

STATE OF TENNESSEE

ANNUAL REPORT on the Workforce Investment Act Title I-B

Submitted by Division of Workforce Development

October 1, 2010



STATE OF TENNESSEE
DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT
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PHIL BREDESEN
GOVERNOR

JAMES G. NEELEY
COMMISSIONER

October 1, 2010

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

Dear Secretary Solis:

We are pleased to submit the attached State of Tennessee Program Year (PY) 2009 Workforce Investment Act (WIA) Annual Report. This document contains all the initiatives that we have put into practice to encourage the self sufficiency of our labor force as well as to stimulate healthier and more effective practices by the employers.

The challenges of this year have been great. High unemployment and continuation of mass closures have placed a burden on the workforce and industries of Tennessee. Tennessee addressed the needs in its highest unemployment counties with programs designed to stimulate the local economy and provide citizens a means to continue participation in the workforce. We have concentrated our efforts on training the unemployed, so that when they reenter the job market they are prepared for more demanding and higher paying jobs.

As we continue to face the challenges of workforce development in the years after the economic recession, Tennessee will remain committed to providing our citizens with a customer-focused workforce development system. We believe that the essential key to economic recovery is through providing the highest quality of service available to our citizens.

Sincerely,

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

James G. Neeley

JGN:rk



**Division of Workforce Development
Tennessee Department of Labor and Workforce Development
WIA Annual Narrative Report to the Employment and Training Administration
United States Department of Labor
Program Year 2009**

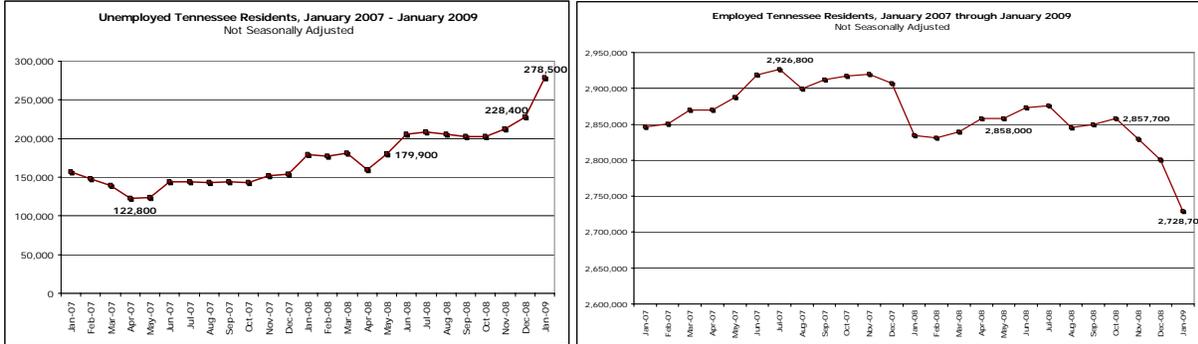
Table of Contents

- I. Letter of Introduction**
- A. WIA in Tennessee**
 - 1. Executive Summary: Recession**
 - 2. Statewide Approaches to Recovery**
- B. Local Initiatives and Capabilities**
 - 1. Reports from Local Workforce Investment Areas**
- C. Cost of Program Activities**
- D. Evaluations and Performance**

Appendix A: Annual Report Statistics

A. Executive Summary

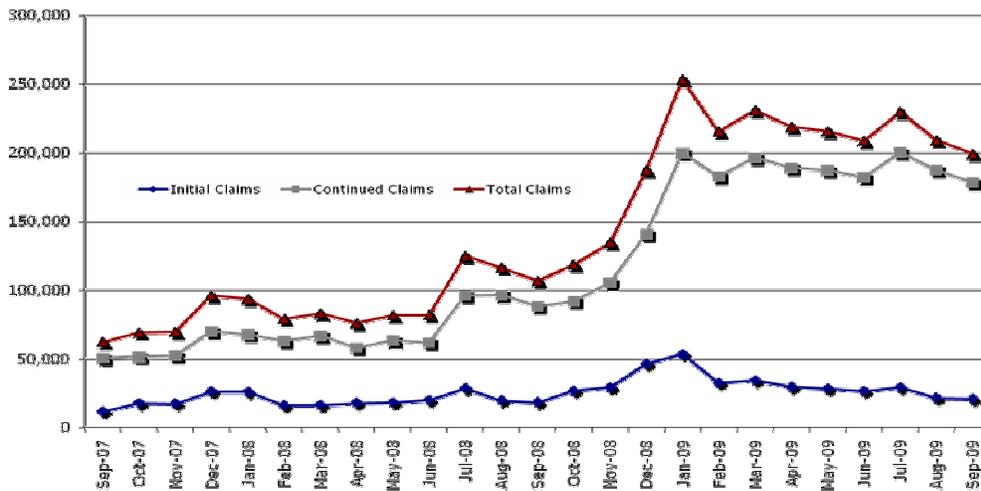
This last WIA program year began with Tennessee and the nation in the midst of a severe recession. Tennessee's number of unemployed persons had been rising rapidly for several years,



and our employment picture leading into Program Year 2009 also reflected the depths of the recession. The housing bubble burst, personal spending was curtailed due to the loss of jobs, and much wealth that had been accumulated basically evaporated. Tennessee was no exception to these things last year, as its unemployment rate hovered near 11% for more than a year, and five counties exceeded a 20% unemployment rate. With business investment drying up, and little net job growth due mainly to massive layoffs, some attention had to be paid to fundamental issues, one of which was whether this severe, recessionary unemployment in Tennessee is primarily structural, or is this just a cycle we were going through? If it is structural, the thinking went, then there is little that a public workforce system could do about it. The many jobs lost, some felt, probably would not be coming back. In WIA Tennessee, as this annual report will illustrate, we tackled the issue from both points of view.

As we reached September 2009, unemployment claims had leveled, but we still were far from achieving the employment levels that existed in mid-2008.

Tennessee Unemployment Claims, September 2007-September 2009

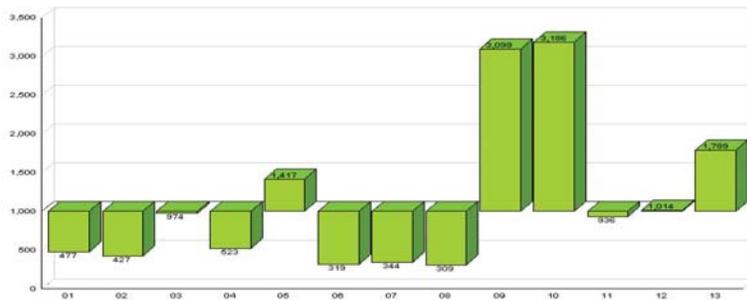


Source: Tennessee Department of Labor and Workforce Development.

To make matters even more complicated, recessionary labor markets across all LWIAs during PY 2009 collected and measured WIA performance cohorts showing outcomes which fell squarely into the highest recessionary period of April 2008 through March 2009.

To get another view of the seriousness of these indicators, one need only look at the Tennessee’s Rapid Response Unit activities, during the PY 2009 reporting period, as follows. While improvements can be seen, the level of Rapid Response meetings and assistance efforts still are troubling. The recession was continuing during the major parts of the program reporting period.

09-2010 Tennessee - Department of Labor and Workforce Development/Dislocated Worker Unit Page: 1 / 1
 Tennessee Dislocated Worker Comparison For LWIA (388813)
 m Date : Jul-01-2009 To Date : Jun-30-2010



As we moved into the first calendar quarter of 2010, the American Recovery and Reinvestment Act (ARRA) began to infuse much needed funding to help to restore employment levels, and reduce unemployment. With ARRA as the prime mover, WIA Tennessee set out to renew important policies to reflect new labor market and job seeker realities.



Statewide Approaches to Recovery

The state’s work toward recovery relies heavily upon the strong leadership of the State Workforce Board, and the active implementation of job seeker, demand driven strategies and tactics which will help to move Tennessee and the Region beyond major recession barriers.

To this end, the board reviewed our individual training account cap, with the goals of restoring them to at least pre-recession amounts; increase participant support services (including needs based payments), increase service levels by at least 30%, and more actively increase partner services. Through the board’s guidance, we ramped up the number of trainees by more than 20%, created high skill, demand driven job training classes, and added Adult Education classes. We dramatically increased training services in the allied health services fields and in technology training.

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

Bioworks, in conjunction with the Southern Energy Training Consortium (SETC), received one of 25 Energy Training Partnership Grants in January 2010, to produce new or modified training for solar installation, production of biomass crops, sustainable design, renewable energy, chemical processing, and plant process operations. By the beginning of 2012, SETC will place 247 participants in employment, enroll at least 395 trainees, and grant Green degrees or certificates for at least 179. Our statewide board of directors recognizes SETC as the beginning for regional collaboration, regional economic expansion, and for new jobs and improved earnings.

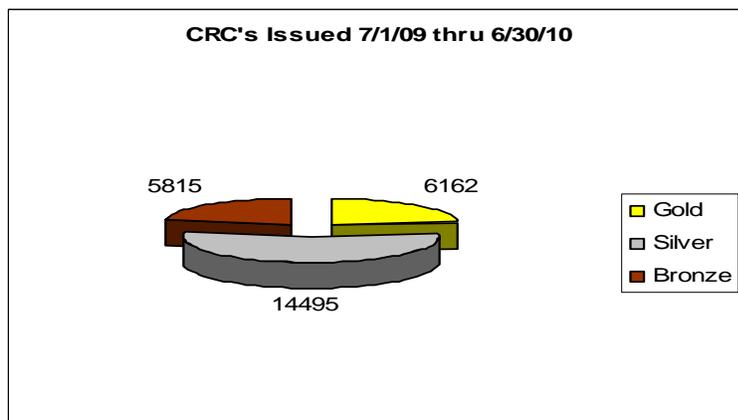
Thus, whether structural or cyclical, the needed improvements to unemployment and employment numbers, are approached in strong coordination with the private sector and the general public.

Adult Program

Our Workforce Investment Act program set a goal to double program participation. In 2008 enrollment in WIA was 26,651, in 2009 it was 36,595, and in 2010 it is 44,708. And as we set out to enhance both structural and cyclical markets, the following achievements are noticed:

Career Readiness Certificate

The Tennessee Career Readiness Certificate continues to be a successful program for both employers and job seekers with more than 26,786 certificates issued statewide during the last fiscal year. This past year Tennessee transitioned to the National Career Readiness Certificate in an effort to better serve employers and job seekers. This past year Workforce Development partnered with the Tennessee Technology Centers to offer the CRC as part of the Curriculum at all Tennessee Technology Centers.



Governor's Fast Track Initiative

The Department of Labor and Workforce Development has prepared more than 133 proposals in support of the Governors Fast Track initiative over the past fiscal year. Each proposal focuses on two incentives. The first is a value through cost avoidance that factors in the time, energy and efforts provided in services through the Career Center System while the second incentives provides On-The-Job Training (OJT) support for new hires. Currently we are operating 18 active contracts, totaling \$1,330,780 while creating 4,012 new jobs.

Incumbent Worker Training

In 2009 – 2010 the grants provided training for 5,314 employees and served 70 business. The total grant funds awarded was \$1,729,416 with total cost per participant at \$325.

Apprenticeship Training

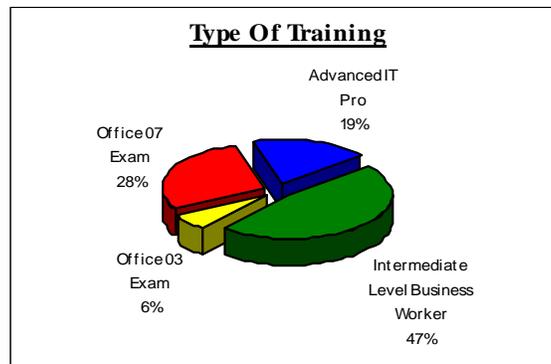
January 1, 2010 began the third year of this program. Through September 2010, 11 apprenticeship programs were awarded grants totaling \$318,168 serving 616 apprentices. For the first 3 years of this program 35 grants were awarded serving 2,129 apprentices totaling \$1,431,014.

Economic Recovery Programs

Last year, after we had five counties exceed a 20% unemployment rate, our Governor called all Commissioners connected to his Jobs Cabinet to develop a system of support for those counties. One of many positive outcomes was the partnership developed and implemented with Tennessee Department of Human Services. Using ARRA TANF dollars the local LWIA identified employment opportunities while DHS identified eligible TANF participants. These participants were then matched with appropriate work places based on education, experience and skills. The wage range varied pending what peers in similar positions made to ensure that no one was displaced for a subsidized employment position. Some of these participants were hired on full time and we were able to back fill the position with a new participant to keep as many earning a pay check as possible. Using this model, over 1,045 participants were able to work in a subsidized employment model to earn a paycheck during the worst of the recession. (Hancock = 100; Lauderdale = 200; Marshall = 175; Perry = 440; Scott = 130).

Elevate America

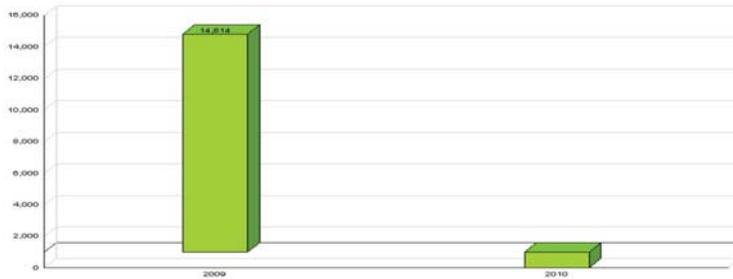
Elevate America was a Private-Public Partnership between Microsoft and the State of Tennessee to provide Microsoft Learning vouchers for no cost access to Microsoft eLearning courses and select Microsoft certification exams. Elevate America was announced by Governor Phil Bredesen on April 28, 2010 in a joint press conference with Microsoft and the State of Tennessee. The program ran from April 28, 2010 through July 27, 2010. During the 90 day life of the program 15,483 vouchers were issued for skills training and certification in several different Microsoft products.



Dislocated Worker Program

To get another view of the seriousness of these indicators, one need only look at the Tennessee's Rapid Response Unit activities, during the PY 2009 reporting period, as follows. While improvements can be seen, the level of Rapid Response meetings and assistance efforts still are troubling.

SEP-29-2010 Tennessee - Department of Labor and Workforce Development/Dislocated Worker Unit Page: 1 / 1
 WARN Dislocated Worker Comparison (RRR10)
 From Date : Jul-01-2009 To Date : Jun-30-2010, Generated Chart By Fiscal Year



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

National Emergency Grants

Tennessee was hit with unprecedented rain on May 1, 2010, causing disastrous floods across West and Middle Tennessee. As the state agency that provides assistance to workers who temporarily and permanently lose their employment due to disasters, the Division of Workforce Development was awarded a National Emergency Grant (\$4,674,400.) to meet the needs for recovery.

