifying her for the maximum Tennessee Hope Scholarship. She majored in education and graduated from Columbia State Community College in May 2007. She is enrolled in the Middle Tennessee State University 2 plus 2 program and hopes to teach in the public school system upon completion of her Bachelor Degree. From high school drop out to classroom teacher, nothing can hold Pamela back from achieving her dream!

## LWIA 11

### LWIA 11: Overview

The West Tennessee Workforce Investment Board, Local Workforce Investment Area 11 is administered by the Southwest Human Resource Agency and is composed of twelve counties in West Tennessee. LWIA 11 is under the direction of the thirty-four member West Tennessee Workforce Investment Board which is composed of representatives from all 12 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 use the comprehensive Tennessee Career Center at Jackson and the affiliate sites 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 need to 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 used to assist both job seekers and employers in securing permanent employment for individuals.

The regional collaboration between Areas 11, 12, and 13 has been a tremendous asset to the success of our program this past year. The insight and assistance each area provides to the other have been instrumental in helping each area achieve the successes we have enjoyed this past year. We are currently working with Areas 12 and 13 as well as with representatives from Arkansas and Mississippi in developing a proposal for the WIRED Initiative.

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 916 Adults (compared to 844 the previous year), 539 Dislocated Workers (compared to 286 the previous year), and 782 Youth (compared to 525 the previous year).

LWIA 11 operated a ten-week Youth Employability and Work Experience Program this summer for economically disadvantaged youth ages 16 to 21. The Summer Youth Explosion blasted off on June 4, 2007, and ended on August 10, 2007. The program consisted of a week of Pre-employment and Job-readiness training and nine weeks of work experience. The youth worked 30 hours per week and were paid minimum wage. In addition, a Team Leader was hired in each of the 12 counties, served by LWIA 11, to provide leadership and counseling to the youth. The youth were placed in non-profit agencies in the county where they resided. This program served 352 youth within the LWIA 11 service area.

Jobs for Tennessee Graduates (JTG), administered in part by the 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, in finding and in 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 with follow-up services for one year. JTG is an affiliate of Jobs For America's Graduates, Inc. (JAG), a national non-profit public service corporation. There were a total of 82 students that participated in the JTG program this past year from LWIA 11.

To help continue meeting the needs of employers in our area, several special projects were completed that had been started the previous year. One such project was an HVAC (Heating, Ventilation, and Air Conditioning) class at the Tennessee Technology Center in McKenzie. This class was made possible through a grant from the Tennessee Department of Labor and Workforce Development. The class completed in June, 2007 with 12 students graduating.



Meeting the healthcare shortage continued to be a priority this past year. We have used funding from state grants through the Tennessee Department of Labor and Workforce Development as a means of educating students in Licensed Practical Nursing. This funding made it possible to conduct and complete LPN classes at the Tennessee Technology Centers in McKenzie, Whiteville, Paris, and Crump. Utilizing additional funding from TDLWD, we are beginning an additional class at the TTC in Crump.

LWIA 11 was part of a consortium of employers and training facilities in West Tennessee that submitted a proposal to Washington, DC designed to upgrade the skills of Licensed Practical Nurses to become Registered Nurses. Our request was funded in the amount of \$1,800,000 and we, along with Jackson State Community College, West Tennessee Healthcare, and the area Tennessee Technology

Centers, are currently utilizing this grant to fund distance learning as a tool to assist in the participant's education. Southwest Tennessee Development District is the administrator of this grant from Delta Regional Authority to the West Tennessee Workforce Investment Board, Area 11.

LWIA 11 used Incumbent Worker funding from the Tennessee Department of Labor and Workforce Development to assist fifteen manufacturers and 1,986 employees in our area. The total funding amount secured for Incumbent Worker Training in our area was \$350,959.80. (These numbers



compare with ten manufacturers, 1,276 employees, and a budget of \$188,896 the previous year.) The companies participating in the Incumbent Worker Training Program this past year were ARJ Manufacturing, Champion Homes, Dynametal Technologies, General Electric, M.I.G., M.T.D., Monogram Refrigeration, LLC, Neo, Behlen, UGN, Valspar, Volvo Penta, Whirlpool, Accellent Orthopedics and Gyrus ENT (these last two companies are located in Memphis). Special recognition was given to these companies at the Local Workforce Investment Board Retreat (held at the Natchez Trace State Park on April 26-27, 2007) for their participation in the Incumbent Worker

Program.

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 to develop new business opportunities through the Fast Track Initiative. As part of the Fast Track agreement, LWIA 11 provided On-The-Job Training for these companies through a contractual agreement with the employer.

Sixteen companies and 104 participants (compared with twelve companies and 124 participants the previous year) benefited this past year from their participation in the Area 11 On the Job Training (OJT) program. The companies, benefiting from the \$162,079 expended in On The Job Training program this past year, were Ainley, Hoover & Clark, Champion Homes, City of Puryear, Dewayne's Quality Metal Coatings, Durr Monument, Four Seasons Nursery, H & H Services, ICI, Mark IV Automotive, Mundt Rental Properties, PML, Premier Mortgage, Ramer Wood Products, Replogle Enterprises, Whirlpool, and Wright's Marine.

Funding was received from the Tennessee Department of Labor and Workforce Development in January, 2006, to establish a class at the Tennessee Technology Center in McKenzie to train Biomedical Technicians. These participants were trained in the installation, operation, and maintenance of sensitive electronic medical equipment currently used in hospitals, clinics, and other healthcare facilities. This class completed in June 2007 with 15 participants graduating. Three of those graduates chose to continue their education in this field at the college level.

The devastation caused by Hurricane Katrina in 2005 forced some of the evacuees to relocate to West Tennessee. With funding supplied through the Tennessee Department of Labor and Workforce Development, we in LWIA 11 hired a Re-integration Counselor to assist the evacuees in our area to receive the assistance they needed. Special funding was also secured from the TDLWD to continue a Work Experience component that was developed for the evacuees in our area. These jobs were designed to place workers in employment with government agencies and nonprofit organizations. When the program ended on June 30, 2007, we had assisted 23 participants in the Work Experience

program. According to the TDLWFD, LWIA 11 expended over half the funding that the state received for the Katrina program.

The TDLWFD and the Social Security Administration jointly established the Disabilities Program Navigator Initiative to better inform beneficiaries and other people with disabilities about the work support programs currently available at career centers. Through the career center system, the Navigator is effectively providing information, training, employment-related services and developing new/ongoing partnerships to achieve seamless, comprehensive, and integrated access to services in addition to expanding the workforce development system's capacity to serve customers with disabilities.



The Navigator in Area 11 has successfully delivered services to 53 customers with disabilities for training and employment opportunities.

## LWIA 12

### *LWIA 12: Overview*

The Northwest Tennessee Workforce Board of Local Workforce Investment Area 12 worked throughout program year 2006 to connect jobseekers with employers through partnerships with training providers and the Tennessee Career Center System. Our strategic partnerships with business, economic development agencies, civic and county organizations, educational institutions and labor and industrial boards continued to strengthen northwest Tennessee's workforce development network that rapidly responds to the skill needs of local employers.

Although many exciting things have happened during program year 2006, the Northwest Tennessee Workforce Board is especially honored to share two new projects that have made great strides in improving youth programs and the workforce in northwest Tennessee.

