



State of New Hampshire

Workforce Investment Act – Title I-B

Annual Report

*For the period July 1, 2012 through June 30, 2013
(Includes Related Grant Activities)*

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NH Works is a proud partner of the American Job Center Network.

INTRODUCTION

Each state that receives an allotment under WIA Section 127 (Youth activities) or Section 132 (Adult and Dislocated Worker activities) must prepare and submit an Annual Report of performance progress to the Secretary of Labor in accordance with WIA Sections 136 and 185.

There are two components to the WIA Annual Report: (1) the required data performance results, as specified in form ETA 9091—the WIA Title 1B Annual Report (OMB No. 1205-0420); and (2) a narrative report.

The required portions of the Annual Report Narrative include the information required by WIA sections 136(d) (1) through (2) and 185(d). This includes:

- Performance data on the core and customer satisfaction measures, including progress of local areas in the state in achieving local performance measures;
- Information on the status of state evaluation activities;
- Information on the cost of workforce investment activities relative to the effect of the activities on the performance of participants;
- Assurance that all required elements are reported uniformly so that a state-by-state comparison can be made;
- Information on participants in the workforce investment system (this information is also included in the data performance results portion of the Annual Report); and
- A listing of the waivers for which the state has received approval, information on how the waivers have changed the activities of the state and local areas, and how activities carried out under the waivers have affected state and local area performance outcomes directly or indirectly.

Program Year 2012 (July 1, 2012 – June 30, 2013) of operations under the Workforce Investment Act (WIA) offered exciting opportunities to serve New Hampshire's workforce development system. While several industry clusters continued to see layoffs and lack of any real growth, other industries began hiring workers as projections of sustained revenues emerged.

The Office of Workforce Opportunity (OWO), along with the coordinated effort of many of its partners, including New Hampshire's Department of Employment Security, Department of Education, Department of Resources and Economic Development, Department of Health and Human Services, the Community Technical Colleges, and the Community Action Association served the workforce of New Hampshire with programs funded by WIA, and other federal and state sources. The combined effort of all the partners highlighted the commitment to New Hampshire citizens.

The State Workforce Investment Board's vision is to serve as a catalyst to establish a secure and sustainable workforce that can meet current and future skilled labor needs and provide a competitive advantage for New Hampshire businesses. Its mission is to promote life-long learning by partnering with businesses, agencies, and organizations to bring the state's education, employment and training programs together into a workforce development system that will provide the means for all residents of New Hampshire to gain sufficient skills, education, employment, and financial independence.

The Office of Workforce Opportunity is pleased to offer this annual report summarizing our activities. On behalf of all our partners, we wish to take this opportunity to acknowledge the dedication and hard work of all the individuals involved in providing services through the NH Works system – both inside and outside the physical NH Works Career Center locations. Without these committed individuals, there simply wouldn't be a NH Works system.

Workforce Investment Act Programs – at a Glance

WIA Funded Programs

Under the Workforce Investment Act, New Hampshire is a single-delivery state, meaning that there is only one Workforce Investment Board for the entire state. Local and regional boards are not included in the WIA service-delivery approach. With that said, New Hampshire still tends to think in terms of state and local level service delivery, defining “local” as those programs that provide services directly to individuals. State level programs are defined as those designed to improve the overall system through technology enhancements and staff training, as well as to initiate innovative projects, contingent upon available funds, with a goal towards ultimate self-sustainability of those projects.

At the local level, OWO contracts with two major partners to the WIA system:

- NH Community Action Association
- NH Department of Education

The Department of Education administers the WIA youth programs throughout the state. Both in-school and out-of-school youth are served through various providers such as Jobs for NH Grads, Project Pride, My Turn, as well as school districts.

Funding to our local service providers varies annually due to fluctuations in federal funding. While each year’s WIA allocation may be expended over a period of three program years, funding with the local providers is usually managed on an annual allocation in accordance with an approved line-item budget.

Rapid Response and Layoff Aversion services are supported on the state level through a transfer of funds from the Office of Workforce Opportunity to the Division of Economic Development (DED) staff assigned to serve as the state lead for the local dislocated worker teams comprised of a representative from each of the primary NH Works system partners. DED staff also serves as the primary contacts for layoff aversion services, incorporating services as part of their overall economic development service strategy.

WIA Adult and Dislocated Worker Formula Funded Programs - The state formula funded programs continue to focus on providing reemployment services to eligible individuals with primary access to services through the NH Works Centers located throughout the state. Under the auspices of the NH Works One Stop Operator Consortium, WIA funded programs place importance on the provision of services to priority and target populations, particularly veterans.

The Community Action Association, with Southern NH Services, Inc. as the contracting entity, completed the second year of a four-year contract with the State for the provision of WIA Adult, Dislocated Worker and National Emergency Grant (NEG) services statewide consistent with WIA requirements for employment and training services to eligible individuals. A full description of the type of services provided can be found in the WIA State Plan at www.NHWorks.org.

Self-Serve Website Customers - NH Works offers a variety of informational services over its website www.nhworks.org. Activity on the site continues to be strong, with the job-search links receiving the majority of the site’s activity.

WIA Youth - In PY2012, WIA Youth Formula funds supported four WIA Youth contractors at twelve sites serving 440 youth (103 out-of-school youth and 337 in-school youth) across the state. The programs provided students with the ten essential elements required under WIA regulations. The New Hampshire Youth Council, a subcommittee of the state Board, continues to be actively engaged in overseeing the WIA funded youth programs.