WIA NEG Disaster Participants

Location	Date Applied	Encl Date	Birthdate	Date Enrolled	Concurrent Program ID Description
LWIA	09-Jul-2010	NULL	22-Feb-1988	09-Jul-2010	National Emergency Grant Disaster
	28-Jul-2010	NULL	26-Jun-1937	28-Jul-2010	National Emergency Grant Disaster
	22-Jul-2010	NULL	08-Apr-1960	22-Jul-2010	National Emergency Grant Disaster
	08-Jul-2010	NULL	13-Jul-1985	08-Jul-2010	National Emergency Grant Disaster
	15-Jul-2010	NULL	02-Sep-1974	15-Jul-2010	National Emergency Grant Disaster
	22-Jun-2010	NULL	09-Mar-1986	22-Jun-2010	National Emergency Grant Disaster
	09-Aug-2010	NULL	13-Jul-1956	09-Aug-2010	National Emergency Grant Disaster
	06-Jul-2010	NULL	03-Oct-1954	06-Jul-2010	National Emergency Grant Disaster
	12-Jul-2010	NULL	24-Apr-1988	12-Jul-2010	National Emergency Grant Disaster
	13-Jul-2010	NULL	24-Nov-1978	13-Jul-2010	National Emergency Grant Disaster
	14-Jun-2010	NULL	27-Jun-1961	14-Jun-2010	National Emergency Grant Disaster

Tennessee also had the opportunity to apply for another NEG grant to assist companies that are actively creating new jobs and in need of OJT assistance. The Division of Workforce Development submitted an NEG On-the-Job Training grant application which was approved in the amount of \$1,170,677., and has begun to flow through the LWIAs, targeting dislocated workers.

Youth Program

Yet another of our major accomplishments involves the ARRA-funded Summer Youth Program during PY 2009. By the close of the reporting period, the local areas served a total of 13,711 disadvantaged summer youth participants, which resulted in an excellent summer employment completion rate of 85.2%, and a work readiness attainment rate of 83.2%. These summer jobs provided work experience activities and education activities, such as academic and on-the-job construction skill instruction, as well as career and life skills workshops, leadership academies, Green Job promotion, and hi-tech employment opportunities.

Senior Community Service Program

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



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

Community service assignments also included the following activities:

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

B. Local Initiatives and Capabilities

LWIA One Annual Report and Commitment to Excellence Review



During the 2009-2010 year, Northeast Tennessee, like the nation as a whole, has continued to develop solutions to address rising unemployment and to deploy resources to enhance economic development for job creation.

LWIA 1 achieved required expenditure levels for WIA Formula funding and expects to have fully expended funds provided by the American Recovery and Reinvestment Act (ARRA). All ARRA funds should be expended by December, 2010. These dollars have been targeted toward skill training and employer profitability through development of occupational and on-the-job training opportunities to assist local business and industry in creating and sustaining regional jobs.

In addition, the Alliance for Business and Training, Administrative Entity for LWIA 1, celebrated its 25th Anniversary of providing employment, education, training, job placement, and economic development services in Northeast Tennessee. During its history, more than \$112,000,000 has been invested in human capital and business development. Other achievements during AB&T's history include attainment of Level 3 of the Tennessee Center for Performance Excellence Award in 2004, designation as National Service Delivery Area of the Year in 1991, continuous achievement of program performance measures, and 25 years of audit reviews with no findings! Most important, during these 25 years, more than 40,000 individuals have accessed services to improve their quality of life.

FOCUS ON RESPONSE TO ECONOMIC CHALLENGES



NETWIB members participate in a facilitated planning session in February 2010



Career Center Partner Training Event held in May 2010

- ❖ ***Dislocated Workers:*** LWIA 1 continues to customize Career Center services to address needs of the increasing numbers of Dislocated Workers. Since the “great recession” began, partners in the Northeast Tennessee Career Center system have seen more than 60,000 people come to Career Centers for assistance. Additional staff capacity and program options, including specialized job search, resume writing and interviewing

services, are in place. Emphasis has been on the use of electronic technology to access available job openings.

- ❖ **Education:** The NETWIB continues to partner with regional K-16 educational systems to reinforce the importance of individual attainment of higher level skills and credentials to remain competitive, especially in view of current economic conditions.

As part of this initiative, AB&T provided funding for a pilot project with local high schools to evaluate the effectiveness of the WorkKeys and KeyTrain systems. The purpose of this pilot is to raise ACT score levels among WIA youth participants. In addition, \$50,000 in WIA funding was provided to local post secondary institutions. This provision was made to increase the number of dual enrollments to enable high school students to attain college credit before graduation. Finally, members of AB&T staff are participating in information sessions to strategically use resources to assist local school systems in the implementation of the Race to the Top program.

- ❖ **Return on Investment:** The return on the investment of WIA and other partner resources throughout the region has revealed that for every dollar invested in WIA training and employment funds, more than \$5.82 is returned in taxes paid and other community investments.

Focus on Employer Services and the Career Center System

- ❖ ***LWIA 1 2009-2010 Incumbent Worker and Apprenticeships Programs***



Eunice Johnson, Director of Human Resources, "The Commercial Appeal" Memphis, TN, shares program information with NETWIB members



Recipients of the Incumbent Worker Grants are recognized at WIB meeting

- The ability to attract and retain high growth industries and to expand existing businesses in LWIA 1 depends on the capacity to offer a skilled labor force. Incumbent Worker and Apprenticeship program funding, of \$300,000, was awarded to train employees. They were trained in areas such as MSLT certification for Nuclear Shipping and Storage, Cargo Security certification, electrical control troubleshooting and maintenance, precision grinding and calibration management, Six Sigma, and other advanced-manufacturing, demand-occupational skills.

❖ **LWIA 1 Career Readiness Certificates (CRC)/WorkKeys**



LWIA 1 continues to provide business and industry with a real-time, job-skills assessment that measures portable real-world skills. This measurement comes through the use of the Career Readiness Certificate (CRC). Job seekers who master the WorkKeys assessments are awarded a Career Readiness

Certificate that is recognized nationally. This CRC provides a “common metric of communication” among job seekers, employers, and educators. It allows the local workforce investment area to remain responsive to workplace realities and helps to address the assessment and training needs of current, transitional, and emerging workforces in Northeast Tennessee.

Since its inception, 1,744 CRCs have been issued. These CRCs are a culmination of multiple local initiatives which include Eastman Chemical Company, Northeast State Community College, Tennessee Technology Center at Elizabethton, and the Adult, Dislocated Worker, and Youth Workforce Investment Act programs, and Job Service.

- ❖ **WIA/AB&T & Career Center System** – AB&T/LWIA 1 met and exceeded all performance measures. Also, more than 90% of WIA participants received external training to enhance skill competencies. As a result of this focus on training and support of the Career Center system infrastructure, LWIA 1 has consistently performed in the top tier in achievement of its Common Measure metrics for the current reporting period.
- ❖ **Governor’s Fast Track Support** – LWIA 1 continues to support the recruitment of new businesses and industries and retention of existing business through this program. Job training contracts are being developed for two companies in LWIA 1.
- ❖ The **Coordination Team** composed of Career Center partners has reconvened to develop service upgrades for the local workforce system. More than 200 staff members, who work for Career Center partners, participated in a two-day training in May 2010. As a result, service delivery elements are being revised to provide increased attention to client assessment, advanced skill training, job club/job development/job placement initiatives, as well as enhanced information-technology capacity.

FOCUS ON YOUTH



YouthBuild participants prepare for the GED

- ❖ **YouthBuild:** Capitalizing on the award of federal YouthBuild grant funds, LWIA 1 has implemented a capstone



A home built by YouthBuild participants

program in youth services targeting attainment of a GED while learning applied math and technology skills. This will be done by constructing energy efficient homes for deserving families in LWIA. *Twelve new homes have been **completed and sold, and one home was remodeled.*** Upon completion of the program, more than 150 youth will have been served. Approximately 60 people will have earned a GED.

❖ *Disability Program Navigator and Veterans Services*

LWIA 1 continues to support specialized referral and enrollment systems for individuals with disabilities and veterans. LWIA 1 has committed formula WIA and other grant funding to ensure that these programs move toward sustainability since the elimination of specialized, supplemental funding.

In LWIA 1, a regional partnership (WIA/AB&T, the TN Division of Rehabilitative Services and the TDOLWD Regional Workforce Employer Outreach Committee,) known as the Northeast Tennessee Diversity in Employment Consortium (NETDEC) continues to thrive. The NETDEC serves as a network of employment programs for persons with disabilities and enhances information sharing for employers with disability questions. The NETDEC also promotes job matching between job seekers and employers. Each October (National Disability Employment Awareness month), the consortium sponsors a regional Employer Appreciation Event to increase awareness of the benefits of employing individuals with disabilities.



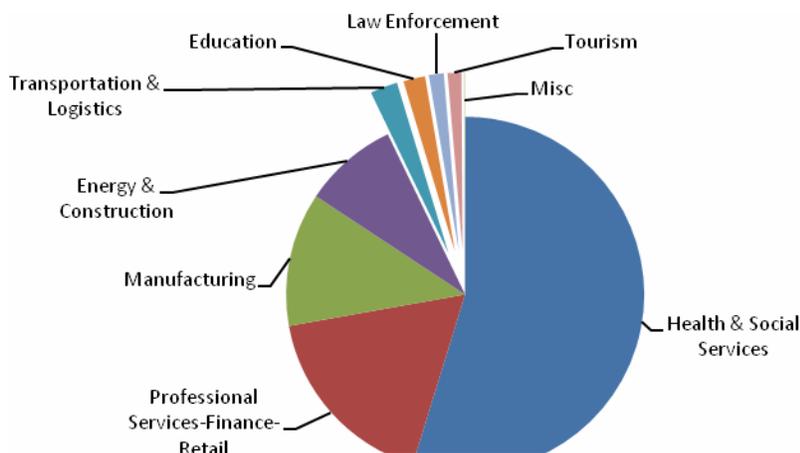
LWIA 2

Annual Report



The Smoky Mountains Area WIA Board and its staff at Walters State Community College used ARRA funds to directly benefit participants. They also funded a rapidly growing number of students in targeted training with many area training providers. A total of 1,036 adult and dislocated worker participants were served with ARRA funds, and 938 were served with formula funds during FY 2010; this was a 32 percent increase over FY 2009. A total of 976 youth were served with ARRA funds, and 978 were served with formula funds; this was a 56% increase over the previous year. ARRA youth participants received up to eight weeks of work experience. Adult and dislocated participants received additional support services, including a stipend for books, for the fall semester to help them bridge the worst of the recession. Training was focused on target industries selected by the board.

Training by Target Industry



The board adopted a new logo which highlights one of the best-known features in the local area, the Great Smoky Mountains National Park. This was done to promote an identity for the area.

Clean Energy Training Technology Program

The Center for Workforce Development received a grant of \$956,000 in ARRA funds to provide Clean Energy Technology training in the installation and maintenance of solar, wind, geothermal, and energy efficient equipment in the Center for Workforce Education. WIA staff provided a broad range of technical training in areas such as LEED, workshops for employers, jobseekers and the general public, and activities related to Green Expo. The Division of Technical Education developed a unique, nested certificate program to provide training modules that can be combined with a set of general studies courses to attain an Associate of Applied Science. The AAS degree was approved by the Tennessee Board of Regents and the Tennessee

Higher Education Commission to use the training equipment purchased with the grant: solar panels, a wind turbine, a wood pelletizer, and a planned geothermal system. The grant also provided funds for the Tennessee Technology Center at Dickson to purchase equipment to train applicants for jobs at a major new solar energy manufacturer, Hemlock Semiconductor.

Over 45 participants have received Clean Energy Technology training; and, with the new program, the area will continue to benefit far beyond the end of ARRA funding. Many more employers and the general public have been able to learn about tax benefits, clean energy businesses, and green careers. The wind turbine and wood pelletizer have been delivered, and the solar panels are being ordered. Presentations on the program have been made at local and regional meetings, a state WIB meeting, a regional USDOL conference, and a presentation will be made at the national League for Innovation Conference in November 2010.

Summer Youth at Work and Year-Round Youth Program

The Summer Youth at Work program was continued on a smaller scale in the summer of 2010. A total of 134 youth were provided with work experience, including 73 older youth. The Summer Youth at Work program received a very positive monitoring report from USDOL, and the Assistant Director for Youth Services and Retention was invited to speak about the Summer Youth at Work program at a national USDOL conference in December 2009.



As the recession impacted more and more families in the area, the number of eligible youth continues to increase. At the same time, performance in the youth program has remained very high. With the large increase in youth participants, the youth providers were also asked to make some difficult choices, including reducing the number of hours of work experience in the year-round program.

Working with Employers

On-the-job training, assessments, assistance in hiring and interviewing, youth in work experiences, and incumbent worker training are a few of the services provided to employers. OJTs provided training for management trainees in three new stores, CNC-Plasma Welders and Master Machinists. Six employers received over \$103,000 to upgrade the skills of 222 employees through Incumbent Worker Training grants which helped to retain jobs, increase workforce skill, and increase wages.

Web sites and Social Media

The Web sites maintained by the Center for Workforce Development for the area career centers and the college were revamped, and Facebook pages were established for the WIA adult/dislocated worker programs and for the youth program. The new logo was incorporated on both the Web sites and the Facebook pages. The Facebook pages include information updated daily about the activities at the career centers, including Older Workers Week, workshops, an

employer open house to showcase the benefits of employing veterans, interesting news articles, training opportunities and contact information.

TANF Emergency Work Program in Hancock County

On January 5, 2010, Governor Phil Bredesen announced that Hancock County would be awarded a TANF ARRA grant of \$1.1 million to provide over 100 jobs in the county. The number of positions was a big boost to the county of 6,588 with 17.8% unemployment. The Smoky Mountains Area WIA staff worked with First Tennessee Development District and with Tennessee Department of Labor and Workforce Development staff to provide two job fairs for employers to screen and hire over 80 eligible county residents. Program applications were screened by the Department of Human Services to determine eligibility. A total of 106 residents were employed by the grant. There were 27 employers of record with 44 job sites. The State Department of Transportation hired 50 applicants on the first day.

By the end of the program, September 30, 2010, some 20 of 80 employees, still in the program, are being retained by employers. The success of the program is due to the support of the state agencies and their staff, and by the hard work of the staff of three agencies. The result is changed lives in a remote East Tennessee county.

Other Career Center Highlights

WIA Career Services awarded 136 National Career Readiness Certificates: 42 Gold, 75 Silver and 19 Bronze. After April 2010, the CRC was used for all enrolled WIA participants. A Job Ready Expo was held in Greeneville, TN., in August 2009 to encourage dislocated workers to get training. Tennessee Department of Labor and Workforce Development and Greeneville Partnership staff worked with the WIA staff on the workshop. A nationally known dislocated worker trainer, featured in the *Wall Street Journal*, conducted workshops to assist dislocated workers to make plans. He also provided training to staff.