### **U.S. Department of Transportation Awards Grant Locally**

The United States Department of Transportation Federal Motor Carrier Safety Administration awarded the Consortium for Advancement of Commercial Motor Vehicle Occupations a Commercial Motor Vehicle Operator Safety grant in the amount of \$234,901 to achieve two predominate goals: (1) to expand the number of Commercial Driver Licenses (CDL) holders possessing enhanced operator safety training in order to further reduce the severity and the number of crashes (on U.S. roads) involving commercial motor vehicles (CMVs); to improve economically distressed regions of the U.S. by providing workforce training opportunities for qualified individuals to become CMV operators.

The Consortium for Advancement of Commercial Motor Vehicle Occupations was initiated by the Northwest Tennessee Workforce Board of Local Workforce Investment Area 12 to facilitate partnerships among local area truck driver training providers. The partnership consisted of Local Workforce Investment Boards 11, 12, and 13 from the Workforce Investment Act programs and four private Tennessee Higher Education Commission approved truck driver training providers: Heartland Truck Driving Institute in Dyersburg, Drive-Train in Jackson, Milan Express Driving Academy in Jackson, SWIFT Driving Academy in Millington.

The Consortium established additional long term goals to (1) reduce crashes on TN highways by increased safety training; (2) increase access to training in the trucking industry for the unemployed and underemployed; (3) increase the supply of qualified workers in the transportation industry; (4) decrease the unemployment rate by increasing credential attainment (CDLs).

The Consortium met their performance goals for the grant by training 429 unemployed and underemployed individuals from west Tennessee. Over 95% earned a CDL and averaged a 98% entered employment rate.

### **Inaugural Year for Peer Tutoring Program Deemed a Success**

The Northwest Tennessee Workforce Board launched a pilot program in March 2006 that would provide Workforce Investment Act (WIA) eligible high school seniors excelling in academic coursework the opportunity to explore a career in teaching, earn a wage, provide a community service, and prepare for enrollment in post-secondary education.

The new pilot project was the Peer Tutoring Work Experience Program. Nine schools in five counties were awarded funds for their innovative Peer Tutoring programs. Tutoring services were provided outside of school hours to any high school student in need of academic assistance to pass a current class, improve academic scores, or earn credit recovery.

Teachers, counselors, and coaches worked as master tutors/supervisors to recruit and oversee the peer tutors. “Many of the schools struggled at first in matching the tutors with the students needing aid, but made tremendous strides in the second semester,” said Lori Marberry, LWIA12 Youth Coordinator. “At mid-term, 68% of the students being assisted passed the class being tutored, with 88% of students passing at the end of the second term.

Overall, the Peer Tutoring program touched 553 students in its first year. With 100% of our peer tutors graduating on time and many receiving scholarship offers, we are very proud of the participating schools and their success” concluded Marberry.

A second Request for Proposal (RFP) was issued for the 2007-2008 school year, with eight schools participating again, and one new program being added.

“I feel that the learning curve was a very quick one last year, and with the majority of the schools having experienced one year of the Peer Tutoring Work Experience Program, we should have greater success this year with students passing classes,” said Derrick Quinn, Youth Case Manager. “It’s rewarding to see these young people reach their academic goals and achieve success in the classroom through a project like the Peer Tutoring Program.”

PEER TUTORING WORK EXPERIENCE PROGRAM OVER-ALL FINAL REPORT				
School	Number of Students Tutored	Number of Students that Passed the Class	Number of Students that Failed the Class	Percentage that Passed Class
Brighton High School	122	110	12	90.0%
Covington High School	18	14	4	77.8%
Crockett County High School	46	26	20	56.5%
Halls High School	67	58	9	86.6%
Lake County High School	100	85	15	85.0%
Munford High School	92	55	37	59.8%
Ripley High School	64	56	8	87.5%
South Fulton High School	32	30	2	93.8%
Obion County Central High School	12	11	1	91.7%
<b>Total</b>	<b>553</b>	<b>445</b>	<b>108</b>	<b>80.0%</b>

## LWIA 13

### LWIA 13: Overview

#### Youth

**Evan DeBerry** is an eighteen-year-old participant who dropped out of high school after only completing the 10th grade. He was recruited and certified into the Memphis City Schools WIN Out-of-School GED program in January 2007. Mr. DeBerry exhibited high academic levels; however, he was basic skills deficient in mathematics. While in the GED program, he participated in a college prep training that included an internship at a local radio and television station, ACT prep, and college tours. He attained basic skills in mathematics and took the GED test. He scored a 684 average on the GED test and received a perfect score of 800 in mathematics. As a result of his high GED and ACT score he was awarded the Lottery Scholarship Award and is currently enrolled at the University of Memphis.

**Christopher Jackson** is an eighteen-year-old participant who dropped out of high school after only completing the 11th grade. He enrolled in the Memphis City School WIN Out-of-School program. After he passed the GED with an average score of 504, he was referred to the local career center downtown for employment services. The staff diligently worked with him to secure employment. Mr. Jackson is currently employed with Spherion at a pay rate of \$9.25 per hour; he plans to attend college next fall.

#### Adult and Dislocated Workers

**Andrae Pender:** In 2007, Andrae reached a point in his life where he was ready for a change. One day he spoke with a friend who happened to be an employee of the Tennessee career center. After hearing about available opportunities, he came to the orientation. Andrae's goal was to enroll in a truck-driving course, obtain a commercial driver's license and embark upon a career in transportation. When he met with his Workforce Development Specialist, he informed her about a felony he had incurred. She advised him to contact various transportation companies and discuss the chances of becoming hired after obtaining a CDL. That is when he met Norma Armendariz, a recruiter for Paschall Truck Lines Inc. On February 7, 2007, the Individual Training Account committee approved his ITA. Mr. Pender received \$4,000 in tuition assistance and supportive services in the form of bus passes.

Private First Class Driving Academy is located at 1156 Channel Avenue in Memphis. Satisfied with the friendly environment and the small teacher to student ratio, Andrae enrolled in the four-week course. On March 9, 2007, he was awarded a CDL and a certificate in truck driving. Therefore, he contacted Norma at Paschall Truck Lines regarding employment. On May 16, 2007, Paschall Truck Lines offered him a job as an Over the Road Truck Driver beginning with \$11.63 per hour.

Today, Mr. Pender is not only self-sufficient but has embarked upon a career in transportation. In addition, he has proven that hard work combined with persistence can help anyone overcome an obstacle.

**Mary Goodson:** Mary entered the doors of the Tennessee Career Center on June 27, 2006 as a Katrina evacuee. Before Hurricane Katrina, Mary was employed by Caesar's; after the storm, Caesar's relocated to Memphis. Unfortunately, after eight months of employment Mary was laid off. Now a dislocated worker, she came to the career center seeking assistance.

Prior to coming to the career center, Mary was taking a legal secretary course at the Omega Institute. While there, she developed an interest in computers--the instructor would even call on her to assist other students. She received the Computer Achievement award. It was there that her passion for computers was realized. Later, Mary acquired various positions such as Systems Help Desk Technician but even though she had never received any formal training. She lacked the certification and skill set that employers require. She was interested in enrolling in CISCO training. Therefore, she applied for the ITA and on August 4, 2006, she was awarded \$4,000.

Mary completed the CISCO program at New Horizons Computer & Learning Center in Memphis and was awarded a certification in CISCO on September 5, 2006. Eager to become employed, she landed a job as a Computer Operator for Protech Systems Group Inc., on September 12, 2006, where she earns \$17.00 per hour.

**Avionce Nunnally:** Avionce came to the career center on December 20, 2003. Mr. Nunnally was working as a cashier at a liquor store where he made \$6.25 per hour. Since he had also worked as a roustabout and an assembler, Mr. Nunnally did not feel that he had skills allowing him to get away from these jobs. He had served in the United States Marines for four years; his military experience roused an interest in his desired field as he had been repairing and installing radio equipment while in the service. After conducting research, he learned that aviation/aircraft mechanic would be a great field to go into because after being FAA licensed an individual would have the potential to make a self-supportive salary.