Shared Youth Vision – The Youth Vision initiative, a subcommittee of the State Youth Council, continues to grow in agency membership and scope as the group works to identify ongoing needs of youth related to workforce issues and strategies for streamlining services and maximize limited resources. In PY12, the State Team held a planning session to reorganize and refocus its commitment to the neediest youth and developed strategies for local Shared Youth Vision

team implementation in PY13. Local teams continue to focus on 1) employment workshops as part of juvenile alternative sentencing, 2) developing local job fairs, and/or 3) increasing the high school graduation rate.

Employer Services - New Hampshire’s one-stop system recognizes the importance of maintaining the competitiveness of New Hampshire’s employers through 1) effective and efficient workforce development strategies; 2) coordinated and collaborative effort to deliver economic development services from one-stop partners, and; 3) refer collateral services from other state agencies and service organizations ranging from financial institutions to educational facilities.

The NH Works Employer Service team includes a WIA Coordinator; an Employment Service Representative; a DED Business Resource Representative; a Vocational Rehabilitation Placement Specialist; a Community College Business and Training Director; and Employer Service Representatives from the Department of Health and Human Services. While the employer may not request or need all the services offered, the availability of such services is reviewed when meeting with an employer. Accomplishing both goals – strengthening economic development and providing effective workforce development strategies – is achieved by the creation of location-based economic and workforce development teams which include NH Works partners and others. Employers work with a designated team and can rely on team members to communicate employer needs to each other.

The coordinated NH Works team approach to Employer Services requires ongoing information-sharing and cross-training. Regularly scheduled meetings among employer service representatives from partner agencies are held to develop continuous improvement strategies for efficient employer business services.

In PY12, New Hampshire’s workforce partners participated in the Business Services Engagement Plan development in conjunction with our Region I US Department of Labor (USDOL) office. Its purpose was to strengthen the services provided by our NH Works system to our business partners. Goals achieved included providing Labor Market Information to front line staff, developing a Rapid Response pamphlet that was consistent and efficient in providing a unified message to employers, increased usage of NH Employment Security’s Economic and Labor Market

Information Division, and communication through quarterly meetings and cross training of partner business service representatives.

Rapid Response - Addressing employer needs is most crucial when confronting reductions in workforce or company closures. The NH Works partner agencies, operating under a Memorandum of Understanding (MOU) have developed a cohesive and comprehensive Rapid Response system that quickly reacts to both employer and worker needs in such events.

Learning about a layoff or closure can come from a variety of sources, including media, UI claims, rumor, company contact, or Worker Adjustment and Retraining Notification Act (WARN) notices. Upon confirmation of such an event, a team from the NH Works partner agencies in any of the twelve (12) NH Works Centers is formed for the purpose of assisting the employer and workforce. Contact is made with the employer, and with their assistance, the local team of partner agencies arranges to meet the workers on or off-site as quickly as possible.

Rapid Response is also an effective employer program because it helps the employer deal with the trauma of large layoffs and/or closure. Affected workers may be able, through the coordinated efforts of the Rapid Response team, to immediately relocate to existing positions in companies needing their skills. Job Fairs and Resource Fairs assist in re-employment efforts, along with the individual assistance provided by the partner agencies.

In PY2012 there were eighteen fewer Rapid Response events coordinated by NH Works partner agency staff, and 1,268 less people identified for layoff than for the same time period in the previous year. The decrease in the number of people targeted for layoff is significant given the current state of the economy and consistent with the trend we observed last year, which is a decrease in rapid response events since PY2008.

Program Year	# Companies Receiving RR	# People Targeted for Layoff
PY 12 (7/1/12 – 6/30/13)	31	1754
PY 11 (7/1/11 – 6/30/12)	49	3022
PY 10 (7/1/10 – 6/30/11)	78	2300
PY 09 (7/1/09 – 6/30/10)	116	3979
PY 08 (7/1/08 – 6/30/09)	188	6485

WIA Set-Aside Projects

Set-Aside Projects refers to the program and/or projects funded with the portion of WIA formula funds that is allowed to be used at the state level, currently set a 5% of the total grant amount. In the past, states were allowed 15%, with 10% of the 15% designated as “governor’s discretionary funds”. Typically, discretionary funds were used as the primary source for funding special or “set-aside” projects on the state level.

PY 2012 marks the last year in which 10% set aside funds were available to support special projects. Future projects would require the use of 5% funds. NH receives a comparatively small WIA allocation; therefore the limited 5% funds available are needed to support program management and administration.

In PY12, set-aside funds were contracted to the NH Department of Education (NH DOE) for the provision of On-the-Job Training (OJT) to out-of-school youth (OSY). NH DOE contracted with the New England Farm Workers Council, Inc. (NEFWC) to develop OJT opportunities throughout the state to encourage employers to hire youth with little to no work experience.

Program Description - NEFWC was contracted to provide a minimum of 25 eligible Out-of-School Youth aged 18-24 with On-the-Job Trainings (OJT) services. Employers of program participants would receive a maximum wage reimbursement of 50% for up to six months. NEFWC has a long history of providing services to vulnerable and at risk populations.

NEFWC served 64 certified eligible out-of-school youth between the ages of 18-24 with employment and training services, entered into 31 OJT training contracts with employers, and additionally provided 40 youth that were not eligible for this particular program with referrals and informational career counseling.