Goals and Challenges

The large increases in the number of youth, adult and dislocated workers in the WIA programs resulted in several policy changes by the board to accommodate as many applicants as possible. The maximum reimbursement for training costs for adults and dislocated workers and the maximum number of work hours for youth were both adjusted. Other costs were budgeted at lower amounts to allow as much funding as possible to go directly to participants.

The anticipated reauthorization of WIA will provide another set of challenges. The board and consortium of local elected officials have made every effort to maximize the results of the WIA program and are prepared to continue to respond to changes.

LWIA 3

Annual Report

Primary Goals

The mission of Workforce Connections (LWIA 3) is to promote individual self-sufficiency and to foster community economic growth through local workforce development. Throughout the economic challenges of program year 2009-2010, LWIA 3 continued to focus on providing quality services to a diverse customer base. Capitalizing on partnerships has contributed to opportunities for individual job seekers and it has also helped to promote business and economic development.

Providing Services to Customers

- Through the Career Center system, Workforce Connections and LWIA 3 partners offered job search resources to individuals through 29,900 customer visits.
- Despite economic challenges and fewer jobs, LWIA 3 had a placement rate of 85.2 % for adults and 92.3% for dislocated workers.
- 44 people completed GEDs through the Ross Learning Center; an additional 119 people experienced at least a “one level increase” in reading and math.
- 30 low-income, at-risk youth successfully graduated from high school.

Promoting Business and Economic Development

Green Mountain Coffee Roasters (GMCR) came to Knoxville in August 2008 with 65 employees. As of August 2010, the plant now employs 340. LWIA 3/Workforce Connections worked collaboratively with the Knoxville Chamber and the Tennessee Department of Labor & Workforce Development to aid GMCR in its initial staffing and training of workers.

In April 2010, Workforce Connections and the Tennessee Career Center were asked to facilitate a Fast Track Program for aspiring workers at GMCR. The program, written by Global Community College and presented by Pellissippi State Community College, is a 36-hour, non-paid training which includes applied academics, computer training, and professional skills. The Career Center was responsible for recruiting, informing and screening potential candidates to the class. Candidates had to score a minimum of a Bronze Certificate on the Career Readiness Certification.

To date, 14 classes (188 participants) have been held with 85 going to work. Twenty-nine more have been interviewed and are awaiting job offers. GMCR has been so pleased with these outcomes, that it is exploring ways to replicate the process with its operations in Vermont and Washington.

Serving Customers with Career Center Resources

The Resource Center in the Tennessee Career Center on University Avenue had a busy year with over 29,900 customer visits. As the economy continues to generate more layoffs and fewer new jobs, LWIA 3 has been busy helping customers find employment by offering Job Search resources. In addition to internet access, fax and copier capabilities, phones and a library (filled with job search resources), LWIA 3 offers workshops in *Resume Writing* and *Interviewing Skills*. *CareerScope* and other career interest assessments are also available to help those, who will not be able to return to their previous careers, find a new direction. In addition, this year LWIA 3 has added a new workshop, *Tips for Applying Online*.

One of the best ideas to be implemented this year is a program called Insider Tuesdays. Every Tuesday at 2 p.m., the Center brings in representatives from the Human Resources department of local employers to give customers tips on what employers look for when they hire job candidates. This gives customers an opportunity to learn about the hiring process from the employer's point of view and to learn what they need to do to stand out from the hundreds of other job applicants. Since beginning the program in March, LWIA 3 has had representatives from employers such as: Elavon, Covenant Health, Home Depot, First Tennessee Bank, Luxottica, Sysco, ORAU, mforce, GREEN MOUNTAIN COFFEE ROASTERS, and from the Oak Ridge Chamber. Insider Tuesdays has been so successful that it was chosen as a Best Practice for the state.

In addition to job search activities, the Resource Center staff has tried to become another source of information, help, and support to the unemployed coming into the Center. An overburdened Unemployment Insurance call center drove many people, who had never been on a computer before, to apply online. Center personnel helped these people file for unemployment and certify weekly. Center personnel also directed thousands of Unemployment calls to those who could answer questions, gave out UI call center and appeal numbers, faxed UI information to Nashville, and tried to calm customers upset with the system. In addition, information was offered and referrals given to those who needed food, housing (because losing their homes to foreclosure), and mental health or other community services. Though sometimes overwhelmed by the large number of jobless, the career center worked hard to be a place of support and encouragement.

The Career Readiness Certificate continued to gain momentum in LWIA 3. Increasing use of the CRC by area employers has also increased interest among job seekers. During 2009-2010, the following CRCs were issued through the Career Center:

Gold Certificate:	622
Silver Certificate:	890
Bronze Certificate:	290
Total CRCs issued:	1802



Combining this year's total with last year's total, LWIA 3 has issued CRC totaling:

Gold: 1096

Silver: 1513

Bronze: 481

Total: 3090

A proud CRC (& GED) recipient



Capitalizing on and Economic Growth

Partnerships for Customer Service

Workforce Connections continued to collaborate with adjacent workforce areas to address the needs of job seekers and employers in the region. Workforce Connections and its neighboring workforce neighbors, East Tennessee Human Resource Agency (LWIA 4), Walters State Community College (LWIA 2), and the Alliance for Business and Training (LWIA 1), pursue a regional approach to workforce development. This approach includes improving customer service through joint staff training and professional development, as well as collaboration on economic growth projects and initiatives for the region. Partnerships with the Knoxville Chamber of Commerce, the United Way, Pellissippi State Community College, the Tennessee Technology Center, and with multiple employers and community organizations provide for many of the successes included in this information.

The Workforce Connections Youth program continued to serve approximately 115 in-school youth during this year. This is made possible by maintaining strong relationships with Knox County Schools and personnel in four local high schools. The in-school staff has become integrated with the regular high school staff to provide a range of services to low-income youth. Services available to youth in LWIA 3 include: leadership and work readiness training, tutoring, an incentive program, assistance with transportation, college visits, financial support for necessary school supplies and uniforms, and other social services to ensure that the youth will graduate from high school. Over 30 low-income participants, who entered the program as being “at risk” of dropping out of high school, graduated in the spring of 2010.

The Knoxville Seamless Transition Project is a partnership created by the Career Center, the Cerebral Palsy Center, and Knox County Schools to help youth with significant disabilities transition out of high school into successful employment. This is the project's fifth year, and it has a 92% employment placement rate for its students compared with the national average of 25%. The Career Center also participated in Disability Mentoring Day and continues to be a member of the Knox Area Employment Consortium, a collaboration of service providers dedicated to the successful employment of persons with disabilities.

Customer Successes

In the summer of 2009, after extensive testing and recruitment, a class of 38 dislocated workers and two adults were selected to attend a WIA year-long training class, at the Tennessee

Technology Center, to become Licensed Practical Nurses. Initially, class members had to commit to attending school every Saturday; this created babysitting problems. TTC-K was gracious in finding room for the class and in hiring two, first-class Registered Nurses to teach. LWIA 3 had several truck drivers, a warehouse worker, an account executive from Goody's, three Sea Ray Boat builders, two Operations Specialists from SunTrust, a Fed Ex Driver, an Image Point Billing Coordinator, an Iraqi Veteran (working at Panasonic), and an ARC production



associate; these represented only a few of the many different backgrounds from which all of these students came. Since most had little or no medical field experience and were non-traditional students, they were first started in a pre-skills class that included medical terminology, math, and study skills; this pre-skills class was to prepare them for a tough year of studying.

Then came "shock and awe" mixed with laughter and tears. Next came amazement when they saw themselves rising to the challenge of almost daily testing, giving shots and calculating dosages. Any student having trouble with grades was referred to a Career Specialist.



One student said she could not study because of five kids at home. The staff recommended the public library as a place to study, and it worked! She turned around her grades, started answering questions in class, and proved to herself and to her family that she could do it.

The students laughed at the way some of them had shaky hands the first time they practiced drawing blood from each other. On June 30, 2010, 35 nurses graduated; 34 passed state boards on the first try, and 33 went to work just two months later. Now, they work in hospitals, doctor's offices, and nursing homes and earn from \$13 to \$18 per hour -- and, all are receiving great benefits.

Using ARRA funds, Workforce Connections also contracted with the Tennessee Technology Center Knoxville to provide HVAC and welding classes. The HVAC Class included 20 dislocated workers; 18 graduated with 15 now employed. Wages ranged from \$12 -- \$15 per hour. A 12-month welding class began in



September 2009. The class started with 18 dislocated workers; 13 completed. Of the five non-completers, two returned to their previous positions, one obtained a welding job, and two dropped out. One of the participants won a gold medal at Skills USA for Welding during a state competition.

Workforce Connections also sponsored a class, in conjunction with Pellissippi State Community College's Business & Community Service Department, to train eight home energy auditors. Of these eight, six have gained full-time employment; two have started their own businesses. The new business owners are making \$300 for each audit.

With the recent economic downturn, many hard-working people have lost jobs due to layoffs, plant closures, and workforce downsizing as companies struggle to stay afloat during these lean times. The stimulus act, or ARRA, provided vital funding and support to help retrain those affected by layoffs so that they can find work in high-demand fields and occupations. In WIA 3, a portion of this stimulus funding was used to train 24 dislocated workers as Environmental Technicians. This environmental field is one of the fastest growing, but still relatively unknown; it is, however, becoming a well-established pipeline for training or jobs. In essence, this was an experiment for both clients and staff, tasked with making it a success.

In Knox County, as across the nation, manufacturing and production jobs have been some of those that have been hit the hardest and have also seen the biggest losses. The clients that made up this Environmental Tech class were laid off from companies often mentioned on local news stories chronicling the economic downturn: Smurfitt Stone, Goody's, Alcoa, and Sea Ray, to name a few. These companies offered good-paying jobs that many of LWIA 3's clients held for a long time; replacing these jobs will not be easy. To acquire the skills needed, just to "break into" the Environmental Cleanup field, training was arranged through the Atomic Trades & Labor Council (ATLC) last fall. The class is designed to teach these clients the basics of working with and handling dangerous materials such as lead, asbestos, and mold. The group also attended training to become HAZMAT, HAZWOPER, and OSHA certified.

Although early success in finding work was slow, eventually that changed by the early summer of 2010. As LWIA 3 worked with the Oak Ridge Chamber and others in the nuclear/environmental cleanup fields, word spread that LWIA 3's clients had a highly desirable set of skills, training, and certifications; at that point, employers started to show interest. In June, LWIA 3's first Environmental Tech went to work at Oak Ridge as a Jr. Health Physics (HP) Tech; the tech made \$16 per hour to start with a potentially large increase later (if chosen to be trained at Impact for full HP duties). Others went to work as process technicians at Energy Solutions, where they started at \$14 per hour.



Success for Youth – Julian

Julian grew up with his family in New Orleans where his father owned a business. But when Hurricane Katrina made landfall, they quickly left the region and came to Knoxville to stay with

his grandparents until the storm passed. They returned to find their house and his father's business destroyed. So they returned to Knoxville where Julian became involved with the WIA In-School Youth Program. He was a hard-working student who enjoyed playing basketball and working at his part-time job with the Boys and Girls Clubs. In May 2010, he graduated from high school and received a scholarship to Carson Newman where he currently attends and plays basketball.



LWIA 4

Annual Report

Program Year 2009-10 Highlights

Summer Work Experience Program

Area 4 enrolled 368 youth in its Summer Work Experience; of this number, 327 completed the full eight weeks. During this program, 176 work sites were used to provide these employment opportunities. The estimated youth payroll, for this Work Experience, was \$733,700. In addition, an allocation of \$55,000 for payroll and \$15,000 in associated travel and expenses was allocated for the youth monitoring staff.

At the conclusion of the Work Experience Program, 56 youth were selected to participate in our Future Stars Leadership Academy. The Academy consisted of numerous personal-development, career- development, and educational-opportunity sessions mixed with social activities and motivational speakers. The academy was held, during a three-day period at Wilderness Resort in Sevier County, with an average cost of \$1,000 per Future Star.

Another highlight was LWIA 4's National Career Readiness Certification program. During the 12- month period, approximately 1600 inmates in Tennessee State Correctional Facilities successfully completed the NCRC testing. The inmates' passing rate, on their first testing attempt, was over 80% with the LWIA's providing classes and materials. Also offered, were practical suggestions in seeking the best reentry into the workforce and into their communities. This program served two prisons in each of the Grand Divisions, and it included the ladies facility in Middle Tennessee. The success of this program was highlighted in regional media and was judged excellent and effective by Tennessee correctional officials.



2009-10 Future Stars

CAREER AND WORKFORCE DEVELOPMENT

Global Career Development Facilitator Training

Local Workforce Area 5 partnered with Workforce Connections to offer a dynamic training opportunity for those working in Career Centers: Global Career Development Facilitator Training (GCDF). Career Center Coordinators from LWIA 5 are participating in this training.

This nationally recognized certification was developed to provide standards, training specifications and credentialing for those providing career assistance. The certification is awarded from the Center for Credentialing and Education, a corporate affiliate of the National Board of Certified Counselors, a leader in the professional credentialing field.

The GCDF designates those working in a variety of career development settings. A GCDF may serve as a career group facilitator, job search trainer, career resource coordinator, career coach, career development case manager, intake interviewer, occupational and labor market information resource person, human resource career development coordinator, employment/placement specialist, or workforce development staff person.

Business Services and Grant Opportunities

Volkswagen Update

Staff members have continued to work closely with VW in the startup of its new plant located at Enterprise South in Hamilton County. In addition to providing sites for on-line applications, by the end of the program year more than \$750,000 in On the Job Training funds was committed to assist VW with 291 new hires. The LWIA will continue to work with VW by using OJT funds as new workers are added.



· 2010 Regional Sector-Based Analysis and Report

The data-driven **Strategy to Improve Regional Workforce and Economic Development** was funded collaboratively by the Tennessee Department of Labor and Workforce Development, EDA, The Appalachian Regional Commission of Tennessee, Alabama, Georgia, Hamilton County, and Chattanooga. The final, interactive Web-based report categorically offers analyses

and data for the 30-county region as follows: Executive Summary, Regional Profile, Workforce Profile, Demographics, Industries, Occupations and Assets. Currently hosted by the research contractor, Mississippi State University's National Strategic Planning and Analysis Research Center, the temporary Web address is : <http://www.nsparc.msstate.edu/sites/Tri-State-Website>

· **Manufacturers' Training Grant**

In collaboration with Hamilton County Government, Southeast Tennessee Development District and the Chattanooga Area Chamber of Commerce, the **Manufacturers' Training Grant** began activities in late 2009. It has continued to provide substantive skills upgrades to Hamilton County employees in the manufacturing sector. Employees benefited from obtaining nationally recognized certificates, job retention, and/or increased wages. The goal of the nearly \$750,000 training project was to significantly increase local workforce access to high-skill, high-wage jobs in the region. Funds for this program were secured through a special appropriation from Congressman Wamp. The participating employers are noted below.