When he met with me in March 2004, he had attended one quarter in the avionics program at Tennessee Technology Center in Memphis. Mr. Nunnally was receiving the Pell grant but needed assistance with tools. He was approved and was able to obtain his tools through WIN. He completed the avionics program on June 17, 2005, and started working as a mechanic through Manpower at Honeywell; he hoped that the position would go permanent. He started working as a permanent full-time employee for Honeywell on June 20, 2006. He was making \$17.00 per hour.

**Business Services Success Stories**  
(Fiscal Year July 1, 2006-June 30, 2007)

***The Westin-Memphis***

The Westin Hotel opened as Memphis' newest "5 Star" hotel in 2007. Westin invited several employment services to a breakfast meeting to hear presentations about each agency's recruiting, screening and referral process. Westin selected the Tennessee Career Center at Memphis as its primary source for staffing. Business Services assisted Westin with developing a "Customized Recruiting" process which included referrals, applicant screening, pre-employment job-readiness orientations, and computer-based "integrity testing." Westin's facility was under construction and the Tennessee Career Center at Memphis was able to provide Westin with facilities to conduct career fairs, orientations, interviews, and the use of career center computers. In addition, the Business Services staff assisted candidates with creating email accounts, testing instructions and proctoring. To date, we have placed 59 applicants.

***Liquid Containers***

Liquid Containers is a plastic container manufacturing facility that located in the Memphis area during the past fiscal year. The company was seeking an employment agency with a diverse data-base to assist in staffing its entry-level and skill-positions. Those positions included H.R. Administrator, Quality Assurance Manager, Electrical Engineers, and Maintenance Technicians, with salaries ranging from \$12.00 to over \$41.10 per hour. They were referred to Business Services, by the local Industrial Development Board, as a source for addressing their staffing solutions. This cooperative partnership has created a viable employment source with exceptional career opportunities for career center customers. To date, we have placed 38 applicants.

***Riviana Foods***

After purchasing a local, rice products manufacturing plant, Riviana Foods embarked on an aggressive expansion plan for the Memphis facility which would relocate existing facilities in Louisiana and Texas with the possibility of moving its home office operations from Houston to Memphis.

The proposed expansion will be in two stages (to be completed by September 2008). Riviana has called on the Tennessee Career Center at Memphis to provide staffing throughout this expansion process. During Phase I, Tennessee Career Center at Memphis placed forty-nine permanent employees as Production Techs. During the previous fiscal year (July 1, 2006 to June 30, 2007), Business Services began the Phase II staffing process which is projected to add an additional 133 employees by September 2008. To date, we have placed 24 applicants.

***Cummins Engine Company***

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

## D. Key Factors Influencing Job Growth

### Job Growth

In an effort to recruit businesses, create jobs and improve workforce skills in Tennessee, Governor Phil Bredesen established the Governor's Jobs Cabinet, consisting of commissioners from seven state departments as well as representatives from higher education and business trade groups. The Jobs Cabinet combines state resources to promote job creation and business growth. The Jobs Cabinet coordinates efforts to assist areas hard hit by mass layoffs and closures. The Department of Labor and Workforce Development has established a strong partnership with the Department of Economic and Community Development, by collaborating our efforts to attract new companies as well as retain existing businesses. For PY 2006, Governor Bredesen continues this innovative initiative through the 'Next Steps: Job Creation' initiative, centering around coordination, talent development, improving infrastructure and targeted investment.

### State Workforce Development Board

The State Workforce Development Board members are appointed by the Governor for terms of two, three or four year terms selected from Business & Industry, State Legislature/Agencies and Organized Labor.

The Tennessee State Workforce Development Board meets quarterly, in various Local Workforce Investment Areas, to discuss current workforce development issues that affect Tennessee's workers and businesses. .

Some of the topics covered in this program year's board meetings include: *Technology Issues in Workforce Development, Employer Projects/Healthcare Update, Faith-Based Initiatives, Performance Incentive Policy, Reciprocal Agreement/Out-of-State Training Providers, Baldrige Criteria for Performance Excellence, E3 (Education, Employment, Economic Development), and Manpower Award-Winning Partnership*

### Statewide Programs

Statewide programs are supported through funds reserved by the state each year when WIA funds are made available from the United States Department of Labor. The funds retained are used in various ways and contracted out with various state and non-state entities. Many major recipients of statewide funds are Local Workforce Investment Areas (LWIAs). Additionally, the state contracts with labor organizations, such as the American Federation of Labor and the Congress of Industrial Organizations (AFLCIO). The state also contracts with state agencies such as the Department of Education and the Department of Finance and Administration, including the University of Memphis and it contracts with for profit employers statewide.

As major recipients of the statewide funds, LWIAs provide services to adults, dislocated workers and youth. These funds usually provide core, intensive as well as training services to those who need and can benefit from these services the most. These funds are available throughout the funding year and can be obtained by submitting an application to the state. The usual reason for LWIAs to request statewide funds is that the formula funds they received from the state have been exhausted. The LWIAs also apply for statewide funds to provide short-term programs providing participants skills in healthcare, and in fields that provide certification or credentials.

The labor organizations are also funded, under statewide funds, to provide correct information regarding the services under the WIA program for organized labor (when there are an industry or plant closures). This process takes place during rapid response activities and later when the workers need assistance. The contract with the University of Memphis provides the state with information regarding customer-survey results for the purpose of evaluating performance measures.

The Department of Education receives statewide funds to connect the WIA youth program components with the Jobs for Tennessee Graduates program and to enhance the opportunities of both programs for youth (needing classroom trainings as well as developmental training vital to the world of work). The Department of Finance and Administration is a vital partner ensuring the proper functioning of the WIA program through trained monitors. These monitors review the processes and procedures of the LWIA programs as well as other agencies that have statewide contracts. Through the monitoring process, the TDLWD assures that WIA programs are operated according to the rules and regulations of the WIA and according to state procedures and policies. Another important customer, besides the participants, who causes the WIA program to operate effectively, is the employer. The incumbent worker program is designed to assist employers who detect a lack of essential worker skills. Statewide funds can be accessed by employers through submittal of application to their local LWIA. The LWIAs review the application, comments on the proposal and drafts a support letter to the state. The state will consider these comments made by the LWIAs and then conduct its own review of the application; and then recommend denial or approval for funding.

### **Cost of Workforce Activities Relative to the Effect of Performance Participants**

The career centers throughout the state provide participants two types of labor market information that allow individuals to have options as to the type of training she/he would like to pursue. Part of the labor market information lists jobs within the state that are growing fast in comparison to other jobs in the state. Participants also receive information on available jobs in the area or job orders that have been posted by employers who need workers. One way the state made a fair evaluation of participants' results is by calculating the total number of participants, regardless of the results or outcome, by the total amount of funds the state received for Program Year 2006. Taking the Total Participants count (Adult + Youth), and the Total Amount in Table N, the result is \$1,898.5 per participant. The state recognizes there are human factors that cannot be measured such as aptitude, effort, social and environmental effect the participant while in training. However, to evaluate WIA activities and benefit to the participants, we have calculated the unit cost by dividing total participants enrolled by the total allocation the state received.