All participants completed an interview, an objective assessment and developed an individual employment plan. Some youth were also referred to the WorkReady NH program for a work readiness certificate. Utilizing NEFWC’s experience and success with work readiness in similar programs, they were able to provide 92% of the participants with work readiness skills in-house while also taking advantage of the NH Return to Work and WorkReadyNH Programs.

In addition, program participants received supportive services to address obstacles to full and active participation in both the program and employment. Many of the participants were working with the case manager to make positive strides in finding affordable housing, lessening their need for food stamps, supporting their transportation needs, and greatly increasing their sense of hope, self-worth and confidence. Of the 64 certified participants, 51 (80%) received program supportive services, eight (8) participants obtained their driver’s license and one (1) participant obtained their GED.

Program Reflections – Thoughts on continuous improvement related to the target population, working with employers and program design are shared below.

Target Population - A consistent observation of the young adults targeted for this program was a lack of hope and confidence that they would find jobs and be able to support themselves. Some of the participants realized that they were not emotionally ready or lacked the maturity for permanent full-time work. Some participants decided to accept employment that was not allowed through our program such as part-time jobs after receiving some supportive services and work readiness training because of a necessity to meet their basic needs. In many of these cases, a job placement in part-time work could have been an appropriate tool to provide them with work experience and prepare them for the next steps in obtaining full time employment.

Employers - Throughout the program recruitment and outreach we found that candidates who have never had a job before were a difficult sell to employers. We observed that employers found the 50% reimbursement for a full time OJT placement was not sufficient to cover the increased costs and risks associated with training young adults with no professional references or work history.

Program Design - Dual enrollments allowed participants to get the training and additional supportive services necessary when dealing with multiple barriers. Intensive case management and supportive services were key elements in assisting the young adults as they continued to address barriers to obtaining employment. Lastly, as mentioned earlier, allowing part-time employment as an option for an OJT placement would allow for more young adults to be served.

WIA Program Evaluation

The State requested a waiver of the requirement to conduct evaluations of workforce investment activities for adults, dislocated workers, and youth in order to establish and promote continuous improvement of the statewide workforce investment system. The State was granted this waiver through June 30, 2014.

However, while a third party evaluator was not engaged this year due to limited funds and time constraints, evaluations of program effectiveness continues on a regular basis throughout the program year through rigorous fiscal and program monitoring activities, analysis of customer satisfaction feedback, quarterly review of performance measure outcomes and other similar activities that serve to gauge the effectiveness of WIA funded services.

Planning for program evaluation activities for PY14 will most likely take place at the State Workforce Investment Board meeting in June 2014 when new program year funds are known. It is anticipated that future evaluation efforts would be specific to developing a workforce board “report card” based on effective program management practices and/or the delivery model for youth services, with a focus on out-of-school youth.

WIA Program Management Waivers

As part of New Hampshire's State Plan, the State submitted requests for waivers of statutory and regulatory requirements under WIA. Final approval for these waivers was granted in May 2013.

The following waivers were granted in PY12:

- Waiver of WIA Section 134(a)(2)(B)(ii) and 20 CFR 665.200(d) to exempt the state from the requirement to conduct evaluations was granted through June 30, 2014.
- Waiver of the provision at 20 CPR 663.530 that prescribes a time limit on the period of initial eligibility for training providers. The State requested a waiver of the time limit on the period of initial eligibility of training providers

provided at 20 CFR 663.530. The State was granted this waiver through June 30, 2017.

- Waiver to permit the State to replace the performance measures at WIA Section 136(b) with the common measures. The State requested a waiver that allows the State to replace the 17 performance measures under WIA Section 136(b) with the common measures. The State was granted this waiver through June 30, 2017.
- Waiver of WIA Section 101(31)(8) to increase the employer reimbursement for on-the-job training. The State requested a waiver to permit an increase in employer reimbursement for on-the-job training through a sliding scale based on the size of the business. The State was granted this waiver through June 30, 2017.

As mentioned earlier in the report, uncertainty surrounding WIA funding due to recessions and sequestration at the federal level in addition to the significant reduction in set-aside funds (i.e., from 15% to 5%) was the primary reason behind the state's request to waive the requirement to conduct a formal program evaluation. This waiver allowed state staff to focus on ensuring adequate funding and resources were available for program services.

The waiver for completion of the period of initial eligibility for training providers has been in place for a number of years now and has contributed significantly to our ability to maintain a robust list of training providers from which our participants may choose training programs.

Reporting on the common measures only, makes it easier to compare performance outcomes across partner agency programs, as well as allow program providers to focus on performance for six key indicators versus the seventeen measures previously required, which resulted in the State qualifying for a WIA incentive grant for two consecutive years.

The OJT waiver allows the state to offer the same level of services to formula funded participants as those offered through the NEG OJT project.

WIA Participants Served

Participants are served over a period of time – often longer than a year. Therefore, participants are tracked on a cumulative basis. For this year’s annual report, information on both the current year participants and cumulative total participants served with WIA formula funds is given. These numbers do not include individuals served with National Emergency Grants which is provided later in this report.