AdTech Ceramics	Automation IG	Burner Systems
Buzzi Unicem	Chattem Drug	Dixie Industries
East Tech	Farley's and Sathers	Lectrus Corp
Madem Reels	Master Machine, Inc.	McKee Foods
Miller Industries	Ooltewah Manufacturing	Playcore
SIAG Aerisyn LLC	Southern Champion Tray	Tennessee Rand, Inc.

· **Community-Based Job Training Grant**

January 1, 2010 marked the commencement of grant activities for the \$1.96 million **Community-Based Job Training Grant**. This grant was awarded to the Southeast Tennessee Development District focusing on industry-driven credentialing and skills upgrade in advanced manufacturing in the region. Chattanooga State Community College, Cleveland State Community College, Tennessee Technology Center at Athens, and Tennessee Technology Center at Chattanooga are participating. New curriculum and credentials such as Non-Destructive Testing are by-products of the Department of Labor, Employment and Training Administration's grant. The minimum number of participants to be served during the three-year grant period is 530. As of July 31, 2010, 383 participants have already been served, and project completion is expected by February 14, 2013.

· **Apprenticeship**

The Electricians Local 175 and Ironworkers Local 704 together received \$100,000 to support 334 apprentices. There were 289 people who received skills and safety training needed to become electricians. Forty-five Ironworkers also received necessary training, that included welding and structural iron skills.

· **Incumbent Worker Training**

Six companies received Incumbent Worker Training dollars; the total was \$199,965 which was awarded to six companies: C&D Technologies, Goodman Manufacturing, Mars Snackfood, Olin Chemical, Storm Copper Components, and Ten Cate Grass. Altogether, 265 existing workers received skills upgrade training to enhance performance on the job and assure job retention. In addition, a layoff aversion grant was awarded to La-Z-Boy to support the retention of 90 higher skilled workers.

• **Tristate Alliance**

LWIA 5 continued to lead the activities of the Tri-State Regional Workforce Alliance in partnership with workforce boards in Georgia and Alabama. The Alliance Received 501(c)3 status, assisted VW in the hiring process, and continued to be a regional leader.

• **2010 Summer Work Experience**

This year's Summer Work Experience program was enthusiastically supported by county mayors throughout LWIA 5. The leadership initiative was designed to place young adults (primarily 18-24 years old) in strategic areas of the community. Many of the mayors identified key work sites where participants gained valuable experience while they worked. Several mayors participated during the orientation sessions by welcoming participants to the program. This year's work sites were composed of government agencies, nonprofit organizations and local businesses. The youth began orientation on June 14th and reported to work sites on June 16th. They worked six weeks and earned up to \$1,540. The program was completed on July 23rd, and program-end events were scheduled across the region to celebrate another successful program year.

COUNTY	# PARTICIPANTS	# WORK SITES
Bledsoe	33	8
Bradley	33	14
Hamilton	119	30

Marion	33	8
McMinn	33	11
Meigs	33	16
Polk	33	7
Rhea	33	11
Sequatchie	33	5
TOTAL	383	110

STIMULUS	STIMULUS (5%)	FORMULA	BUDGET
\$365,525.00	\$123,906.00	\$250,000.00	\$739,431.00





A Tennessee Career Center Partner

Gary D. Morgan, Executive Director

*Serving 7 Counties: Bedford, Coffee, Franklin, Grundy
Lincoln, Moore, & Warren – LWIA 6*

WIA Statewide Annual Report PY 2009

September 2010

With the recession continuing and unemployment rates at their highest in years, program year 2009-2010 proved to be successful in many areas. In Local Workforce Investment Area Six, Workforce Solutions:

- **809** individuals registered in WIA-funded programs
- **387** individuals were placed in unsubsidized employment, with an average starting wage in excess of **\$10.00** per hour
- **Eight** youth contractors provided services to at-risk youth throughout the seven-county workforce areas
- **\$140,780** - Wage reimbursements distributed to employers providing On-The-Job training
- **\$114,644** - Individual Training Accounts (ITAs)
- **\$100,190** - Support Services
- **\$59,733** - Incumbent Worker Training contracts, provided skill-training upgrades for area employers

Also, adult and dislocated worker training opportunities provided by stimulus funds:

- ***Tennessee Technology Center at McMinnville***
 - Nursing
 - Business Systems Technology
 - Machine Tool Technology
 - Welding
 - Computer Information Technology
- ***Tennessee Technology Center at Shelbyville***
 - Truck Driving Class
 - HVACRIE (Heating, Ventilation, AC, Refrigeration/Industrial Electricity)
 - AT (Automotive Technology)
 - CIT (Computer Information System)
 - BST (Business Systems Technology)
 - MTT/QT (Machine Tool Technology/Quality Technician)

In addition to the ten classes funded at the Technology Centers in LWIA 6, WIA stimulus dollars were used to provide travel expenses for two Motlow State Community College (MSCC) employees to attend classes in Berlin, Germany to be certified instructors in Mechatronics.

Classes in Mechatronics are now being offered at the McMinnville MSCC campus in McMinnville. Already there has been considerable interest in these classes from Volkswagen and other German companies looking to locate in this area.

***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 931/454-0477

LWIA 7

Annual Report

Career Readiness Certificate Program (CRC)

During the past year, more employers have recognized the value of the Career Readiness Certificate program. The CRC credential requirement, as a condition for employment, has enabled employers to create a higher level of community awareness, as well as, to increase the number of certificates awarded. Moeller Marine Manufacturing, Phillips Luminaries, Tutco Inc., and Oreck Manufacturing are four major employers in our area which are presently driving this process. Two of these companies are recipients of Incumbent Worker Training grants, which have contributed to the success of both companies. LWIA 7 has completed 1050 CRC assessments during Program Year 2009.

Training

Training in medical occupations continues to lead to higher paying jobs in our workforce area. During the past year, LWIA 7 has assisted 483 students in nursing and other medical training; 96 of whom are Registered Nurses. The average hourly wage for Registered Nursing students, served in our area during PY 2009, is \$19.81. In addition to assisting nursing students, LWIA 7 has also assisted other allied health occupation students in training. This training has been for: surgical technology, medical assistant, medical coding and billing, respiratory technology, ophthalmology technician, medical office administrator, laboratory technician, phlebotomy technician, dental assistant, patient care technicians, physical therapy assistant, pharmacy technicians, etc. LWIA 7 continues to assist Adult, Youth, and Dislocated Workers in attending nursing, allied health and/or high-demand occupational training to meet the needs of employers as well as those of individuals. In the past year, LWIA 7 has also assisted females in non-traditional training such as: machine tool technology, truck driver training, welding, and building construction technology.

Disability Navigator

The Disability Navigator Program has assisted 291 persons with disabilities in various situations since its inception in 2006. The program has helped 91 to find either part-time or full-time employment. The Navigator has created events such as the Career Day for Persons with Disabilities and Job Shadowing Day to help bridge the gap between high school and employment or training for students near graduation. The Navigator has also forged relationships with many employers in the community through the Training Resources Employment Network for Disability Services consortium (TRENDS). The Navigator has done the same by means of the annual Employer Recognition Luncheons recognizing employers willing to work with persons with disabilities.

Summer Youth

LWIA 7 had 86, In-School Youth to participate in the Summer Training Opportunities Program provided through the Youth Recovery and Reinvestment Act. Thirty-eight (38) of these received special recognition for perfect attendance. Training was held on location at the Tennessee Technology Centers in Livingston and Murfreesboro.

The following areas of technology were included in the training: business systems, computer information, machine tool, computer-aided drafting, auto-body/collision repair, industrial maintenance/welding, building construction, electronics and health occupations/certified nursing assistant.

LWIA 7 sponsored the third annual President's Academy for Emerging Technologies at Tennessee Technological University (TTU). Thirty-four (34) area high school students were selected from 88 applicants. Students were on campus at TTU for six days and five nights and were provided with many opportunities for piquing individual interest and excitement. Such areas of exploration involved: science, technology, engineering and mathematics (STEM). Activities included designing/building/launching rockets and designing/building/racing boats. In addition, student groups were challenged with filming, editing and completing a video/audio presentation which entailed activity developments. Student evaluations, at the conclusion of the week, were positive and indicated intentions of entering post-secondary education in at least one of the STEM areas.

Success Story

Personal determination and dedication have enhanced recent accomplishments for Macon County resident, Emily Peaster. Cindy Holland, LWIA 7 Case Manager, quickly realized Emily's career potential in health occupations. Past employment within an assisted-living facility proved to be gratifying for her; however, Emily faced the need for skill development and licensure. Emily received her GED and then trained to become a Certified Nurses Assistant (CNA). Both of these goals were reached simultaneously, and she began working at Knollwood Manor in September 2005.

Eager to learn more and to advance her knowledge of the nursing profession, she enrolled in a Career Mobility Program at Bowling Green Technical College in the summer of 2006. Completing all of her requirements, she became a Licensed Practical Nurse in December 2008 and received her Associates of Applied Science in December 2009. She graduated with a 3.562 GPA and received the Excellent Clinical and Patient Care Skills Award, voted on by her clinical instructors. She passed the RN state licensure exam in January 2010. Through this process, Emily never missed a day of school and still managed to work full time. She is the first person in her family to receive a college degree.

"The WIA program was a 'Godsend,'" Emily stated, and it helped her in a time of need by paying for things such as books, supplies and licensure fees.

National Emergency Grant

Since May 24, 2010, LWIA 7 has served 34 Dislocated Workers in the 2010 NEG Program. These participants have been working in temporary jobs at public agencies to provide clean-up, demolition, repair, renovation, and reconstruction of destroyed public structures, facilities, and lands within the areas affected by the flood disaster. Their work sites are located at the Dekalb County Landfill, Macon County Highway Department, Macon County Board of Education, Pickett County Highway Department, Smith County Highway Department, and at the Smith County Mayor's Office.

**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 and innovative program opportunities for PY 2009.



Business Opportunities...

In December 2008, the **Hemlock Semiconductor Corporation (HSC)**

formally announced plans to invest in excess of one billion dollars to construct a manufacturing facility in the Clarksville-Montgomery County region. Since then, HSC has been working with the Chemistry Department at **Austin Peay State University** and with **Workforce Essentials**. This cooperative effort is designing a new program for an Associates of Applied Science (A.A.S.) degree in Chemical Engineering Technology (CET). This program will help meet employment needs for HSC and WEInc has secured a \$200,000 ARRA grant to assist the program's start up.



Workforce Essentials has been working closely with HSC and economic development leaders to supply necessary staff and supplies and to offer aid so that individuals may secure the necessary training for possible employment with HSC.

Those trained as chemical engineering technologists will require less on-the-job training as compared to potential employees without a comparable educational history. Thus, graduates of an associate's degree program at APSU will be much more

marketable when seeking employment opportunities.

HSC manufactures highly purified polycrystalline silicon and requires a highly trained workforce. The CET program has attracted a large number of new students to APSU. The Clarksville Montgomery County Career Center offers training assistance to individuals interested in employment with HSC. As an HSC prerequisite to employment, the Career Center also offers the 6- part WorkKeys Career Readiness Certification testing to interested students/employees.

The CET program kicked off in the fall of 2009 with 160 students enrolled in the curriculum. **HSC projects a need to employ more than 500 by 2012** when the Clarksville manufacturing facility will be fully operational.

Flooded with Potential...

WorkForce Essentials presented 'giant checks' representing the value of the team of workers it provided to several communities for flood recovery. WorkForce Essentials received a national emergency grant to hire qualified, unemployed workers to assist in Local Workforce Investment Area 8's flood recovery. The workers earned a paycheck through the summer/early fall, and the entire community benefits from the clean up and repair projects associated with the historic flooding. **To date, LWIA 8 has employed 214 people at 32 work sites in eight Middle Tennessee counties. These workers are providing much-needed flood-recovery assistance to clear and clean hard hit communities.**



Technology Center at Dickson's Green Sustainable Energy Campus have a new location to call home. The spacious, renovated building and campus, located in the heart of Dickson, officially opened in the spring of 2010. The campus was officially dedicated by TN Commissioner of Labor & Workforce Development James Neeley, by TN Board of Regents Chancellor Charles Manning, and by Dickson County elected officials. It is also home to WorkForce Essentials services and TTC at Dickson's new Solar Photovoltaic Training Program.



What makes this campus unique are the three solar arrays and 101 functioning solar panels which have been installed for student training. These implements are tied into the TVA grid and produce enough electricity to supply the campus and to sell an excess to TVA; this creates a savings up to \$930 per month. Now that's being GREEN!



Let's Talk GREEN Opportunities...
The Tennessee Career Center -- Dickson,
WorkForce Essentials, and Tennessee



Tennessee Technology Center -- Dickson's Green Sustainable Energy Campus, Career Center, and WorkForce Essentials offer an oasis of opportunity for Dickson County job seekers and employers. Much national attention is being paid to the benefits of living and working 'GREEN.' For this reason, the new Solar Photovoltaic Training Program is a timely solution to an emerging and necessary field of study.

American Recovery & Reinvestment Act Training Opportunities...

Using ARRA stimulus funding, WEInc has provided training opportunities to qualified people at several partnering, educational institutions such as Vol State Community College in Gallatin, Tennessee Technology Center in Hartsville, and Tennessee Technology Center in Dickson. Stimulus funds have allowed LWIA 8 to offer in-demand occupational training in fields such as EMT, LPN, Auto mechanics, Business Systems Technician, Patient Care Technician, and Medical Coding. Many more of our 'graduates' are getting a second chance at a solid career for the future thanks to stimulus funding.

Job Seeker Opportunities...

Career Center Customers

7/1/09 -- 6/30/10



- Clarksville-
Montgomery County 70,086
- Dickson County 42,373
- Humphreys County 20,640
- Robertson County 32,989
- Sumner County 41,806
- Williamson County 22,501

Workforce Opportunities...

Company Results 2009...

- **253,772** Received services in 9 county offices
- **3,062** Enrolled in various DOL programs (WEInc)
- **92.19%** Placement Rate - Overall
- **\$13.13** Placement Wage - Overall
- **1342 WIA Adults & Dislocated Workers**
- **92.3%** Adult Placement Rate
- **\$12.78** Adult Placement Wage
- **93.81%** Dislocated Worker Placement Rate
- **\$15.79** Dislocated Worker Placement Wage
- **333 Youth Served**

- **96.47%** Youth Placement Rate
- **\$9.54** Youth Placement Wage

**Don't wait for the storm to pass -- learn to
dance in **the rain.****

LWIA 9

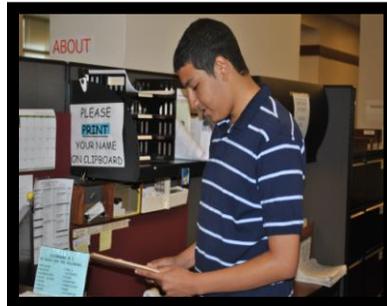
Local Workforce Investment Area-9 (LWIA-9) visualizes a skilled workforce that supports business and economic growth throughout its region. During 2009-2010, the area continued the pursuit of its vision by facing a year filled with many opportunities and challenges.