### **National Emergency Grant Funded Programs**

#### **Hurricane Katrina**

Currently, Tennessee has three programs funded directly by the United States Department of Labor. Two of these grants were awarded as a result of hurricane Katrina. Although Tennessee was not directly affected by the disaster, a large number of residents of Louisiana and Mississippi were resettled in many parts of Tennessee. To provide informational services and guidance to evacuees resettled in Tennessee the USDOL provided \$800,000. These funds were provided to hire eight Reintegration Counselors whose role is to coordinate both public as well as private services that the evacuees will need to resettle in the new environment they find themselves. The Reintegration Counselors were housed in six (6) Tennessee career centers, where most of the evacuees were resettled. The hiring of eight (8) Reintegration Counselors has resulted in the assistance of 3004 evacuees who received services ranging from housing assistance to job placements.

Additionally, to provide direct assistance to evacuees (through WIA programs), the USDOL allocated \$500,000 to the state. These funds were distributed to six LWIAs (LWIA 3, 5, 8, 9, 11, and 13) where the majority of the evacuees relocated. Through these funds, 444 evacuees have accessed core WIA services. Both funds (funds that enabled the state to hire eight Reintegration Counselors and funds allocated to provide direct assistance to evacuees will end respectively on December 30, 2006, and June 30, 2007.

### **Disability Navigator Initiative**

The Disability Navigator initiative is funded through WIA by the United States Department of Labor and the Social Security Administration. This purpose of the program is to assist people with disabilities to navigate, explore and take advantage of the workforce systems in their communities. Tennessee submitted a competitive grant proposal and was selected to conduct this initiative statewide. The word Navigator is the title given to specially trained Disability Program Navigators stationed in the all of the 13 career center systems statewide. Their responsibilities range from assisting to increase the accessibility of career center systems, advocating the employment readiness of people with disabilities, providing information to both individuals with disabilities and employers regarding the advantages of tax incentives for employment, and working with both public and private service partners. These responsibilities, and more, reflect the ultimate goal of increasing career opportunities for job seekers with disabilities. The Navigators will also assist career center staffs to increase opportunities for employment and training. Although the Navigators do not manage cases of people with disabilities, they provide extensive knowledge of services in the community, including services offered by government agencies and needs of employers to ensure successful employment. The program began on July 1, 2006, and will end June 30, 2008. By the end of the program, it is expected the state will increase the number of people with disabilities served in the career centers and successfully engaged in the work place. During 2006-2007, Navigators created public and private partnerships, increased accessibility to the workforce system, and increased awareness of the value of people with disabilities as members of the competitive workforce in both the local and global economy.

### **Baldrige Initiative**

The Department of Labor & Workforce Development is committed to continuously improving how Workforce Investment Act services are delivered across the State of Tennessee. In October of 2003, Commissioner James Neeley announced his desire for each Comprehensive Career Center in Tennessee to individually participate in the Baldrige-based Tennessee Center for Performance Excellence (TNCPE) quality award program. Award recognition from The Tennessee Center for Performance Excellence is based on the promotion of performance excellence and best practices at four levels. Level 1, Interest Recognition, is the beginning level for organizations interested in adopting and applying continuous improvement principles in their organization. Level 2, the Commitment Award, is an intermediate level for organizations that have progressed to a point of demonstrating serious commitment to and implementation of quality management principles. Level 3, Achievement Award, is an advanced level of participation for organizations which have demonstrated, through their commitment and practice of quality principles, significant progress and results in building sound and notable processes.

The Excellence Award, Level 4, is the highest level of recognition and is presented to organizations that have demonstrated the highest level of quality excellence. Commissioner Neeley's Baldrige Initiative calls for each Comprehensive Career Center to be recognized at Level 2 by the end of

Program Year 2009. The Department has been involved with the Tennessee Center for Performance Excellence for several years, as have service providers in LWIA 1 and LWIA 9 (Alliance for Business and Training and Workforce Essentials, respectively). It has also been decided that the Division of Employment & Workforce Development will also participate in the TNCPE assessment process as a means of identifying opportunities on how the department can better deliver WIA services to the local areas and improve our overall state ranking from eight in PY 2002 to a top five ranking by PY 2009. Participation in this process will allow each Career Center and the division of Employment & Workforce Development to function more efficiently and provide a seamless system for service delivery. The Baldrige process encourages sharing of best practices and focuses on performance excellence throughout the organization. It is our belief that this process will allow each career center and the Department to become more demand driven resulting from the importance that the process places on customer satisfaction and customer service.

### **Nursing and Allied Health Professions**

A critical need has increased in the healthcare arena for qualified workers in virtually every service and support role. Through the development of strategic partnerships, our focus has sharpened to target employers needing qualified and available workers, while ensuring Tennessee's workforce is able to meet those needs. Tennessee has made healthcare a high priority by focusing on training programs for nursing and allied health professions.

Tennessee has encouraged healthcare training by providing additional statewide funds to support skills shortages training for nurses and other health related fields. In addition, local areas have leveraged other federal funding opportunities such as the H1-B and Incumbent Worker grants to further develop healthcare skills. Tennessee is constantly seeking innovative ways to provide much needed support to healthcare workers, and continue to strengthen the workforce in the healthcare industry.

### **Access to Job Seekers**

The Department of Labor and Workforce Development offers employers access to job seekers through the Career Center System. Any employer can place a simple request or referrals through the labor market exchange program offered at each of the Career Centers.

### **Customized Training**

When an employer identifies the need to train a group of job applicants in a specific occupational skill area, the Local Workforce Investment Area can assist with meeting the employer's training needs. The local program can pay up to 50% of the total cost for training a group of potential employees. The employer must agree to hire all of the applicants referred who successfully complete the training.

Customized training of an eligible employed individual may be provided for an employer or a group of employers when the employee is not earning a self-sufficiency wage as determined by local board policy. The employer(s) must agree to continue to employ the individual(s) on successful completion of the training.

## On-the-Job Training

When employers identify the need to fill a vacant position, they often have a choice of hiring a skilled worker or a worker who needs to have additional training. If the employer is willing to hire an individual who has no prior experience in the vacant position, an on-the-job training contract may be developed with the Local Workforce Investment Area. Under this agreement, the local program can pay up to 50% of the trainee's wages during the specified training period. The employer must agree to hire the trainee, if he/she successfully completes.

On-the-job training for an eligible employed individual may be available for employers when the employee is not earning a self-sufficient wage as determined by Local Board policy. The employer must agree to continue to employ the individual on successful completion of the training.

Individuals must meet the stipulations under the WIA legislation, which is quoted as follows: "An OJT contract must be limited to the period of time required for a participant to become proficient in the occupations for which the training is being provided. In determining the appropriate length of the contract, consideration should be given to the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience and the participant individual employment plan."

## Incumbent Worker Training

**The state may enter into an agreement with an employer to provide training to workers whose skills must be upgraded in order to avert worker dislocation. The state program may provide funding for this type of training. The application and guidelines can be found at <http://www.tennessee.gov/labor-wfd/mainemployer.html>.**

Section 181 of Public Law 105-220, Workforce Investment Act of 1998, includes the following under (0)(3)(1) and (2):

"No funds provided under this title shall be used, or proposed for use, to encourage or induce the relocation of a business or part of a business if such relocation would result in a loss of employment for any employee of such business at the original location and such original location is within the United States."

"No funds provided under this title for an employment and training activity shall be used for customized skill training, on-the-job training, or company-specific assessments of job applicants or employees for any business or part of a business that has relocated, until the date on which such new business or part of a business results in loss of employment for any employee of such business at the original location and such original location is within the United States."