<i>Total Participants Served</i>	
ADULTS	
This year (7/1/12- 6/30/13)	548
Cumulative (7/1/00 – 6/30/13)	10,327
DISLOCATED WORKERS	
This year (7/1/12- 6/30/13)	1,061
Cumulative (7/1/00 – 6/30/13)	14,467
YOUNGER YOUTH	
This year (7/1/12- 6/30/13)	361
Cumulative (7/1/00 – 6/30/13)	7040
OLDER YOUTH	
This year (7/1/12- 6/30/13)	79
Cumulative (7/1/00 – 6/30/13)	989
Total this Year	2,049
Total Cumulative	32,823

The cumulative percentage of dislocated workers served with WIA formula funds was approximately 44% higher than any other class of participants. Adult participants totaled nearly 32% of the total population served. WIA youth completed the served population, with 22% in the younger youth category (ages 14-18), and 3% in the older youth category (ages 19-21).

The current year percentages are only slightly different, with dislocated workers comprising 52% of the population served in Program Year 2012. Adults comprised 27%, and youth, in total, comprised almost 22%, with younger youth representing 82% of the youth population served. This is slight increase for older youth enrollment over time.

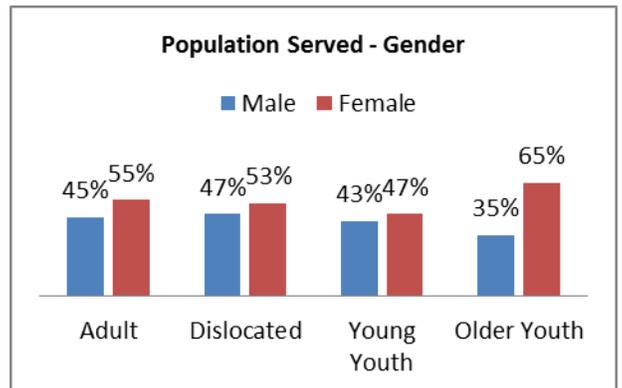
The participant distribution is not unexpected. As a whole, dislocated workers tend to seek services more often than the general adult population. This is likely due to the more directed outreach. When it is learned that companies are planning a layoff, or have initiated a

layoff, a process called Rapid Response is initiated. This process, involving the staff of several organizations, provides specific information to the workers targeted for layoff.

Armed with information on available services, such as resume writing and job interviewing workshops, career interest and job-skills assessments, training opportunities, support services, and other assistance, dislocated workers more readily see the advantages of working with the trained NH Works staff to transition into their next work experience. Not all services are provided through staff assistance, however. The infrastructure of the NH Works Center is designed to support both the self-serve and staff-assisted customer.

Unlike adults and dislocated workers who may initiate WIA services at any time throughout the year, the youth program recruits participants at the beginning of the program year. Once a youth enters the program, services to that individual generally continue over a period of one to three years. As a result, the number of new youth registrants in any particular year remains a fairly constant percentage of the whole. Adult and dislocated workers, on the other hand, may fluctuate significantly from year to year due to economic factors.

A review of the population by percentage of gender indicates the difference between male and female participants in adult, dislocated and younger youth categories is not significant. This is a change for the adult program when in previous years female enrollments have dominated. A factor contributing to this change is the higher number of TANF recipients, typically female, enrolling in the health care training program offered through the Department of Health and Human Services, which has resulted in lower adult enrollments overall.



Similar to past years, females enroll in the older youth program at a significant higher rate than males. A review of recruitment and other program/policy issues indicate no specific reason for the gender ratio, but this will continue to be monitored to ensure equal access to services and appropriate program design elements are in place to encourage male participation.

Looking at age, this year’s statistics reveals dislocated workers as having a higher average age at registration than the adult participants, but overall there is little age difference between males and females when the programs are combined. Both programs are serving middle age workers and older.

Program Average Age	Male	Female	Combined
Adults	43.5	42.0	42.7
Dislocated Worker	48.7	50.2	49.5
Combined	47.0	47.3	47.2

Since the youth program serves a very specific age population, and that population is generally served over a period of one-to-three years, tracking average age of the youth population is not particularly useful. The age category for younger youth served with WIA funds is 14 to 18 years of age. Older youth are 19 to 21 years of age.

Finally, as part of our overall adult and dislocated worker customer base, our NH Works Centers serve veterans, individuals with disabilities, displaced homemakers, older individuals, and individuals receiving public assistance. These special populations represent approximately 62% of our total customer base in PY12, with services to older workers accounting for the greatest level of service to a targeted population.

Cost Per Participant

The cost per participant is defined by USDOL as the total WIA allocation to the state divided by the number of participants served within a specific program year. This definition, however, fails to take into account that funds are available for up to three years and not all of the formula funds have been expended for the year. Thus, even though the funds are still available to be expended on services, and *will* be invested this coming year in serving individuals coming into the system, these currently unexpended funds are included in the total allocation

calculation using a likely smaller number of individuals who will ultimately be served by those funds

Overall, All Program Strategies	2,914.14
Adult Program	3,507.68
DW Program	1,907.67
Youth Program	5,608.91

* Calculated by dividing the staff-assisted WIA populations for PY12 against total allocation (funds available).

The cost per for adult enrollments in PY12 was just over \$500 less when compared to PY11, due primarily to an increase in the number of adult enrollments. The cost per for dislocated workers was slightly higher this year compared to last year even, due primarily to a slight decrease in enrollments. Youth enrollments remained the same this year over last year, but the cost per increased by \$600 due to an increases in vendor costs for services.