Youth

Metro Summer Internship Program (MSIP)

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

Below are a few pictures from the MSIP:



Concrete Certification for Youth (CCY)

The City of Lebanon, located in LWIA-9, leveraged a portion of its sidewalk budget to establish the Concrete Certification for Youth program. The program provides training for ground and work experience for students who are interested and capable of obtaining the American Concrete Institute's certification for masons, segmental pavers and concrete finishers.

LWIA-9's Middle Tennessee Workforce Board continued its effort to address the skills shortage of workers in the construction field by providing a paid work experience to those students who were WIA eligible, specifically focusing on developing a new training program at the Tennessee Technology Center in Hartsville, Tenn. The class began in January of 2010 and participants jointly earned high school credit, a technology school certification and obtained practical work experience.

Below are a few pictures from CCY program:



Nashville College Connection (NCC)

The Nashville College Connection in partnership with NCAC is a program of the Oasis Center which is entering its second year of operation. NCC currently has 88 students enrolled, or accepted and intending to enroll, in a higher education institution for fall of 2010. It is anticipating this number to increase as students declare their higher education intentions, and as the fall deadlines approach. The 88 students have received \$1,298,652 in need-based grants and private scholarships. For 2009-2010, NCC staff has or are currently providing 1-on-1 college admissions and financial aid support to 573 students. NCC students have applied to 76 different colleges across the country and 225 first-generation and low-income young people have been provided with direct assistance in filing financial aid forms.

Highlighting its successes is a number of first generation and low income student accomplishments. One young lady, achieved an extraordinary accomplishment of being admitted to Williams College, Williamstown, MA (2010 #1 US News and World Report - Best Liberal Arts College) and receiving \$54,000 in grants and scholarships to attend. Two students will be attending Wofford College, in South Carolina. Both students received the service-learning scholarship. The scholarship covers the entire direct cost of Wofford.

Equally as impressive are the stories of the youth who are exiting out of foster care, attempting to be self-supporting in difficult social and economic conditions, and have made the choice to continue college into their second and third semesters. Three students from the Oasis Center's Transitional Living facility are currently enrolled at the local community college.

Youth Master Plan Task Force

January 25, Mayor Karl Dean announced the formation of a task force charged with developing a Youth Master Plan for Nashville, which will help schools, nonprofits and other service providers offer a coordinated approach to addressing the many life factors that affect a student's success in school, including health, home stability and out-of-school activities.

NCAC executive director, Paul Haynes, Middle Tennessee Workforce Investment Board member, Mark Lenz, and former Tennessee Career Center intern and participant in the 2009 Metro Summer Internship Program, Jairus Cater, were selected to serve on the task force.

Below is a picture of Jairus Cater and Mayor Karl Dean at the task force announcement.



Youth Build

In 2009, The YMCA of Middle Tennessee received a YouthBuild grant from the US Department of Labor to expand services within their existing Y-Build program. NCAC and its WIA Youth contractors have benefited from co-enrollment with the Y-Build-YouthBuild program. Y-Build-YouthBuild provides 9 months of intensive education, construction skills training, and leadership development for at-risk 18-24 year olds. The program provides construction skills training and the participants build low income housing. The Y-Build-YouthBuild participants built a home with Habitat for Humanity and participated in the rehabilitation of several facilities connected to Safe Haven Family Shelter.

National Youth Employment Coalition

The National Youth Employment Coalition (NYEC) held its annual member forum at the Hutton Hotel in Nashville, Tenn. April 8-10. In addition to a key note address by assistant secretary of the US Department of Labor, Jane Oates, a reception was also held at the Youth Opportunity Center.

NYEC is a national membership organization that seeks to improve the effectiveness of organizations working to help youth become productive citizens.

The 250+ member organizations that make up the NYEC are linked by a set of shared core values about youth, youth work, and the organizations, schools, and systems that serve youth. It's members represent a broad range of organizations, including direct service providers; workforce investment boards and youth councils; public agencies; local, state, and national networks; research and policy organizations; technical assistance providers, and intermediaries.

NCAC has been a member since 2004 and Ellen Zinkiewicz, NCAC's director of youth and community services, currently serves on the NYEC board of directors.

Below is a picture from the annual member forum:



Management Skills Training Class

In partnership with Metro Human Resources, NCAC hosted a series of quarterly Management Skills Training classes for its customers. The curriculum was developed and presented by Malinda Gilbert, Sharon Felton and Dirk Essary from Metro Human Resources. All of the participants graduated with certificates that signified the completion of the three-day course.

Below is a picture of the participants from the last Management Skills Training class:



Enrichment Thursday

Enrichment Thursday is offered to customers throughout the month at the Workforce Campus. Each Thursday, industry professionals are invited to come to NCAC and participate in interactive panel discussions with job seekers regarding opportunities and growth areas in specific industries. At the meetings, job seekers receive information and career coaching from guest speakers and panelists. The industry employer forums foster networking and help the job seeker to successfully navigate a career transition. Participants may also identify needed skills which can be successfully transferred into other fields of opportunity. The Enrichment Thursday forums afford job seekers the opportunity to develop a personal network while they conduct conversations with employers. Forums such as these would not be possible without the agency's partnerships with area employers. Whether someone is planning to launch, to change or to advance a career, the career development enhancements such as the forums benefit today's job seeker.

Below are a few pictures from the Enrichment Thursday Industry Employer Forums:



Career Connections

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

Below are a few pictures from Career Connection meetings:



Diversity Forums

NCAC serves as a proud partner for the Middle Tennessee Diversity Forum (MTDF). The MTDF is a public-private collaborative effort devoted to building and benchmarking workforce diversity issues. The collaboration promotes resources from a variety of community organizations, academic institutions, businesses and individuals, all of which result in opportunities for under-represented populations.

benchmark their company's internal diversity initiatives and develop an understanding of how "best practice" companies excel in diversity. Its membership represents many facets of the workforce community across industries and occupations. This representation includes manufacturing, healthcare, publishing, finance/banking, among others.

NCAC Employer Services Director, Jacky Akbari, serves as the MTDF Chairperson, and in 2009-2010, NCAC along with various sponsors hosted the Healthcare Diversity Forum at Baptist Hospital.

Below are pictures of panelists and speakers from the forum:



Community Partnerships

Nashville's Poverty Reduction Initiative

In 2008 the Nashville community came together to develop a plan to reduce poverty in the Nashville area, the plan is known as Nashville's Poverty Reduction Initiative. In the spring of 2010, Metro Social Services began coordinating the implementation of the plan with a goal of reducing poverty in Davidson County by 50% in 10 years.

NCAC has worked closely with both the planning and implementation stages of the initiative. Agency staff participates on the Workforce Committee, implementing strategies to better link low-income individuals with skills and jobs that reflect the labor market requirements of the area.

Other community partners include; Goodwill Industries of Middle Tennessee, Urban League of Middle Tennessee, The Key Alliance, and Nashville Opportunities Industrialization Center

Music City Center

Nashville Mayor Karl Dean has made creation of local jobs a high priority during construction of the new downtown convention center, the Music City Center. The Music City Center Workforce Development Program is designed to provide employment opportunities with the Music City Center construction project for unemployed and under-employed individuals who have construction related skills.

NCAC is working with Alexander and Associates, Inc. and the Jefferson Street United Merchants Partnership (JUMP) to identify and refer appropriate candidates. Other community partners include; Urban League of Middle Tennessee, Y-Build, Martha O'Bryan Center, 15th Avenue Baptist CDC, Project Return, and Tennessee State University.

Power of Inclusion

NCAC's employer services director, Jacky Akbari, served as the co-chair for the 2010 Power of Inclusion. In partnership with CABLE, the event focused on workforce development and disability in the community. Andrea Cooper, assistant commissioner with the Tennessee Department of Rehabilitation Services, is the chair of the luncheon. The annual event took place on May 12, 2010, and featured Debra Ruhas the keynote speaker. Ruh is the founder and CEO of TecAccess, the leading provider of accessible Information & Communication Technologies (ICT) for the world's largest and fastest growing minority group - People with Disabilities, Baby Boomers, and Veterans with Disabilities.

Gilmore Youth Leadership Institute

July 16 and 23, NCAC's Workforce Campus hosted Metro Council Lady Erica Gilmore's Youth Leadership Institute. The goal of the institute is to prepare young women locally so they may act, think and engage globally.

Metro Center career coach Freda Leslie conducted the first workshop with girls ages 12-14. She spoke to them about achieving success in their lives as well as in their job searches. Workforce Campus career coach Guin Tyus taught the second workshop with the girls ages 15-18. She spoke to the participants about how to dress for success.

Below are a couple of pictures from the workshops:





Annual Report

July 1, 2009 – June 30, 2010

Local Workforce Investment Area 10 (LWIA 10) is administered by the South Central Tennessee Workforce Alliance (SCTWA), and continues its mission to link education, economic development, and employment in the eight-county area of South Central Tennessee. LWIA 10's Tennessee Career Centers, including the newest center at GM Northfield, are visited by over **789 job seekers daily** (up 136 per day from last year). Listed below are a few of the success stories during the past year.

Workforce Board Meetings allow for increased education of and participation by board members and guests. Topics for the year included:

- **7/22/09** – *Green Jobs*
 - **10/14/09** – *Impact of Youth Programs*
 - **1/13/10** – *A reflection of successes in 2009 & opportunities for 2010*
 - **4/14/10** – *Opportunities to increase educational offerings through training provider partners*
- ***Exceeded Career Readiness Certificate (CRC) levels in eight-county area based on WorkKeys.*** Since the pilot program (from August 2006 through June 2010), over **11,124** Bronze, Silver, and Gold credentials have been awarded to job seekers.
 - 2,734 (24.6%) Gold level certificates
 - 6,147 (55.3%) Silver level certificates
 - 2,243 (20.1%) Bronze level certificates

Co-Owner and Manager, Jeff Marston of DRM Total Plant Integration, states “I think that this is a really great tool and any other companies would be crazy not to use it in their hiring process. It is a great screening tool to see if an applicant has the skills we require for employment here.”

- ***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 **37** employers with **1,855** employees being trained for **\$774,185**. The Incumbent Worker Program provides expense-reimbursement matching grants to businesses for the purpose of providing skills-

upgrade training to currently employed, full-time workers. LWIA 10's Board recognizes that keeping Tennessee's workforce competitive in a global economy is critical for both the retention of good employees and the flourishing of existing businesses.

- ***Growth of On-the-Job Training.*** Since July 2007, the South Central Tennessee Workforce Alliance through the Fast Track Program has assisted in providing On-the-Job Training to **9** employers with **322** employees being trained for **\$318,480**. The Fast Track Project provides wage assistance for new full-time employees at expanding businesses or businesses locating in Tennessee. In addition to the Fast Track Program, LWIA 10 assisted area employers with OJT contracts totaling **\$14,062** in regular OJT funds, for a total of **\$651,022** in OJT contracts.

- ***InterviewStream and Green Interview.*** This Web-cam interviewing service is a new offering this year to job seekers and to employers. Since October 2009, LWIA 10 has recorded **155** job-seeker interviews for **9** job openings. Employers view these recorded interviews to narrow the applicant pool before they plan face-to-face interviews. In addition, many practice interviews have been recorded. Job seekers may hone interviewing skills by viewing their own recorded practice interview and by noting their strengths and weaknesses from an interviewer's perspective. This procedure is an effective new tool for area job seekers.

- ***Coordination of services to dislocated workers related to local area layoffs.***
 - From July 2009 to June 2010, over \$2,057,982 in training funds were obligated. There were 628 customers in training; 486 received Career Center Scholarships (ITAs); 127 were TAA funded; 15 were Pell funded; and over 15 different training providers provided training. The programs, which were funded, led to careers in demand occupations that included accounting, automotive technology, business management, Microsoft Certified Systems Engineering, practical nursing, registered nursing, solar photovoltaic technology, computer systems technology, medical coding, green jobs technology, residential plumbing and wiring, heating, heating and ventilation, air conditioning, refrigeration technology (HVACR), health information technology, secondary teacher's certification in math and science, emergency medical technology, and many others.

Due to the very large number of dislocated workers in the region, there were several special requests for training services. To meet these training demands, the following classes were added:

- *Lawrence County* - two practical nursing classes and a business systems technology class; 38 customers graduated from the two practical nursing classes and 24 from the business systems technology class.
- *Marshall County* - two practical nursing classes and a business systems technology class; 18 graduated from practical nursing class #1; customers in practical nursing class #2 and in business systems technology will graduate January 2011.

- *Perry County* - two practical nursing classes and an emergency medical technician class in Lawrence County in August 2010; 50 customers graduated from the two practical nursing classes and 12 graduated from the emergency medical technician class.
 - *Giles County* – LWIA 10’s first solar class, for solar photovoltaic technicians, was set up, and 20 customers were scheduled to graduate in October 2010.
 - *Northfield Facility* - After the workshop series, there were 11 special classes offered for dislocated workers, of GM and suppliers, to accommodate those interested in training. These course offerings are in medical coding (two classes), computer systems technology, green jobs technology, heating ventilation, air conditioning and refrigeration (two classes), practical nursing, solar photovoltaic technology, health information technology, teacher’s licensure (math or science), and in residential wiring and plumbing. A total of 220 were enrolled in the classes, with 46 completing medical coding in July 2010, and 164 still in training.
- ***Coordination of services for dislocated workers related to layoffs in the automotive industry. The elimination of the assembly line at GM Spring Hill Manufacturing resulted in over 5,000 dislocated workers not only from this company, but also from related suppliers. To streamline services for such a large population, services were expanded to the Northfield Facility on the campus of GM Spring Hill Manufacturing.***

General Motors/Supplier Workshops

There were 2,645 participants attending workshops at the GM training facility. Some workshop topics included Directions for a Smooth Re-Entry, Compass Prep, Linked In (Social Networking), Job Search for Baby Boomers and State Jobs, and How to Apply for them, to name a few. Included in this number were Entrepreneurship Workshops with 326 customers attending.

- ***Test Taking Strategies Workshop***

For program year 2009-2010, the South Central Tennessee Workforce Alliance offered a Test Taking Strategies Workshop for anyone who wanted to improve test-taking skills. The class was used by 372: LPN’s, college students, adult education students, and high school students. The workshop was offered in all eight counties in LWIA 10.

Entrepreneurship Workshops

Columbia State Community College and the South Central Tennessee Workforce Alliance formed a partnership to offer a series of Entrepreneurship Training Classes in the fall 2009. The 10-session workshops were held in each of these counties: Maury, Lewis, Lawrence, and Giles. Topics, covered in the training, were *which business to start, marketing, legal structure, accounting for small business, cash flow, pricing of products or services, challenges of managing a small business, how to write a business plan, and coaching on how to improve the business plans*. The training was suitable for

prospective or current Small Business owners/Entrepreneurs; **over 400** customers used this workshop.