Standardized pre-award review criteria development by the State of Tennessee must be completed and documented jointly by the Local Workforce Investment Area with the establishment as a pre-requisite to WIA assistance.

## ***D. Key Factors Influencing Jobseekers***

### **Technical Assistance**

The Technical Assistance Unit provides technical support to the thirteen Local Workforce Investment Areas (LWIAs). This includes setting up training for their staff and partners. Technical Assistance is also provided to the LWIAs when audit findings have been noted from the TDLWD monitors to provide corrective action.

The Planning Guidance is composed by staff in the T. A. Unit and given to the LWIAs for their yearly plan updates. For 2008, the local areas will be presenting only modifications to their 2007 Plan. Technical Assistance staff review the plans and advise the local areas if additional information is needed.

The Career Readiness Certificates (CRC) are scored by the technical assistance staff and certificates printed then mailed to the local areas or the technical centers for distribution.

A "Train the Trainer" conference was conducted in September for the LWIAs to prepare the local areas staff and their partners for the kickoff of issuing the CRCs. The goal for the first year is to issue 15,000 certificates from October 1, 2007 to September 30, 2008.

### **Unemployment Insurance**

Unemployment Insurance benefits provide income to individuals who have lost work through no fault of their own. The benefits are intended to partially offset the loss of wages while an unemployed worker searches for suitable work.

### **Trade Adjustment Assistance (TAA)**

Trade Adjustment Assistance (TAA) is a federally funded program administered by the TDLWD. TAA is available to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports or a shift in production to a foreign country. Workers may be eligible for training, job search and relocation allowances, and other reemployment services. Additionally, weekly trade readjustment allowances (TRA) may be payable to eligible workers following their exhaustion of unemployment insurance benefits. <http://www.doleta.gov>

### **Career Center Services**

Tennessee Career Centers can help you assess your skills and develop a career plan, match your skills with current job openings, improve your resume writing and interview skills, and boost your skills through targeted workshops and training.

[www.tennessee.gov/labor-wfd/cchome.html](http://www.tennessee.gov/labor-wfd/cchome.html)

### **Job Search Assistance**

Tennessee's Automated Labor Exchange (ALEX) is a comprehensive computerized job listing. The system is a self-directed search that allows you to match your job skills against the employer's job description. This service is available in the lobbies of each of our offices, or you may access ALEX through the Internet. <http://www.tennessee.gov/labor-wfd> Many of our offices have Job Boards and provide printed job lists in their lobbies for your information.

## **D. PY 2006 Competitive Environment by LWIA: Tables A Through O**

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

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

### **II. Webliography**

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

##### **LWIA 1**

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

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

##### **LWIA 2**

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

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

##### **LWIA 3**

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

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

##### **LWIA 4**

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

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

##### **LWIA 5**

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

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

##### **LWIA 6**

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

##### **LWIA 7**

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

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

##### **LWIA 8**

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

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

##### **LWIA 9**

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

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

##### **LWIA 10**

<http://www.sctworkforce.org>

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

**LWIA 11**

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

**LWIA 12**

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

**LWIA 13**

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

**State Web Sites**

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

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

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

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

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

<http://www.tennessee.gov/labor-wfd/performanceable2003-04.pdf> Workforce Development Performance Measures, 2005-2006

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

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

**Federal Web Sites**

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

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

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

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

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

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

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

<http://www.hhs.gov/ocr/lep> LEP Guidance, ETA

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

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

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

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

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

### III. Staff Directory

#### Division of Workforce Development Directory

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**IV. End**

## WIA Annual Report (ETA Form 9091)

State Name:           TN          

Date Submitted:           09/30/2007          

### WIA Title IB

### Annual Report Form (ETA 9091)

**I. Narrative Section**

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

**II. Table Section**

**Table A - Workforce Investment Act Customer Satisfaction Results**

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	81.0	84.1	5,556.0	11,700.0	7,673.0	72.4
Employers	80.0	78.4	3,164.0	5,233.0	3,911.0	80.9

**Table B - Adult Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	83.0	84.2	3,238
			3,847
Employment Retention Rate	85.0	82.4	3,940
			4,781
Average Earnings	12,240.0	12,691.8	46,832,887
			3,690
Employment and Credential Rate	75.0	76.2	2,692
			3,533

**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	76.9	110 143	89.5	170 190	81.5	66 81	79.8	134 168
Employment Retention Rate	77.0	124 161	82.3	195 237	81.4	92 113	82.3	149 181
Average Earnings Rate	10,105.2	1,162,097 115	15,133.4	2,739,141 181	11,406.4	912,512 80	12,713.9	1,779,941 140
Employment and Credential Rate	66.3	67 101	82.2	106 129	78.6	66 84	79.3	88 111

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

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	84.8	1,905 2,246	83.3	1,333 1,601
Employment Retention Rate	83.7	2,538 3,034	80.3	1,402 1,747
Average Earnings Rate	13,146.8	30,908,022 2,351	11,893.1	15,924,865 1,339

**Table E - Dislocated Worker Program Results**

Reported Information	Negotiated Performance Level		Actual Performance Level	
Entered Employment Rate	86.0		86.2	1,932 2,242
Employment Retention Rate	92.5		88.4	1,706 1,930
Average Earnings	14,000.0		12,969.9	20,699,959 1,596
Employment and Credential Rate	75.0		79.7	1,128 1,415

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

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	85.5	130 152	78.7	37 47	82.1	188 229	68.5	63 92
Employment Retention Rate	81.3	87 107	97.6	40 41	84.6	159 188	89.7	26 29
Average Earnings Rate	14,413.1	1,153,050 80	11,288.3	395,091 35	12,027.7	1,804,156 150	10,265.0	205,300 20
Employment and Credential Rate	85.0	85 100	78.8	26 33	78.0	103 132	68.2	15 22

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

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	89.5	1,264	80.6	668
		1,413		829
Employment Retention Rate	87.9	1,128	89.3	578
		1,283		647
Average Earnings Rate	12,686.8	13,270,372	13,508.3	7,429,587
		1,046		550

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	0.0	60.5	1,431
			2,366
Attainment of Degree or Certificate	0.0	53.5	1,541
			2,883
Literacy and Numeracy Gains	0.0	23.5	23
			98

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	72.0	67.8	303
			447
Employment Retention Rate	83.5	84.5	421
			498
Average Earnings	3,100.0	3,969.7	1,726,834
			435
Credential Rate	56.0	49.4	314
			635

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

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
EER Rate	67.7	44	50.0	1	53.6	15	67.6	250
		65		2		28		370
ERR Rate	81.0	34	100.0	2	75.0	18	85.6	344
		42		2		24		402
Average Earnings Rate	3,921.4	149,013	5,399.5	10,799	5,350.9	107,018	3,632.2	1,274,915
		38		2		20		351
Credential Rate	42.0	34	0.0	0	55.3	21	46.0	235
		81		2		38		511

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	88.0	84.9	3,451 4,066
Youth Diploma or Equivalent Rate	67.0	77.3	1,165 1,508
Retention Rate	64.0	66.8	1,111 1,663

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

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	81.2	277 341	79.6	708 889	85.2	762 894
Youth Diploma or Equivalent Rate	68.3	86 126	89.4	277 310	56.7	186 328
Retention Rate	58.8	57 97	70.6	175 248	69.0	368 533