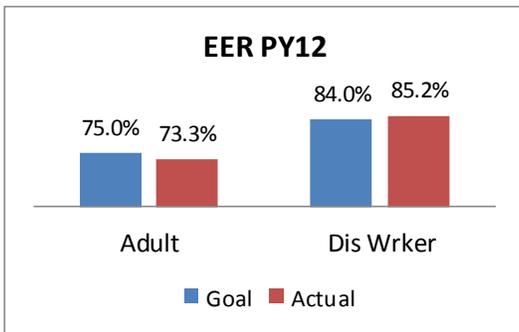
WIA Five-Year State Plan

In PY2012 NH Works system partners came together to develop *New Hampshire’s Integrated Workforce Services Plan for Title I Workforce Investment Act (WIA), Wagner-Peyser Act (WP) and the State Senior Community Service Employment Program (SCSEP) Program for years 2012-2016 (July 1, 2012 - June 30, 2017)*. The plan represents the collective efforts of key stakeholders in development of the state’s strategic planning for workforce services, particularly those services funded through Title I WIA. A copy of the plan can be viewed on the NH Works website at www.nhworks.org.

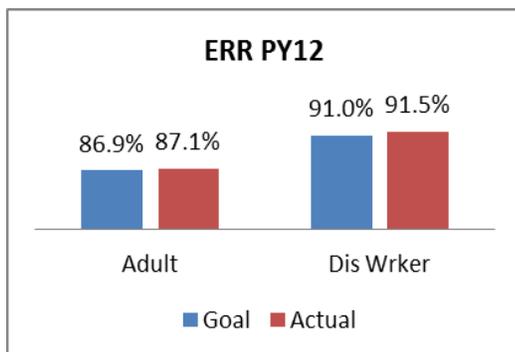
Performance Goals

The U.S. Department of Labor (USDOL) requires that WIA programs report outcomes on a number of common measure performance goals. A goal is considered met if the state achieves 80% of the goal. Exceeded goal is defined as meeting 100% of the negotiated goal, and failed is defined as any performance below 80% of the measure. What follows is a series of graphs depicting New Hampshire's performance for common measures in PY2012.

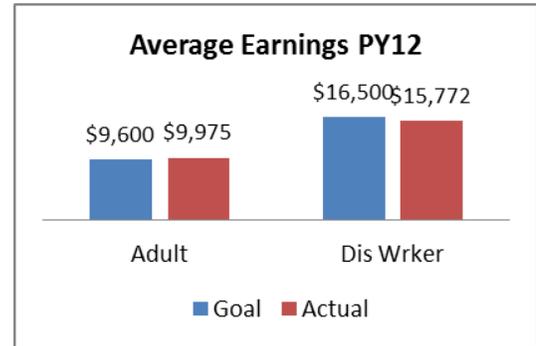
Entered Employment Rate (EER) – The Entered Employment Rate is defined by the number of participants who exited the program and were employed by the end of the first quarter after exit. New Hampshire met the EER for the adult program and exceeded the EER in the dislocated worker program in PY12.



Employment Retention Rate (ERR) -The Employment Retention Rate reflects the number of participants who were employed in the first quarter after exit and were still employed in the second and third quarters after exit from the program. New Hampshire exceeded retention goals in both the adult and dislocated worker programs.



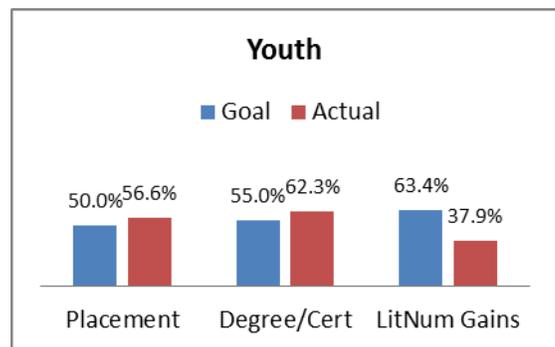
Average Earnings - Of those adults participants who are employed in the first, second, and third quarters after the exit quarter; total earnings in the second plus the total earnings in the third quarters divided by the number of adults exiting during the quarter. The State exceeded the average earnings goal for adults, and met the goal for dislocated workers.



Youth Measures - The Youth common measures are defined as meeting one or more of the following measures prior to exiting the program:

- Placement in Employment or Education
- Attainment of a Degree or Certificate
- Literacy and Numeracy Gains

New Hampshire exceeded the first two measures in PY12, but failed to meet performance in the Literacy and Numeracy Gains category. A corrective action plan is in place to address this issue and ensure performance is improved moving forward.



Customer Satisfaction

Customer satisfaction is an important measure of our system effectiveness. The results obtained from our surveys reinforce our positive service efforts, and assist us in directing resources to areas that requiring adjustments. Both participants and employers are asked three basic questions relevant to their experience with the system:

1. How satisfied are you with the services?
2. To what extent have the services met your expectations?
3. How well do the services compare to the ideal?

Additional questions are then asked about specific services or service-delivery strategies. The information is compiled and reviewed by program management staff. Many of our continuous improvement strategies find their beginnings in the customer satisfaction survey results. The survey process has proven to be an effective evaluation tool, and the OWO is always looking for ways to refine the survey to provide additional information useful to the continuous improvement process.