- ***Jobs for Tennessee Graduates***

For the academic year that falls within the July 1, 2009 -- June 30, 2010 annual report, the South Central Tennessee Workforce Alliance operated thirteen Jobs for Tennessee Graduates (JTG) sites. These sites were located at: Giles County High School and Richland High School, both in Giles County; Hickman County High School and East Hickman High School, both in Hickman County; Lawrence County High School and Summertown High School, both in Lawrence County; Marshall County High School in Marshall County; Columbia Central High School and Mt. Pleasant High School, both in Maury County; Perry County High School in Perry County; Wayne County High School in Wayne County; and, Lewis County High School in Lewis County. Of this **total of 326 youth**, 202 were WIA eligible, participated in the program.

Total program statistics:

- 317 graduated
- 156 entered post-secondary education
- 15 entered the military
- 57 obtained employment
- 55 undecided

The JTG Regional Conference was held at Camp Linden in Linden, TN. Over 200 high school seniors participated in the JTG program, from eight counties (Giles, Hickman, Lawrence, Lewis, Marshall, Maury, Perry, and Wayne). The students competed in ten different events: Program Cover; Employment Application; Career Vocabulary; Consumer Math; Telephone Techniques; Poster Design; Public Speaking; Decision Making; Employment Interview; and JAG Bowl. Thirteen first-place winners, from the regional competition, continued to compete at the state level.

Mikki Williams, JTG Instructor for Perry and Lewis Counties, received the “Above and Beyond Award” for Data Entry and Teaching Strategies and for achieving the “5 of 5” recognition for both Perry and Lewis County High Schools. She also received an award for the JAG High Performing Program for Top 9 in JAG, and for the #1 GPA Combined. **Chana Lymon, JTG Instructor for Maury County**, received the “5 of 5” Award for Columbia Central High School. **Terri Jones, JTG Instructor for Giles County**, received the “5 of 5” Award for Giles County High School and Richland High School. “Five of Five” is awarded based on graduation rate, military placement rate, full-time placement rate, full-time job rate, and total positive outcome rate for programs at a school level. This award indicates top performance in the nation.

The JTG Program is designed to help “at risk” youth who may drop out of school and not graduate. The program focuses on keeping youth in school through graduation and on assisting them with to attain full-time employment or post-secondary education.

Below are a few of the JTG students.



Mt. Pleasant High School



JTG State Competition



Hickman County High School



Wayne County High School

- ***Perry County Recovery Program***

Governor Bredesen visited Linden on May 15, 2009, to announce a three part plan to help relieve the hemorrhaging unemployment rate in Perry County. The first part of his plan set up funds from the American Recovery and Reinvestment Act to employ 300 out of work residents of Perry County; these positions of employment include public and private sector jobs. Second, a partnership was formed with the Tennessee Board of Regents which provided unemployed residents of Perry County access to one year of tuition at three local colleges and technology schools. In addition, Governor Bredesen stated that the Tennessee Department of Economic and Community Development would partner with local officials to bolster Perry County's long-term economic growth and planning efforts. "We started this effort in Perry County, but I hope this approach will become a model we can use to help other Tennessee counties if they should experience similar spikes in unemployment until the economy recovers," he said. The SCTWA was selected to implement the employment program.

Program statistics:

- 27.6% (March 2009) unemployment rates -- highest before the recovery program started (January 2009 it was 29.7%)

- Enrollment goals -- Initially 300; this was increased to around 450 at the last job fair
- Actual enrollment's highest peak was 441 (week of July 9)
- Money appropriated for program ("Recovery" only) -- \$10.8 million
- Money spent ("Recovery") -- As of 09/24/10, \$10,132, 516 in reimbursable wages and benefits
- Average weekly payroll -- \$178,936
- Indications show about 30% of the employees will be permanently retained by their employers. This will result in at least 117 jobs created (actual numbers are forthcoming).
- UI rate declined to its lowest rate in August 2010 -- 13.4%
- Most important – These citizens remained connected to work and out of the UI system at a time when the UI trust fund was so drastically reduced by claims.

- ***Marshall County Recovery Program***

Marshall County became one of the final counties (five total) to receive American Recovery and Reinvestment Act (ARRA) funding. This funding was for the subsidized employment program; the county Unemployment Insurance (UI) rate reached its highest in January 2010 (with 20.0 %) and also remained high in February 2010 (with 19.0%).

Program statistics:

- April 7, 2010 announcement by Governor Bredesen and the program began on April 20th
- Enrollment goals -- initially 175
- Actual enrollment, at highest peak, 197 (June 2010)
- Money appropriated for program ("Recovery" only) -- \$3 million
- Money spent ("Recovery") -- As of 9/27/10 -- \$1,020,118 in reimbursable wages and benefits
- Average weekly payroll -- at peak \$69,753
- Indications show that about 20% of employees will be permanently retained by their employers. This will result in at least 34 jobs created (actual numbers are forthcoming).
- UI rate decreased, while subsidized program was in existence, to the lowest rate in July 2010 -- 15.7%

- ***Summer Youth Employment Program***

The South Central Tennessee Workforce Alliance's summer youth employment program was titled "Hire YOUth!" and kicked off May 1, 2009. The goal for our eight-county area was to employ 750 eligible youth in meaningful work experiences. That goal was exceeded with 856 youth being hired. Of those 856, 169 have received their National Career Readiness Certificates (NCRCs) to date. Also, of the 856 youth, 42 were hired by Summer Youth employers as unsubsidized employees, and 96 entered post-secondary education; over 90% of the funds were expended on the 2009 summer program.

The 2010 summer youth employment program “Hire YOUth!” unfortunately did not receive the federal funding needed to continue at the same capacity for the summer of 2010. In an effort to continue the program on a much smaller scale, SCTWA asked employers for contributions to be used as wages for the youth; also, SCTWA matched these contributions. The program included 18 youth placed in subsidized employment, where wages were matched by the employer. Of these 18, three were hired by Summer Youth employers, two were hired elsewhere, and nine entered post-secondary education.

Below are a few of LWIA 10’s youth.



Pictured: Harry Douglass and Vincent Blair

The two youth placed at the Lawrence County Housing Authority are Harry Douglass and Vincent Blair. Both are 2010 graduates from Lawrence County High School and both have plans for military careers (either the Air Force or the Navy). “Working for the housing authority has been an awesome experience,” stated Douglass. “We’ve learned a lot about what it takes to maintain a house and the upkeep that is involved with all of the properties,” explained Blair. These youth have cleaned furniture and debris from vacant properties, performed various types of maintenance and performed many other duties as needed by Director of Maintenance Bruce Hayes. “These two young men have been hard workers and have really been a big help to me,” stated Hayes.



Pictured: Tyler Woods

The young man placed at Sole Support is Tyler Woods, a 2010 graduate of East Hickman High School. While at East Hickman High, he participated in the JTG program. The

JTG program's goal, along with the Summer Youth Employment Initiative, is to help prepare and to guide youth through their educational and career paths. "This experience has taught me responsibility and how to get along with fellow employees. I hope to continue working while taking night classes at Columbia State Community College," stated Woods. While working at Sole Support, Woods was given a variety of tasks to complete by his supervisor Jon Warren. "He has caught on really well and has performed beyond my expectations," stated Warren.



Pictured: Kaitlyn Kelly and Laice Coble

The two youth placed at the Joe Hall Medical Center are Kaitlyn Kelly and Laice Coble. Kaitlyn is a senior at Wayne County High School. She plans to attend MTSU and to eventually become a pediatric nurse. "This experience has been wonderful. I appreciate more the importance of and how to communicate with the patients. It has also been interesting to see how a medical office works," explained Kaitlyn. Laice is a 2010 graduate of Collinwood High School and is attending Martin Methodist College in Pulaski. "This experience has really given me a head start on the basics of what I will be doing as a nurse," stated Coble. While both youth worked at the Joe Hall Medical Clinic, the office staff gave them a variety of tasks to complete. Both young women claimed that "this experience has been an eye opener and has confirmed that this is the career path we want to pursue."

- ***Many success stories take place each year at our TN Career Centers. We will close with a few that make us proud!***

GED Plus Program (no picture available)

Lorie Osborn was a referral from Wayne County Adult Education. She was middle aged and did not have a high school diploma or a GED, and had always managed to find jobs. Yet, when she became unemployed, she found it more and more difficult to find a job unless she had a diploma. Lorie worked with Adult Ed and with the Wayne County Career Center's GED Plus program where she obtained a GED in a few months. She not only received \$500 from the GED Plus program for graduating, but also obtained a

steady, good-paying job with Dyna Pak in Lawrenceburg. She would not have been eligible for this job unless she had obtained her GED.



Pictured: Christina Skelton

Success after Hard Times

In 2008, Christina Skelton worked two jobs and her husband worked for Nissan. Later in the year, Christina was laid off from one job. Also, her second job, as a substitute teacher, was not able to supply her with enough hours. In addition, her husband was laid off from Nissan. Since Christina and her husband had two daughters (ages seven and eleven), the family struggled to pay its bills (house/car payments and utility bill). Christina was encouraged by family and friends to see a career advisor at the Career Center; which she did. Completing her assessments, she entered the nursing program at the Tennessee Technology Center in Hohenwald. While Christina was in school, she received mileage reimbursement, childcare, and other WIA support. After graduating, in April 2010, and after improving her resume, she received several job interviews. Christina was offered a job at Complete Care Choice in August. While working there, she was offered nursing jobs at CCA in Clifton, at Wayne Medical Hospital, and a part-time position at Vanderbilt.



Pictured: Shannon Powell

A Dream Come True

Shannon Powell had worked retail management for most of her career. Each job was a step up. She moved to Tennessee and was hired as the Store Manager for Circuit City in Spring Hill.

About the time she got the store going, Circuit City closed the chain. Shannon stayed until the end: helping close the store, bringing in Career Center personnel to meet her employees, and finally helping her employees make important decisions. Then it was time for Shannon to take care of herself and her family (including a spouse and three children). Soon, even her spouse became unemployed.

Her dream was to be a nurse. So she soon met all of the Career Center's requirements, applied for school, met the school's requirements, and waited for acceptance from TTC-P and her Career Center Scholarship.

Shannon was good to go and enthusiastic, yet reality soon hit – she had to spend a lot of time studying. In fact, Shannon had no idea how hard the course would be. Before long, money problems were followed by family problems which were followed by car problems.

Yet, Shannon graduated during May with a Practical Nursing diploma and was ranked near the top of her class. She took and passed the IV Therapy class; next came the NCLEX review class. Finally, she nervously took her licensure exam and passed with flying colors. (She even showed her license to Career Center personnel.)

Shannon became employed as a home health care nurse -- the job she wanted. If anyone were to ask Shannon how she became a nurse, part of her long answer would include the Maury County Career Center's help to make her dream come true. Not content with being an LPN, Shannon wants to take another "step up" to become an RN *before* her MSN.

Dislocated Worker Becomes LPN (no picture available)

Heather Smith always wanted a career in medicine. She obtained her CNA license and worked at minimum wage for three years. Then, she decided it was time to continue her education in hopes of a better paying job. So she applied for and was accepted to TTC Hohenwald's LPN program. With WIA's assistance for travel, IV Therapy, and state board fees, Heather finished in the top of her class. She accepted a job, as LPN, with Buffalo Valley in Hohenwald and earned \$14 per hour, nearly a 50% increase from her previous wages and another step up on the healthcare occupational ladder.



Pictured: Terri Marshall

Working Hard for Her Family

Terri Marshall was Fisher employee in Linden, TN. After realizing that the plant was going to close, she came into the Career Center. A single mother, Terri wanted a stable career to support herself and her daughter. So, she met with her career advisor, started her assessments, and struggled with the WorkKeys Test. After Ken Powis worked with Terri, she received a Gold certificate and was accepted to the Special LPN Class in Perry County. Her instructors commented about how much time Terri spent studying. She kept studying and the WIA kept helping – it helped her with travel reimbursements, tires, and tutoring services. Having graduated and passed her board, she is now working at Perry Community Hospital in Linden, TN. Terri is an inspiration to her daughter and to everyone who dreams of a better life. Anything is possible with determination. According to Terri, “it took a lot of prayer and with God’s help, I got through it.”



Pictured: Steve Taylor

Back to Work Quick

Steve Taylor came into the Career Center after being laid as a track hoe operator for several months. He was nervous about his unemployment insurance ending soon, and he needed a job. Staff at the Lawrence County Career Center assisted Steve in developing a

resume which was e-mailed to an employer who called him the next day. He went to work earning \$22 per hour and was very appreciative of all the assistance he received at the Career Center.

Feels Fortunate for a Job (no picture available)

Bill Frye was laid off from Dura where he had worked for 17 years; so he looked into truck-driver training. Already working two days a week at McDonald's, he needed more income; so, he applied with Johnson Controls, was hired, and has been employed there for seven months. His job at Johnson Controls started at \$12 per hour; since then, however, he has received a raise. He states that he is fortunate to have a full-time job.

Dislocated Worker Receives Training (no picture available)

Jeremy Holley was laid off from Timken after he worked there for nearly three years. Most of his previous work experience was also in manufacturing. When Jeremy first came to the Career Center, he was already determined to become an EMT. He had also been serving as a volunteer fire fighter and was passionate about the field of emergency service.

In December, Jeremy completed the EMT program at Columbia State. His financial situation forced him to work at Frito Lay in Fayetteville; still, he was determined to work in the field for which he trained.

In February 2010, Jeremy was hired as the Deputy Director of the Giles County Office of Emergency Management. He was told that of all the applicants, he was the only licensed EMT and that his licensure had played a big role in his securing the position. Jeremy is thrilled with his new job.



Pictured: Chris Delk and Melanie Gladden (JTG Program Manager)

Youth with Promising a Future

Chris Delk was enrolled last year in the Jobs for Tennessee Graduates at Hickman High School (with JTG being sponsored by South Central Workforce Alliance). He distinguished himself by taking the role of Vice President of the Tennessee Career

Association (representing both county high schools) and also by winning first place for Telephone Techniques in the JTG state competition. Chris then graduated from Hickman High School in May 2010. Because of his participation in JTG, he also qualified for the South Central Workforce Alliance sponsored Youth Summer Work Program. He received a position with Sole Supports, one of the county's premier employers. (Sole Supports, part of the growing medical industry in middle Tennessee, manufactures orthotics for foot care.) Chris worked in the production lab where he assisted other technicians in developing and producing orthotic equipment. Each week, Sole Support management rated him as an excellent employee, and after his six-week assignment, management then offered Chris a full-time position. He now enjoys his job with a great company in a growing industry.