**Table L - Other Reported Information**

Reported Information	12 Month Employment Retention Rate		12 Month Earning Increase (Adults and Older Youth) or 12 Months Earning Replacement (Dislocated Workers)		Placement in Non-traditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	78.8	3,885 4,930	4,045.9	18,615,347 4,601	0.8	25 3,238	5,077.8	15,167,287 2,987	55.3	1,054 1,905
Dislocated Workers	84.3	1,783 2,116	97.3	23,806,031 24,478,036	0.8	16 1,932	5,944.5	10,640,614 1,790	51.8	655 1,264
Older Youths	73.0	356 488	3,749.8	1,619,911 432	0.0	0 303	2,690.6	726,475 270		

**Table M - Participation Levels**

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	19,541	9,457
Total Adult self-service only	633	736
WIA Adult	14,003	6,909
WIA Dislocated Worker	5,545	2,550
Total Youth (14-21)	6,140	2,727
Younger Youth (14-18)	4,547	2,104
Older Youth (19-21)	1,593	623
Out-of-School Youth	2,625	996
In-School Youth	3,515	1,731

**Table N - Cost of Program Activities**

Program Activity		Total Federal Spending
Local Adults		15610027.00
Local Dislocated Workers		9926611.00
Local Youth		11126240.00
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)		3953526.00
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)		2315888.00
Statewide Allowable Activities WIA Section 134(a)(3)	Program Activity Description	
	LWIA 1 thru 13	5225588.00
	Jobs for Tennessee G	525944.00
	Adult Education/Labo	72074.00
		0.00
		0.00
		0.00
		0.00
		0.00
		0.00
		0.00
		0.00
Total of All Federal Spending Listed Above		48755898.00

**Table O - Local Performance**

Local Area Name <u>LWIA 01</u>	Total Participants Served	Adults	337
		Dislocated Workers	205
		Older Youth (19 - 21)	61
		Younger Youth (14 - 18)	353
ETA Assigned # <u>47005</u>	Total Exiters	Adults	153
		Dislocated Workers	103
		Older Youth (19 - 21)	10
		Younger Youth (14 - 18)	126
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	81.0	0.0
	Employers	80.0	0.0
Entered Employment Rates	Adults	83.0	90.9
	Dislocated Workers	86.0	92.5
	Older Youth	72.0	83.3
Retention Rates	Adults	85.0	92.9
	Dislocated Workers	92.5	96.1
	Older Youth	83.5	92.6
	Younger Youth	64.0	78.9
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	12240.0	12055.1
	Dislocated Workers	12000.0	12160.0
	Older Youth	3100.0	4808.2
Credential/Diploma Rates	Adults	75.0	79.2
	Dislocated Workers	75.0	81.0
	Older Youth	56.0	84.6
	Younger Youth	67.0	91.8
Skill Attainment Rate	Younger Youth	81.0	80.0
Placement in Employment or Education	Youth (14 - 21)	0.0	78.0
Attainment of Degree or Certificate	Youth (14 - 21)	0.0	78.0
Literacy or Numeracy Gains	Youth (14 - 21)	0.0	100.0
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			
		0.0	0.0
		0.0	0.0
Overall Status of Local Performance	<b>Not Met</b>		
	0	4	13
		<b>Met</b>	
			<b>Exceeded</b>

States/grantees are not required to respond to these reporting requirements unless they display an OMB approval number. Respondents' obligation to reply to these reporting requirements are mandatory per WIA section 185 (29 U.S.C. 2935) and WIA Regulations 20 CFR 667.300(e)(2); Wagner-Peyser Act section 10 (29 U.S.C. 49i), Older Americans Act section 503(f)(3) and (4) (42 U.S.C. 3056a(f)(3) and (4)), and TAA Regulations 20 CFR 617.57. Public reporting burden for the collection of information is estimated to average 400 hours per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this information collection, including suggestions for reducing this burden, to the Employment and Training Administration, U.S. Department of Labor, Office of Performance and Technology, Division of System Accomplishments, 200 Constitution Avenue, N.W., Washington, DC, 20210 (Paperwork Reduction Project No. 1205-0420).

**Table O - Local Performance**

Local Area Name <u>LWIA 02</u>	Total Participants Served	Adults	596
		Dislocated Workers	103
		Older Youth (19 - 21)	103
		Younger Youth (14 - 18)	553
ETA Assigned # <u>47010</u>	Total Exiters	Adults	260
		Dislocated Workers	63
		Older Youth (19 - 21)	13
		Younger Youth (14 - 18)	171
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	81.0	0.0
	Employers	80.0	0.0
Entered Employment Rates	Adults	83.0	84.5
	Dislocated Workers	86.0	84.5
	Older Youth	72.0	81.3
Retention Rates	Adults	85.0	84.2
	Dislocated Workers	92.5	92.0
	Older Youth	83.5	75.0
	Younger Youth	64.0	77.9
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	12240.0	13310.0
	Dislocated Workers	12320.0	11509.3
	Older Youth	3100.0	4285.3
Credential/Diploma Rates	Adults	75.0	74.6
	Dislocated Workers	75.0	80.3
	Older Youth	56.0	72.2
	Younger Youth	67.0	88.6
Skill Attainment Rate	Younger Youth	88.0	93.3
Placement in Employment or Education	Youth (14 - 21)	10.0	79.5
Attainment of Degree or Certificate	Youth (14 - 21)	1.0	74.6
Literacy or Numeracy Gains	Youth (14 - 21)	1.0	100.0
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			
		1.0	1.0
		1.0	1.0
Overall Status of Local Performance	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	0	8	9

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**Table O - Local Performance**

Local Area Name <u>LWIA 03</u>	Total Participants Served	Adults	312
		Dislocated Workers	269
		Older Youth (19 - 21)	58
		Younger Youth (14 - 18)	85
ETA Assigned # <u>47075</u>	Total Exiters	Adults	104
		Dislocated Workers	147
		Older Youth (19 - 21)	23
		Younger Youth (14 - 18)	28
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	81.0	0.0
	Employers	80.0	0.0
Entered Employment Rates	Adults	83.0	85.7
	Dislocated Workers	86.0	87.6
	Older Youth	72.0	50.0
Retention Rates	Adults	85.0	88.9
	Dislocated Workers	92.5	92.7
	Older Youth	83.5	93.3
	Younger Youth	63.5	78.6
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	10914.0	10906.4
	Dislocated Workers	13099.0	12386.9
	Older Youth	3100.0	5463.3
Credential/Diploma Rates	Adults	75.0	80.0
	Dislocated Workers	75.0	88.0
	Older Youth	56.0	50.0
	Younger Youth	66.5	82.4
Skill Attainment Rate	Younger Youth	88.0	89.6
Placement in Employment or Education	Youth (14 - 21)	1.0	63.2
Attainment of Degree or Certificate	Youth (14 - 21)	1.0	40.4
Literacy or Numeracy Gains	Youth (14 - 21)	1.0	100.0
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			
		1.0	1.0
		1.0	1.0
Overall Status of Local Performance	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	1	3	13

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**Table O - Local Performance**

Local Area Name  <u>LWIA 04</u>	Total Participants Served	Adults	927
		Dislocated Workers	350
		Older Youth (19 - 21)	231
		Younger Youth (14 - 18)	403
ETA Assigned #  <u>47085</u>	Total Exiters	Adults	534
		Dislocated Workers	192
		Older Youth (19 - 21)	112
		Younger Youth (14 - 18)	279
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	81.0	0.0
	Employers	80.0	0.0
Entered Employment Rates	Adults	83.0	82.8
	Dislocated Workers	86.0	84.4
	Older Youth	72.0	73.9
Retention Rates	Adults	85.0	82.3
	Dislocated Workers	92.5	84.4
	Older Youth	83.5	83.0
	Younger Youth	64.0	74.8
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	11000.0	10352.7
	Dislocated Workers	13000.0	11694.5
	Older Youth	3100.0	4523.4
Credential/Diploma Rates	Adults	75.0	77.9
	Dislocated Workers	75.0	82.4
	Older Youth	56.0	58.4
	Younger Youth	67.0	82.5
Skill Attainment Rate	Younger Youth	88.0	95.8
Placement in Employment or Education	Youth (14 - 21)	1.0	60.0
Attainment of Degree or Certificate	Youth (14 - 21)	1.0	50.5
Literacy or Numeracy Gains	Youth (14 - 21)	1.0	25.0
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			
		1.0	1.0
		1.0	1.0
Overall Status of Local Performance	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	0	9	8