Employer Customer Satisfaction

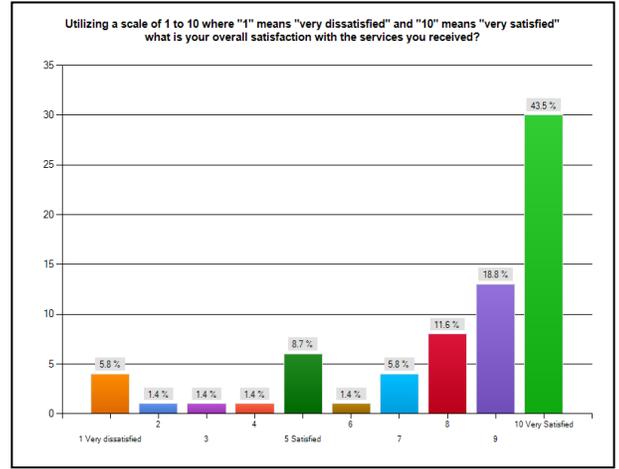
The Office of Workforce Opportunity surveyed employers to determine to what extent the business community was satisfied with the services received from NH Works staff specific to the delivery of On-the-Job Training (OJT) and/or Rapid Response services.

A customer satisfaction survey was developed on-line using Survey Monkey. The survey included basic questions, with opportunity for comment. Survey questions were modeled on the US DOL WIA survey questions used in past years, which are designed to solicit the most basic measure of satisfaction. Survey highlights include the following results:

1. What is your company’s primary type of business?

Manufacturing	38%
*Other	25%
Health care/medical	9%
Construction/building	6%
Business services	4%
Financial	3%
Retail	4%
Computer/technology/engineering	3%
Marketing/design	4%
Social services/government	3%
Transportation	1%

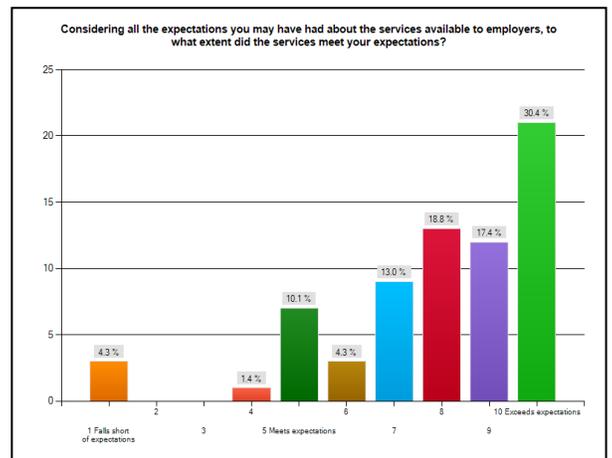
2. Utilizing a scale of 1 to 10 where “1” means “very dissatisfied” and “10” means “very satisfied” what is your overall satisfaction with the services you received?



Ninety percent (90%) of the businesses surveyed were satisfied with the services they received. Forty-four (44%) percent of businesses surveyed were *very satisfied* with services. These results indicate that overall staff is doing a good job in meeting the needs of the employers receiving OJT and/or Rapid Response services.

Employers less than satisfied with the program cite paperwork, poor match of candidates to employer, inadequate time allowed for training period, and a lack of follow-up as issues contributing to dissatisfaction with services.

3. Considering all the expectations you may have had about the services available to employers, to what extent did the services meet your expectations?



Ninety-four percent (94%) of employers surveyed feel the program was successful in meeting and/or exceeding their expectations.

In the previous question we learned that 10% of employers surveyed were not satisfied with the program; however, a lesser percent of employers (i.e., 7.7%) rated the program as below expectations.

Comments in response to this question referenced concerns about process, program restrictions, lack of information, communication and outreach, and staff shortages as contributing factors for less than favorable ratings.

4. How would you rate the quality of the SERVICES you received?

Slightly more than 94% of employers rated the SERVICES they received as good to excellent, with 42% of employers rating services as excellent. These results indicate that employers place a high value on the OJT and/or Rapid Response services delivered through the NH Works offices.

Respondents rating the services as less than good did not comment on factors contributing to their rating specific to this question.

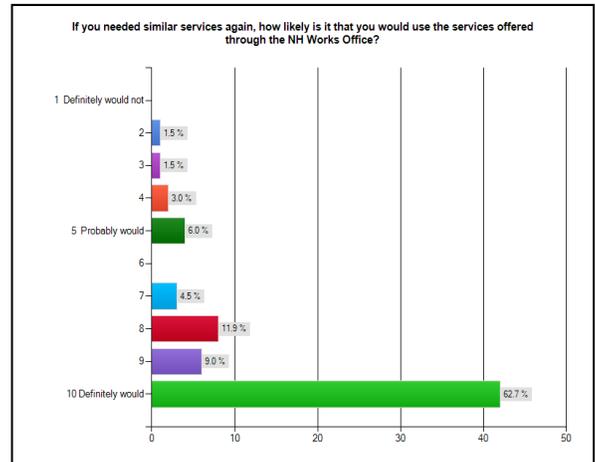
5. Utilizing a scale of 1 to 10 with 10 being the highest rating, how would you rate the STAFF you worked with in each of the following categories?

Fifty percent (50%) or more of all employers rated staff as excellent in all four categories of performance. Showing a genuine interest was rated highest, with 64% of employers rating staff as excellent.

Professionalism was rated good to excellent by 97% of employers; knowledgeable about services was rated good to excellent by 97% of employers. Responsiveness/timeliness was rated good to excellent by 93% of employers, and showed a genuine interest was rated good to excellent by 98.6% of employers.

Employers reporting staff performance as less than satisfactory cited the following as issues: staff turnover, which caused confusion and re-work; staff perceived as too busy due to large case-loads; processing checks took too long; and “tedious and time-consuming paperwork.”