Pictured: Sally Fisher

GED Graduate to Permanent Employee

Sally Fisher was from Michigan but she relocated to Belfast, Tennessee, to be closer to her family. For over 18 years, she had successfully owned and operated a business, so job searching and preparing a resume was something new. Yet, knowing she would need a resume, Sally went to the local library to research resume preparation. While at the library, she learned about the Tennessee Career Center and the GED PLUS program; then, she registered with the Marshall County Career Center, and Adult Education Center. Expeditiously, she completed all program requirements and obtained her GED. Because of Sally's solid work history and her professional appearance, the Tennessee Career Center offered her an internship. After she completed nine months as an intern, the Center offered her a position as a staff member with the Department of Labor and Workforce Development. Sally has been an Interviewer II for the Department since January 2010.

LWIA 11

Annual Report

2009-2010

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

LWIA 11 continues to provide accessibility for the needs of individuals seeking employment and it also meets the needs of public and private sector employers. Employers are given the opportunity to use the comprehensive Tennessee Career Center at Jackson, and at affiliate sites. These affiliated sites are located within the area and also assist people with assessments, determining skills and abilities, and in referring appropriate applicants to employee openings. By coordinating available resources, LWIA 11 assists employers to develop specialized training for current employees whose skills may be upgraded. At these Tennessee Career Center locations throughout the area, job seekers can also access pertinent information. Such helpful information concerns existing programs, specialized training, available financial aid, high-demand occupations, area growth projections, and other relevant job and training information. On the Job Training (OJT) is also used to help meet the demands of both job seekers and employers.

Regional collaboration was a tremendous asset to the success of LWIA 11's program this past year. LWIAs 11, 12, and 13, in partnership with Memphis Bioworks, several training institutions, employers, and one local area from Arkansas, applied for a grant. The grant amount was \$2.9 million dollars and will be used to train people in green technology and in renewable energy. The grant was awarded in January 2010.

In this past year, LWIA 11 has been very successful in assisting youth, adults, and dislocated workers with education, training and job preparation. The LWIA has served 3,396 adults, including 1,158 through the Incumbent Worker Training Program. The dislocated worker program served 1,581 during this program year. LWIA 11's youth program is divided into two parts, each serving a particular segment of area youth. The JTG (Jobs for Tennessee Graduates) served 141 students during this program year, while 2,053 youth were served in various and additional programs; such programs include dual-enrollment GED prep, work readiness classes, work experience, occupational-skills training, advanced training and job placement.

In January 2004, six states, including Tennessee, formed the Career Readiness Certificate (CRC) consortium. This consortium was created due to a need for a portable, skills credential based on a common language easily understood by employers, educators, and citizens. During October 2007, the Tennessee Department of Labor and Workforce Development implemented the CRC program statewide. CRC is a credential based upon WorkKeys assessments. This assessment shows employers whether an individual has basic, workplace skills required for 21st- century

jobs. During January 2008, LWIA 11 began the CRC program; through June 2010, it has served 2,409 participants and has issued 2,098 certificates (Gold, Silver, and Bronze). Of all the certificates issued, 1,272 were issued during the last program year.

LWIA 11 was once again a sponsor in the West Tennessee Economic Summit held at Jackson State Community College. The Summit offered an opportunity, to both private and public sectors, to learn more about current economic conditions in West Tennessee and about possible conditions in the future.

Using ARRA funds, LWIA 11 operated an eight-week Summer Works Youth Employability and Work Experience Program for economically disadvantaged youth, ages 14 to 24. This program, running from June 2009 through August 2009, involved a County Orientation during the first week. At the orientation, participants were introduced to county and city leaders from their own communities; they heard local bank representatives talk about financial responsibility and money management. The remaining seven weeks involved work experience for 1,246 youth. Classes about work ethics and about work preparation were held for 105 of the younger youth. Also, some job shadowing was part of the curriculum. In addition, Team Leaders were hired, in each of the LWIA's 12 counties, to provide leadership and counseling. Monitors were employed to closely observe each work site at least a week. More than 530 work sites were developed in the 12-county area. Jackson again furnished funding to employ an additional 25 youth in that city.



Summer Youth participants employed at Pinson Mounds State Park

Summer Youth participants and WIA Staff employed at the James G. Neely



Career Center in Huntingdon, Tennessee

Jobs for Tennessee Graduates (JTG) is administered in part by Southwest Human Resource Agency and the West Tennessee Workforce Investment Board. JTG is a program designed to assist at-risk, disadvantaged youth in graduating from high school and in finding and keeping quality jobs. Through classroom instruction, community orientation, and career association activities, students develop competencies in 37 essential employability skills. After leaving school, all students are provided 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 141 students participating in the JTG program this past year from LWIA 11. The Jackson Area JTG organization was again recognized at the National Conference for meeting "5 of 5" performance measures.



LWIA 11 JTG Participants at the State JTG Competition in Nashville during 2010

LWIA 12

Annual Report

LWIA 12

The Northwest Tennessee Workforce Board of Local Workforce Investment Area 12 worked throughout program year 2009-10 to connect jobseekers with employers through partnerships with training providers and with the Tennessee Career Center System. Strategic partnerships with business, economic development agencies, civic and community 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 2009-10, the Northwest Tennessee Workforce Board is especially honored to share a few projects that have led to great strides in serving dislocated workers and disadvantaged youth in northwest Tennessee.

SummerWorks Program Provides Work Experience

Young Adults Learn & Earn

Tennessee Career Centers and the Northwest Tennessee Workforce Board offered a SummerWorks internship program throughout the seven counties of Northwest Tennessee. The SummerWorks program was seven-weeks long; it began June 8, 2009, with a one-week orientation and was followed by a five-week on-site internship ending with a one-week wrap-up session. During the wrap-up session, participants had the opportunity to earn a National Career Readiness Certificate.

Funding was available through the American Recovery and Reinvestment Act of 2009. This funding made it possible to engage economically disadvantaged young adults, ages 16 to 24, in summer internships with private industry, businesses, and with non-profit organizations. SummerWorks was created to teach workforce job-readiness skills, work ethics, and soft skills needed for success in the workplace.

During the orientation week, participants learned about employer expectations, how to dress for success, how to fill out a timesheet, and the importance of keeping a positive attitude. Participants also reviewed basic workplace skills in applied mathematics, reading for information, and locating information.

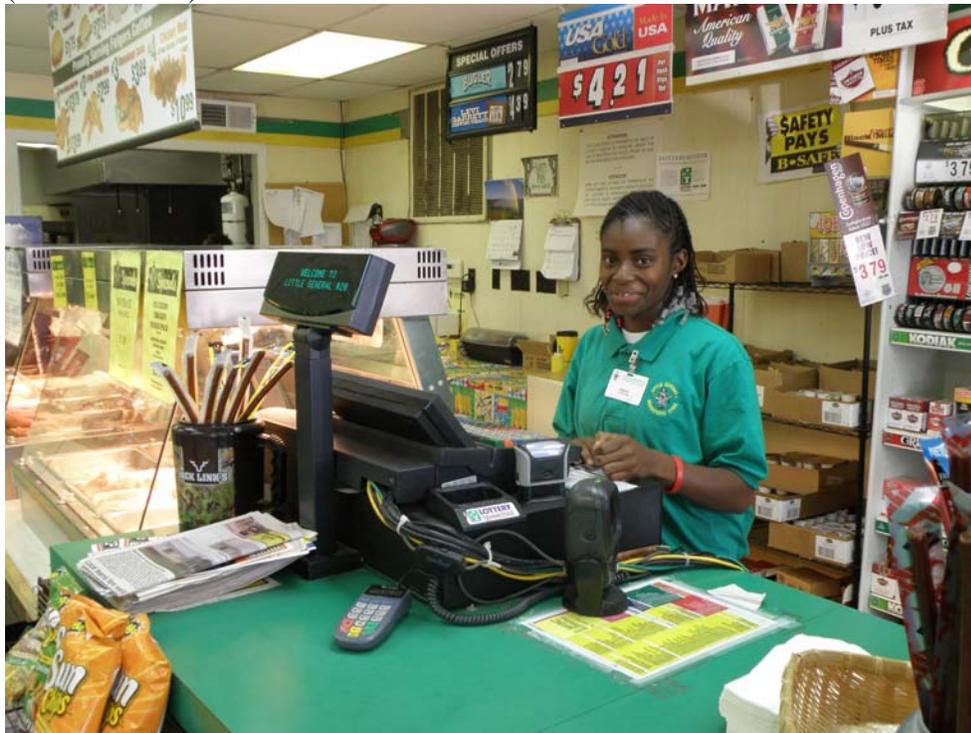
Participants continued with five-week, on-site internships with various private, public, and non-profit organizations throughout the service area. The interns worked 32 hours each week and received wages through the SummerWorks program.

These young adults were given the opportunity to have a job, gain valuable work experience, earn wages, and reinvest those wages into local economies. Work sites also benefited by acquiring additional summer help without incurring any costs aside from training and mentoring interns.

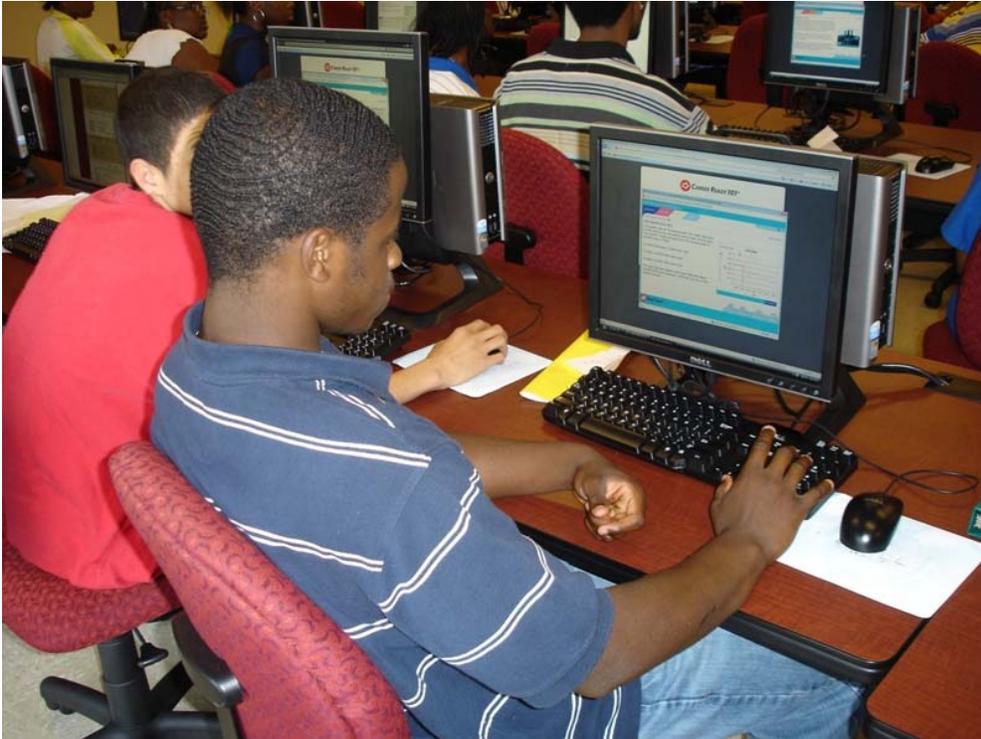
Interns completed the *SummerWorks* requirement with a wrap-up week in July. They experienced evaluations first-hand, learned how to properly complete a job application, create a resume; they also practiced job-search techniques and held mock interviews. In addition, participants had the opportunity to earn a National Career Readiness Certificate.

Many of the *SummerWorks* interns returned to high school, participated in dual enrollment classes, worked as peer tutors, entered post-secondary training, enrolled in Adult Education classes; others were offered continued employment at the work sites.

(Photos below)



Shacretia Foster waits on customers at Little General in Halls, TN. She is working as a *SummerWorks* Intern. Foster also earned a Silver National Career Readiness Certificate during the program.



Anthony Quinn of Friendship, TN., works on a Locating Information lesson in Career Ready 101. He earned a Gold National Career Readiness Certificate and completed an internship at St. Joseph Manor & Village, a rental retirement community.

Buy-out Classes Gain Job-seeker Buy-in

Upon receiving American Recovery and Reinvestment Act funds, the Northwest Tennessee Workforce Board wasted no time. It issued Requests for Proposals to training providers who could offer training programs, in high-demand occupational fields, to unemployed/underemployed adults and dislocated workers in northwest Tennessee.

Dyersburg State Community College and Tennessee Technology Centers at Newbern, Ripley, Covington, and Jackson proposed programs ranging from healthcare to transportation.

Adults and Dislocated Workers were recruited for enrollment in various training: emergency medical technician, paramedic, patient care technician, registered dental assistant, building and construction trades, heating and air conditioning, and truck driving programs.

These training programs were structured to accommodate students throughout the rural, seven-county service area. Training institutions offered evening and weekend classes that grew in popularity; the institutions trained 113 jobseekers for in-demand occupations.



The Emergency Medical Technician (EMT) class at Dyersburg State Community College gathers for a photo. These students completed the three-semester program that included classroom, laboratory clinical, and field internship learning.



The Patient Care Technician program was an evening class offered by the Tennessee Technology Center at Newbern. Students completed two trimesters of classroom lectures, laboratory

training, and clinical rotation. Training focused on front-office duties, phlebotomy, and general patient care.

NW TN Workforce Board Receives TN Center for Performance Excellence Award *2009 Commitment Award*

The Northwest Tennessee Workforce Board, of Dyersburg, TN., earned a Commitment Award in the annual Excellence in Tennessee recognition program administered by the Tennessee Center for Performance Excellence (TNCPE). Dr. Karen Bowyer, President, Dyersburg State Community College and Henry Lewis, Director, Northwest Tennessee Workforce Board, accepted the award at the 17th annual Excellence in Tennessee Awards Banquet held in February 2010 at the Franklin Marriott Cool Springs (Franklin, TN.).

The Northwest Tennessee Workforce Board is the local governing body for Federal Workforce Investment Act funds and is committed to the development of a highly-skilled workforce sustaining northwest Tennessee's economic vitality. Dyersburg State Community College serves as the grant recipient and administrative entity for the Workforce Investment Act funds.

Through an annual evaluation and assessment process, the non-profit TNCPE recognizes organizations achieving 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 its evaluation tool.

Awards are presented in four categories: Interest Recognition (beginner level), Commitment, Achievement, and the highest level – the Excellence Award.

“Organizations that pursue a TNCPE Award know that success is achieved through the combined efforts of every employee and a shared commitment to quality and leadership,” said Tennessee Governor Phil Bredesen. “This recognition validates these companies’ commitment to success through sustainable efforts that produce measurable results. TNCPE recognition is a dedicated means to accomplishing this.”

Recipients of Commitment Awards have demonstrated progress by identifying and putting in place some key process improvements, which are directly attributable to a fact-based improvement process.