States/grantees are not required to respond to these reporting requirements unless they display an OMB approval number. Respondents' obligation to reply to these reporting requirements are mandatory per WIA section 185 (29 U.S.C. 2935) and WIA Regulations 20 CFR 667.300(e)(2); Wagner-Peyser Act section 10 (29 U.S.C. 49i), Older Americans Act section 503(f)(3) and (4) (42 U.S.C. 3056a(f)(3) and (4)), and TAA Regulations 20 CFR 617.57. Public reporting burden for the collection of information is estimated to average 400 hours per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this information collection, including suggestions for reducing this burden, to the Employment and Training Administration, U.S. Department of Labor, Office of Performance and Technology, Division of System Accomplishments, 200 Constitution Avenue, N.W., Washington, DC, 20210 (Paperwork Reduction Project No. 1205-0420).

**Table O - Local Performance**

Local Area Name  <u>LWIA 05</u>	Total Participants Served	Adults	1007
		Dislocated Workers	460
		Older Youth (19 - 21)	73
		Younger Youth (14 - 18)	186
ETA Assigned #  <u>47090</u>	Total Exiters	Adults	377
		Dislocated Workers	197
		Older Youth (19 - 21)	22
		Younger Youth (14 - 18)	94

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	81.0	0.0
	Employers	80.0	0.0
Entered Employment Rates	Adults	82.0	89.4
	Dislocated Workers	86.0	85.3
	Older Youth	71.5	61.1
Retention Rates	Adults	85.0	85.6
	Dislocated Workers	92.0	86.5
	Older Youth	83.0	71.4
	Younger Youth	64.0	53.8
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	10585.0	11103.5
	Dislocated Workers	13500.0	12389.4
	Older Youth	2950.0	103.8
Credential/Diploma Rates	Adults	75.0	83.1
	Dislocated Workers	75.0	80.7
	Older Youth	54.0	37.5
	Younger Youth	64.0	54.5
Skill Attainment Rate	Younger Youth	88.0	67.2
Placement in Employment or Education	Youth (14 - 21)	1.0	45.3
Attainment of Degree or Certificate	Youth (14 - 21)	1.0	18.5
Literacy or Numeracy Gains	Youth (14 - 21)	1.0	83.3

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		
	1.0	1.0
	1.0	1.0

Overall Status of Local Performance	Not Met	Met	Exceeded

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**Table O - Local Performance**

Local Area Name  <u>LWIA 06</u>	Total Participants Served	Adults	1133
		Dislocated Workers	445
		Older Youth (19 - 21)	87
		Younger Youth (14 - 18)	199
ETA Assigned #  <u>47095</u>	Total Exiters	Adults	1009
		Dislocated Workers	221
		Older Youth (19 - 21)	30
		Younger Youth (14 - 18)	60
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	81.0	0.0
	Employers	80.0	0.0
Entered Employment Rates	Adults	84.0	80.6
	Dislocated Workers	86.0	87.8
	Older Youth	72.0	94.4
Retention Rates	Adults	85.0	80.1
	Dislocated Workers	92.5	89.3
	Older Youth	83.5	100.0
	Younger Youth	64.0	78.3
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	12000.0	11221.1
	Dislocated Workers	13000.0	12228.5
	Older Youth	3100.0	2879.8
Credential/Diploma Rates	Adults	77.0	86.4
	Dislocated Workers	76.0	85.4
	Older Youth	56.0	95.8
	Younger Youth	68.0	79.5
Skill Attainment Rate	Younger Youth	88.0	86.4
Placement in Employment or Education	Youth (14 - 21)	0.0	72.5
Attainment of Degree or Certificate	Youth (14 - 21)	0.0	81.5
Literacy or Numeracy Gains	Youth (14 - 21)	0.0	80.0
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			
		0.0	0.0
		0.0	0.0
Overall Status of Local Performance	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	0	9	8

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**Table O - Local Performance**

Local Area Name <u>LWIA 07</u>	Total Participants Served	Adults	598
		Dislocated Workers	119
		Older Youth (19 - 21)	45
		Younger Youth (14 - 18)	247
ETA Assigned # <u>47100</u>	Total Exiters	Adults	205
		Dislocated Workers	35
		Older Youth (19 - 21)	15
		Younger Youth (14 - 18)	64

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	81.0	0.0
	Employers	80.0	0.0
Entered Employment Rates	Adults	83.0	89.7
	Dislocated Workers	86.0	86.3
	Older Youth	72.0	100.0
Retention Rates	Adults	85.0	83.6
	Dislocated Workers	92.5	84.2
	Older Youth	83.5	80.0
	Younger Youth	64.0	71.4
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	12450.0	12185.6
	Dislocated Workers	14000.0	12263.9
	Older Youth	3100.0	3903.0
Credential/Diploma Rates	Adults	75.0	78.5
	Dislocated Workers	75.0	71.1
	Older Youth	56.0	63.6
	Younger Youth	67.0	97.5
Skill Attainment Rate	Younger Youth	88.0	96.2
Placement in Employment or Education	Youth (14 - 21)	0.0	92.5
Attainment of Degree or Certificate	Youth (14 - 21)	0.0	78.0
Literacy or Numeracy Gains	Youth (14 - 21)	0.0	0.0

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		
	0.0	0.0
	0.0	0.0

Overall Status of Local Performance	Not Met	Met	Exceeded
	0	8	9

**Table O - Local Performance**

Local Area Name  <u>LWIA 08</u>	Total Participants Served	Adults	927
		Dislocated Workers	436
		Older Youth (19 - 21)	208
		Younger Youth (14 - 18)	179
ETA Assigned #  <u>47105</u>	Total Exiters	Adults	448
		Dislocated Workers	257
		Older Youth (19 - 21)	60
		Younger Youth (14 - 18)	139
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	81.0	0.0
	Employers	80.0	0.0
Entered Employment Rates	Adults	83.0	91.9
	Dislocated Workers	86.0	90.1
	Older Youth	72.0	76.5
Retention Rates	Adults	85.0	87.0
	Dislocated Workers	92.5	91.0
	Older Youth	83.5	92.9
	Younger Youth	64.0	59.6
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	13850.0	15147.3
	Dislocated Workers	14000.0	12928.0
	Older Youth	3100.0	6655.4
Credential/Diploma Rates	Adults	75.0	80.9
	Dislocated Workers	75.0	76.1
	Older Youth	56.0	61.1
	Younger Youth	67.0	89.4
Skill Attainment Rate	Younger Youth	88.0	74.7
Placement in Employment or Education	Youth (14 - 21)	0.0	61.5
Attainment of Degree or Certificate	Youth (14 - 21)	0.0	81.0
Literacy or Numeracy Gains	Youth (14 - 21)	0.0	0.0
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			
		0.0	0.0
		0.0	0.0
Overall Status of Local Performance	<b>Not Met</b>		
		6	11

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**Table O - Local Performance**