6. If you needed similar services again, how likely is it that you would use the services offered through the NH Works Office?



Ninety-four percent (94%) of all employers surveyed said they likely would use the services offered through the NH Works office again. These results are extremely encouraging as staff continues to work to remove the negative perception employers sometimes have regarding state/government services.

Participant Customer Satisfaction

Feedback from customers is obtained through two distinct processes. Participants accessing services through a local NH Works office are asked to complete a customer satisfaction survey. Surveys are disbursed for a two month period, then again a few months later for a two month period. In addition, WIA participants are surveyed on-line in an effort to measure satisfaction with WIA funded services.

Between May 1, 2013 and June 30, 2013, customer satisfaction surveys were administered at the NH Works Office. The survey questions are as follows:

- Was the information sought provided
- Were our services and/or programs explained to customer’s satisfaction
- Does the customer feel there are other services that were not provided desired and overall rating of services received

The responses to the overall rating of services is outlined in the chart below, which shows that 94% of the participants surveyed rated the NH Works offices as Excellent or Very Good.

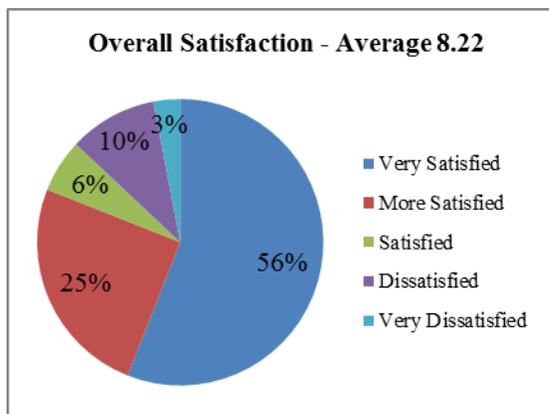
	Total Responses	Excellent	Very Good	Good	Fair	Poor
May 2013	312	193	98	19	1	1
June 2013	663	436	183	38	4	2
Total	975	629	281	57	5	3
Percentage		65%	29%	6%	0%	0%

WIA On-line Surveys are designed to be sent via email to WIA participants who exited the program during the program year.

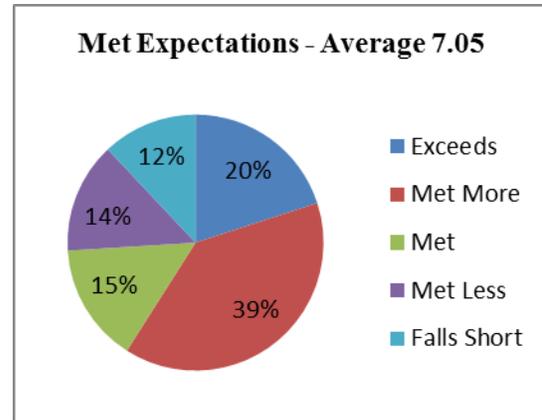
Survey highlights include the following results:

- Utilizing a scale of 1 to 10 where "1" means "very dissatisfied" and "10" means "very satisfied" what is your overall satisfaction with the WIA employment and training services you received at the NH Works office?

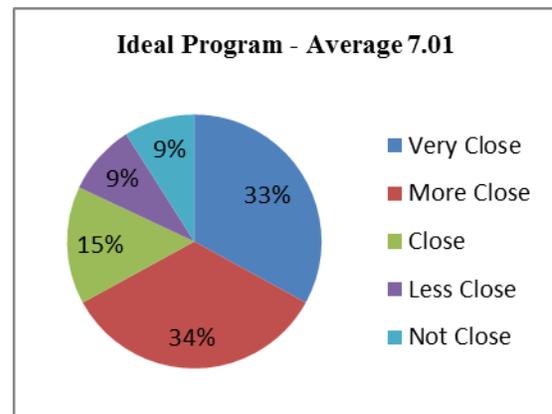
Eighty-seven (87%) of the participants surveyed on-line rated their overall satisfaction with services as satisfied to very satisfied.



- Considering all of the expectations you may have had about the services, to what extent have the services met your expectations?



- Consider what an ideal program would be; how close to ideal were the services you received.



WIA Financial and Program Performance Summaries

The USDOL requires that states report on their expenditure of funds. This reporting is done quarterly, and then summarized for the past three program years in each year's Annual Report. The WIA Financial Statement for Program 2012 is provided below.

Following the financial information chart is the Performance Chart for PY2012 program performance. While the individual goals have already been reported on, both graphically and in narrative, this table summarizes in one place all goals and performance for the past program year.

WIA Five-Year State Plan

In PY2012 NH Works system partners came together to develop *New Hampshire's Integrated Workforce Services Plan for Title I Workforce Investment Act (WIA), Wagner-Peyser Act (WP) and the State Senior Community Service Employment Program (SCSEP) Program for years 2012-2016 (July 1, 2012 - June 30, 2017)*. The plan represents the collective efforts of key stakeholders in development of the state's strategic planning for workforce services, particularly those services funded through Title I WIA. A copy of the plan can be viewed on the NH Works website at www.nhworks.org.