In addition to the Northwest Tennessee Workforce Board, eight other organizations were honored with a Commitment Award and fourteen received Interest Recognition.

“In the most difficult economic environment in more than 75 years, it’s the organizations that build and maintain excellent systems and procedures that endure,” said TNCPE President and CEO Katie Rawls. “All winners of 2009 TNCPE Awards are putting those types of systems into place, and will thrive well into the future as a result.”

Since TNCPE’s creation in 1993, more than 1,050 organizations have progressed through one or more levels of achievement. A Board of Examiners, composed of 145 experts in business,

education, health care and government, assessed this year's applicants in seven categories: leadership; strategic planning; customer focus; measurement, analysis and knowledge management; workforce focus; process management; and results.



Presenting the Tennessee Center for Performance Excellence Commitment Award are Katie Rawls, President, TNCPE and Commissioner Matt Kisber, Tennessee Department of Economic and Community Development. Dr. Karen Bowyer, President, Dyersburg State Community College and Henry Lewis, Director, Northwest Tennessee Workforce Board are accepting.

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LWIA 13

Annual Report

Workforce Investment Network (“Win”)

Serving Memphis, Shelby County and Fayette County, Tennessee

July 1, 2009 – June 30, 2010

WIN Leadership Changes

Mayor AC Wharton, Jr., Mayor of Memphis, Tennessee, appointed Desi Franklin the new Executive Director of WIN, effective May 15, 2010. Ms. Franklin, a former partner in the Baker Donelson law firm in Memphis, previously practiced corporate law for 26 years. Since her arrival at WIN, several management changes have occurred. Ms. Franklin has appointed Henry Lewis as Deputy Director of Programs and Wanda Faulkner as Deputy Director of Administration. Mr. Lewis comes to WIN after 26 years as director of LWIA 12, headquartered in Dyersburg, Tennessee. He brings with him deep knowledge and extensive experience in workforce development in Tennessee. Ms. Faulkner, previously the Supervisor of the Office of Grants Compliance for the City of Memphis, has worked for the city for more than 12 years. She brings extensive knowledge and experience in internal audit and grants compliance, City of Memphis processes, and WIN operations. WIN’s new Fiscal Manager, Tony Rallings, is an accountant with more than 12 years of experience and has served most recently with the Office of Grants Compliance for the City of Memphis. Jim Kovarik, Contracts Manager, joins WIN after 12 years as an instructor, at the University of Memphis, in professional and technical writing. Mr. Kovarik also has extensive experience in teaching grant writing and in Memphis community development.

Memphis Area Career Center

In the midst of the Great Recession, the Memphis Area Career Center, with its main One Stop Shop located at 444 North Main, and seven satellite centers, had an incredibly busy year. During FY2010, WIN served 33,764 adult and dislocated workers by providing them with core, training and intensive services. WIN obligated \$4,351,000 and issued 2,697 individual training account (ITA) vouchers to adults and dislocated workers. LWIA 13 far exceeded its goal, to provide Career Readiness Testing for 1,400 participants, by providing CRC testing for 3,191 adult and dislocated workers (scores: Bronze -- 943, Silver -- 1957, Gold -- 291). WIN’s Disability Program Navigator (DPN) manager worked with community-based organizations, employers, and WIN staff to build awareness of the needs of the disabled participants using WIN’s services. Part of this effort included raising awareness of the Americans with Disabilities Act by holding community events and by providing tools for disabled participants; one such tool is the interpretype telephone for the hearing impaired. This year WIN’s Performance and Accountability Committee, composed of LWIA 13 board members and staff, was active in recommending nine new training providers to the LWIA board for approval. The PAC Committee also developed an enhanced, training-provider, eligibility scorecard and an applicant questionnaire based on communications with the Tennessee Department of Labor and Workforce Development. In addition, the Committee provided input to the department on the new Tennessee Training Provider Eligibility Application.

Fayette County Career Center

A ribbon cutting ceremony was held this past year to create cooperation in bringing to Fayette County a campus site offering academic opportunities. Such opportunities will come from Southwest Tennessee Community College (STCC), University of Memphis, University of Tennessee at Martin, and Tennessee Technology Center at Whiteville.

The Career Center also serves as a United Way location to provide free tax preparation through the EITC program. In addition, a six-week program was held in the Career Center computer lab; this program was sponsored by Vanderbilt University and was designed assist parents to help their children make good choices. STCC evening and Saturday distant-learning classes are held each semester. The Fayette County Board of Education, the Chamber of Commerce, and other area industries and agencies hold workshops, in-service training, and webinars at the Fayette County Career Center.

Youth Services

During the summer of 2009, WIN expended about \$3.4 million in ARRA funds to provide summer employment for almost 2,500 youth. Lessons, learned from the summer 2009 ARRA youth employment experience, aided WIN in managing a successful summer employment program for approximately 850 youth in 2010; this was done by expending over \$2 million in combined ARRA and youth formula funds. WIN also expended over \$2.5 million in WIA formula funds to serve, year-round, almost 1,000 youth.

Business Services

The Business Services Unit of WIN continues its successful partnership with the Greater Memphis Chamber as an active member of the Existing Business Team. In addition, WIN's Business Services Unit provides customized recruiting, testing, and training for local business partners. Such partners are: Riviana Foods, Terminix, Lucite International, KTG/Kruger and Siemens Industries, Kellogg's, Troxel, Memphis Contract Packaging, Carrier and Kilgore. Each quarter, staff from the Career Center attends WEOC meetings for the purpose of staying in touch, with employers in the area, about updated state regulations.

During FY2010, Business Services also conducted numerous career fairs in conjunction with local community-based organizations and educational partners. The Business Services Unit regularly partners with the Tennessee Department of Labor and Workforce Development at Rapid Response meetings during layoffs in LWIA 13. In June 2010, Business Services again served as a sponsor of the Mid-South Minority Business Council's Economic Development Fair.



U.S. Department of Labor
Employment and Training Administration

WIA Annual Report Data System

Table B: Adult Program Results

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

Table C: Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive Or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate								
Employment Retention Rate								
Average Earnings	\$	\$	\$	\$	\$	\$	\$	\$
Employment And Credential Rate ⁴								

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ETA

U.S. Department of Labor
Employment and Training Administration

WIA Annual Report Data System

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				
Employment Retention Rate				
Average Earnings	\$	\$	\$	\$

Table E: Dislocated Worker Program Results

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

Table F: Outcomes for Dislocated Worker Special Populations

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

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

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

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

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

Table L: Other Reported Information

Reported Information	12 Month Employment Retention Rate		12 Months Earnings Increase (Adults and Older Youth) or 12 Months Earnings Replacement (Dislocated Workers)		Placements in Non-traditional Employment		Wages at Entry into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of those who Completed Training Services	
							\$	\$	\$	\$
Adults			\$	\$			\$	\$		
Dislocated Workers				\$			\$	\$		
Older Youth			\$	\$			\$	\$		

Table N: Cost of Program Activities

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

Statewide Allowable Activities WIA Section 134(a)(3)	Program Activity Description	

Total of All Federal Spending Listed Above	
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Table M: Participation Levels

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

C. Costs of Program Activities PY 2009

	Adult Program	Youth Program	Dislocated Worker
Cost Per Participant	1,292.	2,716.	2,653.

D. Evaluations and Performance

In program year 2009, the Division of Workforce Development continued its emphasis upon cyclical data management. The division improved performance reporting processes, enhanced its use and understanding of Workforce Investment Act data, and negotiated realistic performance levels. It also implemented effective common measures, and ensured compliance with the quarterly WIASRD performance reporting requirements. To these ends, the division has put together a Web-based reporting system, with supporting wiki development Web sites, which together form the DolceVita Reporting System.



DolceVita

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



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



multiple elements: management of extracts for federal reporting, process evaluation, review and improvement, secure data infrastructure, custom management reports. Another element is the delivery of user-friendly applications to share data and information with local areas and board members in a timely manner. It is the long-term framework for compliance with federal reporting requirements for WIA, WP, VETS, TAA, and NEG; and, the division implemented DolceVita during program year 2007. What this means is that the division is continually conducting project-level evaluations, focusing on the context, outcomes, and logic involved in on-going federal and local performance reporting using DolceVita. The division has identified stakeholders, developed budgets, determined data collection methods, collected the data, and analyzed and interpreted the data; all of which are hallmarks of effective evaluation methods. The division now experiences continual improvement to the quality of WIA extract data (even when vetted against DRVS) so that error rates have dropped from significantly.

Wiki Collaboration

The division’s wiki site has been in production use for nearly 3 years and has proven to be an invaluable evaluation tool for coordinating and documenting the processes and requirements for WIA and WP reporting. These collaborative Web sites provide documentation for the numerous iterations of data extracts that have been run leading up to each quarter’s final extracts.



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

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

Consolidated Data Capture

eCMATS plays a central role in this strategy, but it is not the only or most important role. eCMATS is an excellent data system used to support the reporting processes for WIASRD and the upcoming WIASRD requirement; it is the consolidated, Web-based, customer-tracking system called eCMATS (Enhanced Consolidated Management Activity Tracking System). eCMATS is a Web-based, electronic, record-collection instrument which operates by using Oracle9i machine languages. The shell interfaces with internet navigators such as Internet Explorer or Netscape, and the shell also requires the continuing support of technicians, programmers, and database administrators. End-users provide transactions which are extracted daily, weekly, monthly, quarterly, and annually to deliver performance outcome reports. A major element of these transactions is the interaction between our ESCOT system and eCMATS; this interaction transfers source

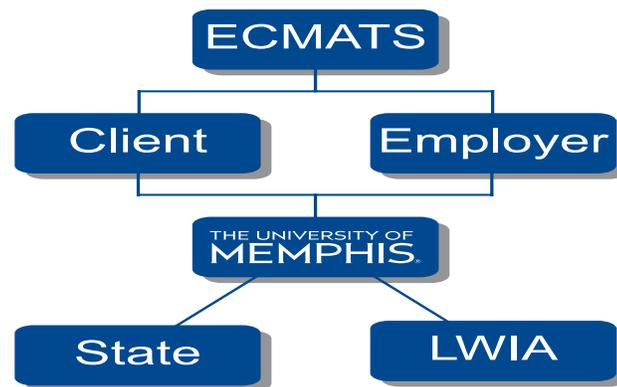


earnings data to eCMATS. This method is based on quarterly updates to employee earnings, as entered by employers and staff, to ensure the accurate delivery of earnings data. Earnings data then is extracted by DolceVita and used to automatically report earnings. The strength of this system is its ability to integrate seemingly different program designs, such as WIA, ES, TAA, NEG, with Adult Education programs. Administrators and end-users, among all these programs, are utilizing eCMATS to enter and to capture jobseeker and employer data. The purpose for this capture is to track and report program costs, priorities, solutions, and, most of all, timely and accurate performance outcomes. In these ways eCMATS is an important contributor to our seamless performance management approach to the delivery of ETA-funded programs.

Customer Satisfaction Survey

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

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



Waivers

Tennessee has six (7) active waivers: 1) Prohibitions on Youth ITAs, 2) Use of Rapid Response funds, 3) Competitive Selection for three (3) of the ten (10) youth elements, 4) Transferring Funds, 5) Use of Common Measures, and 6) Youth Program Procurement Waiver, and 7) Youth Program Work Experience Waiver. The following is an explanation of benefits to the state, local areas and participants.

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

This waiver requests the use of Individual Training Accounts to access occupational skills training as needed for WIA youth, especially out-of-school youth and/or older youth. This provides the local areas with a flexibility needed to design and to deliver

programs based on the needs of their customers (rather than on restrictions based on the customer's age). The waiver also provides: access to the required youth element of occupational skills training without a need to dual enroll a youth as an adult; allows training opportunities for youth in demand occupations; offers youth the opportunity for customer choice; and, is a more efficient use of resources.

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

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

Competitive Selection for Three of the Ten Youth Elements

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

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

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

Use of Common Measures

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

exclusively provides cost effectiveness, better case management, and increased customer service.

Youth Program Procurement Waiver

This waiver expands the WIA procurement requirements for youth summer employment providers, enhancing existing, competitively-procured contracts and expediting limited competition to select service providers.

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

Youth Program Work-Experience Waiver

This approval waives inclusion in performance measures for youth who participate in work experience-only.

Statewide 15% Funding Activities

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

Strategic Plan

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

In addition, the promotion of sequential services for customers was designed to ensure

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

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

A further look at the blending of WIA programs and services shows specific examples of how we are working together toward the common goals and objectives (absent separated and duplicated programs). An example is the issuance of an Employment and Workforce Development policy requiring 100% co-enrollment of trade-affected, dislocated workers. This policy brings state, regional, and local-level staff and customers into a symbiotic relationship, which smoothly incorporates information technology tools, the cross-program referral process, and the cross-program training process. Further, it should be noted that during PY 2009, Tennessee's Employment and Workforce Development unit cooperated in a special way with Job Service, VETS, TAA/TRA, NEG, and Adult Education units. This cooperation brought together hundreds of front-line staff, case managers, technology supervisors and directors, and local-level executive directors for comprehensive, cross-program trainings for the implementation of the Common Performance measure initiative. Also, the state has blended its federal reporting procedures to the extent that it is poised to deliver a single report, across multiple program and service lines, with the assistance of high-level technical contract staff for the analysis of highly complex extract file procedures.

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

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

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

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

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

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

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

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

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

For PY 2009 the state continues to implement a new strategic planning process for all local workforce investment areas (LWIAs). All LWIAs were required to analyze their strengths, weaknesses, opportunities, and threats. The process of setting strategic goals and ensuring compliance is a Customer Focused Performance Based System.

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

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

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

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

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

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

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

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

- Helping skills – Be proficient in the basic career facilitating process while maintaining productive interpersonal relationships.
- Diverse Populations – Recognize special needs of various groups and adapt services to meet their needs.
- Ethical and Legal Issues – Follow CDF code of ethics and know current legislative regulations.
- Consultation – Accept suggestions for performance improvement from consultants or supervisors.
- Career Development Models – Understand career development theories, models, and techniques as they apply to lifelong development, gender, age, and ethnic background.

- Assessment – Comprehend and use (under supervision) both formal and informal career development assessments with emphasis on relating appropriate career development assessments to the population served.
- Labor Market Information and Resources – Understand labor market and occupational information and trends. Be able to use current resources.
- Technology – Comprehend and use career development computer applications.
- Employability Skills – Know job search strategies and placement techniques, especially in work with specific groups.
- Training Clients and Peers – Prepare and develop materials for training programs.

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

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LWIA 2

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LWIA 3

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

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LWIA 5

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LWIA 13

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State Web Sites

[http:// www.tnrecovery.gov](http://www.tnrecovery.gov). This is the homepage for Tennessee's Recovery Act announcements and directives.

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

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

http://www.state.tn.us/labor-wfd/et_incumbent_faq.html View Frequently Asked Questions about the Incumbent Worker Program

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