Local Area Name  <u>LWIA 09</u>	Total Participants Served	Adults	1228
		Dislocated Workers	745
		Older Youth (19 - 21)	224
		Younger Youth (14 - 18)	515
ETA Assigned #  <u>47110</u>	Total Exiters	Adults	759
		Dislocated Workers	502
		Older Youth (19 - 21)	75
		Younger Youth (14 - 18)	124

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	81.0	0.0
	Employers	80.0	0.0
Entered Employment Rates	Adults	77.5	81.4
	Dislocated Workers	83.5	85.4
	Older Youth	69.5	86.8
Retention Rates	Adults	84.5	81.1
	Dislocated Workers	92.0	86.2
	Older Youth	83.0	87.1
	Younger Youth	63.5	70.6
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	12240.0	13751.0
	Dislocated Workers	14000.0	14476.9
	Older Youth	3100.0	5993.4
Credential/Diploma Rates	Adults	74.5	82.0
	Dislocated Workers	74.5	88.0
	Older Youth	55.5	63.6
	Younger Youth	66.5	80.4
Skill Attainment Rate	Younger Youth	87.5	79.5
Placement in Employment or Education	Youth (14 - 21)	0.0	89.4
Attainment of Degree or Certificate	Youth (14 - 21)	0.0	56.4
Literacy or Numeracy Gains	Youth (14 - 21)	0.0	100.0

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		
	0.0	0.0
	0.0	0.0

Overall Status of Local Performance	Not Met	Met	Exceeded
		5	12

**Table O - Local Performance**

Local Area Name <u>LWIA 10</u>	Total Participants Served	Adults	523
		Dislocated Workers	550
		Older Youth (19 - 21)	25
		Younger Youth (14 - 18)	134
ETA Assigned # <u>47055</u>	Total Exiters	Adults	483
		Dislocated Workers	233
		Older Youth (19 - 21)	22
		Younger Youth (14 - 18)	73

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	81.0	0.0
	Employers	80.0	0.0
Entered Employment Rates	Adults	83.0	91.5
	Dislocated Workers	86.0	82.3
	Older Youth	70.0	57.9
Retention Rates	Adults	85.0	86.0
	Dislocated Workers	92.5	86.2
	Older Youth	83.5	76.2
	Younger Youth	64.0	65.1
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	13850.0	12642.7
	Dislocated Workers	14000.0	12709.4
	Older Youth	3000.0	2962.7
Credential/Diploma Rates	Adults	75.0	80.7
	Dislocated Workers	75.0	74.0
	Older Youth	56.0	62.5
	Younger Youth	67.0	76.2
Skill Attainment Rate	Younger Youth	88.0	86.0
Placement in Employment or Education	Youth (14 - 21)	0.0	62.5
Attainment of Degree or Certificate	Youth (14 - 21)	0.0	70.7
Literacy or Numeracy Gains	Youth (14 - 21)	0.0	0.0

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		
	0.0	0.0
	0.0	0.0

Overall Status of Local Performance	Not Met	Met	Exceeded
		11	6

**Table O - Local Performance**

Local Area Name  <u>LWIA 11</u>	Total Participants Served	Adults	1056
		Dislocated Workers	521
		Older Youth (19 - 21)	186
		Younger Youth (14 - 18)	541
ETA Assigned #  <u>47115</u>	Total Exiters	Adults	671
		Dislocated Workers	233
		Older Youth (19 - 21)	109
		Younger Youth (14 - 18)	224

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	81.0	0.0
	Employers	80.0	0.0
Entered Employment Rates	Adults	83.0	75.1
	Dislocated Workers	86.0	77.6
	Older Youth	72.0	65.7
Retention Rates	Adults	85.0	80.5
	Dislocated Workers	92.5	87.6
	Older Youth	83.5	67.3
	Younger Youth	64.0	52.7
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	12720.0	13989.1
	Dislocated Workers	14000.0	14518.5
	Older Youth	3100.0	2268.8
Credential/Diploma Rates	Adults	75.0	65.4
	Dislocated Workers	75.0	60.7
	Older Youth	56.0	52.6
	Younger Youth	67.0	53.9
Skill Attainment Rate	Younger Youth	88.0	68.2
Placement in Employment or Education	Youth (14 - 21)	0.0	59.1
Attainment of Degree or Certificate	Youth (14 - 21)	0.0	35.3
Literacy or Numeracy Gains	Youth (14 - 21)	0.0	0.0

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		
	0.0	0.0
	0.0	0.0

Overall Status of Local Performance	Not Met	Met	Exceeded
	1	14	2

**Table O - Local Performance**

Local Area Name  <u>LWIA 12</u>	Total Participants Served	Adults	524
		Dislocated Workers	318
		Older Youth (19 - 21)	132
		Younger Youth (14 - 18)	95
ETA Assigned #  <u>47120</u>	Total Exiters	Adults	292
		Dislocated Workers	186
		Older Youth (19 - 21)	27
		Younger Youth (14 - 18)	96

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	81.0	0.0
	Employers	80.0	0.0
Entered Employment Rates	Adults	83.0	89.6
	Dislocated Workers	86.0	95.3
	Older Youth	72.0	79.2
Retention Rates	Adults	85.0	86.5
	Dislocated Workers	92.5	92.1
	Older Youth	83.5	87.1
	Younger Youth	64.0	68.0
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	13400.0	12518.5
	Dislocated Workers	14000.0	13800.6
	Older Youth	3100.0	2670.4
Credential/Diploma Rates	Adults	75.0	84.4
	Dislocated Workers	75.0	82.4
	Older Youth	56.0	48.3
	Younger Youth	67.0	75.0
Skill Attainment Rate	Younger Youth	88.0	85.0
Placement in Employment or Education	Youth (14 - 21)	0.0	51.0
Attainment of Degree or Certificate	Youth (14 - 21)	0.0	24.2
Literacy or Numeracy Gains	Youth (14 - 21)	0.0	0.0

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		
	0.0	0.0
	0.0	0.0

Overall Status of Local Performance	Not Met	Met	Exceeded
		8	9

**Table O - Local Performance**

Local Area Name  <u>LWIA 13</u>	Total Participants Served	Adults	3996
		Dislocated Workers	765
		Older Youth (19 - 21)	117
		Younger Youth (14 - 18)	326
ETA Assigned #  <u>47070</u>	Total Exiters	Adults	619
		Dislocated Workers	94
		Older Youth (19 - 21)	95
		Younger Youth (14 - 18)	262
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	81.0	0.0
	Employers	80.0	0.0
Entered Employment Rates	Adults	83.0	93.9
	Dislocated Workers	86.0	73.1
	Older Youth	69.0	51.3
Retention Rates	Adults	85.0	70.6
	Dislocated Workers	92.5	90.9
	Older Youth	83.5	87.1
	Younger Youth	62.0	52.7
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	12500.0	10927.1
	Dislocated Workers	14000.0	13614.5
	Older Youth	2950.0	2538.3
Credential/Diploma Rates	Adults	75.0	77.5
	Dislocated Workers	75.0	80.0
	Older Youth	56.0	17.5
	Younger Youth	64.0	32.2
Skill Attainment Rate	Younger Youth	84.0	54.5
Placement in Employment or Education	Youth (14 - 21)	0.0	46.1
Attainment of Degree or Certificate	Youth (14 - 21)	0.0	26.1
Literacy or Numeracy Gains	Youth (14 - 21)	0.0	0.0
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			
		0.0	0.0
		0.0	0.0
Overall Status of Local Performance	<b>Not Met</b>		
	4	9	4