WIA Financial Statement

July 1, 2012 – June 30, 2013

<i>Operating Results</i>	Available	Expended	Pct.	Remaining
Total All Funds Sources	5,971,069.00	2,658,929.32	45%	3,312,139.68
Adult Program Funds	1,717,792.55	173,304.88	10%	1,544,487.67
DW Program Funds	1,552,461.55	1,067,588.56	69%	484,872.99
Youth Program Funds	1,777,396.15	1,207,480.16	68%	569,915.99
Out-of-School Youth	568,766.77	386,393.65	68%	182,373.12
In-School Youth	1,208,629.38	821,086.51	68%	387,542.87
Local Administration Funds	422,479.00	121,472.75	29%	301,006.25
Rapid Response Funds	202,386.30	40,522.80	20%	161,863.50
Statewide Activities Funds	298,553.45	48,560.17	16%	249,993.28

<i>Cost-Effectiveness*</i>	C-E Ratio
Overall, All Program Strategies	2,914.14
Adult Program	3,507.68
DW Program	1,907.67
Youth Program	5,608.91

* Calculated by dividing the staff-assisted WIA populations for PY12 against total allocation (funds available).

WIA Performance at a Glance (July 1, 2012 – June 30, 2013)

State Area Name New Hampshire	Total Participants Served	Adults	23,713
		Dislocated Workers	1,061
		Total Youth	440
ETA Assigned # 33015	Total Exits	Adults	24,583
		Dislocated Workers	630
		Total Youth	209
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	75%	73.3%
	Dislocated Workers	84%	85.2%
Retention Rate	Adults	86.9%	87.1%
	Dislocated Workers	91%	91.5%
Six Months Average Earnings (Adults and DW)	Adults	\$9,600	\$9,975
	Dislocated Workers	\$16,500	\$15,772
Placement in Employment or Education	Youth (14 - 21)	50%	56.6%
Attainment of Degree or Certificate	Youth (14 - 21)	55%	62.3%
Literacy and Numeracy Gains	Youth (14 - 21)	63.4%	37.9%
Overall Status of State Performance			
	Goal Not Met	Goal Met	Exceeded Goal
	1	2	6

Other OWO Activities

National Emergency Grants

National Emergency Grants (NEGs) are funds available for States to apply for when existing funds are not sufficient to respond to a major layoff event. These funds are in addition to the formula funds (standard WIA allocations) and, unless otherwise authorized, may be used to serve only the targeted population identified in the grant request. Most NEGs are approved for a two-year service period with specific start and end dates identified. Upon request, NEGs may be extended if additional time is needed to provide complete services to the affected populations.

While no new NEG service delivery grants were received in PY 2012 – a positive, when you consider that asking for the funding indicates a significant company layoff – the OWO continued to administer three existing grants; i.e. Thompson Center Arms (TCA); Additional OJT Project and the Health Care Tax Credit (HCTC) NEG.

The Thompson Center Arms facility closed permanently resulting in the layoff of 297 workers. In July 2011, OWO received \$248,878.00 in NEG funds to provide two years of service to affected workers. At the beginning of the project it was apparent that that it would be very challenging for staff in assisting these customers to obtain employment. The demographic of the laid off population was the older, long-term laid off worker so much attention was given to helping address the needs that these issues created in helping them become successfully employed again.

The grant ended on June 30, 2012 with seventy-nine customers enrolled in the project, exceeding the project goal of sixty. Of the seventy-four exited customers, sixty-eight (91.9%) have entered employment. There are currently five active customers, one of whom is employed; all will exit next quarter with dates through June 30, 2013. The final anticipated entered employment rate for the project would be 87.3% (88.5% when taking into account one documented health/medical exit.)

This project funded training for thirty-six customers through individual training accounts (ITAs) in areas including advanced CNC machining skills, computer and

Microsoft office occupation skills, and the medical field. Of the seven students who completed the CNC training, five secured training related employment. Additionally, four customers enrolled in OJTs. Three customers successfully completed the WorkReady NH Program at Great Bay Community College.

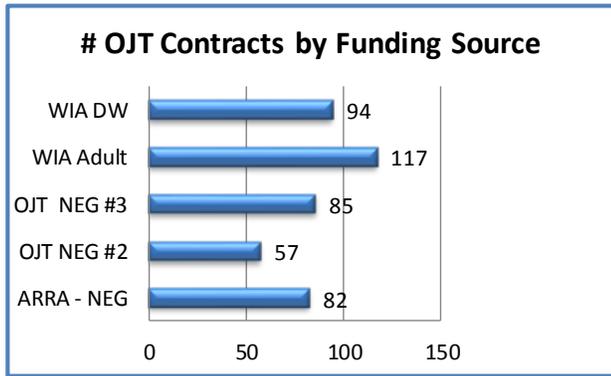
The dedicated Thompson Arms NEG Employment Counselor found over the course of the project that the adaptability and willingness of the customers to advocate for themselves and to try new things helped them immensely in securing and retaining employment. Other manufacturing employers in the area were aware of this significant layoff and were willing to hire our customers due to their longevity with Thompson Arms and their strong work ethic. Collaboration was strong among NH Works partners and staff worked with NHES and VR on a daily basis to ensure the best service delivery for customers.

The On-the-Job Training NEG has been operational since July 1, 2010. The OJT project consists of three grant awards; the first and second grant awards have expired. The OWO working with the local service provider, SNHS, Inc., achieved 100% of the planned enrollment goals and expenditures for both grants. The third grant remains available through June 30, 2014, and is on target to achieve performance measures.

As of the end of June 2013, there were two-hundred and twenty-four participants enrolled in the OJT NEG. Of that number eighty-two are ARRA OJT NEG, fifty-seven are supplemental OJT NEG, and eighty-five are OJT NEG 3 participants. Sixty-four of the two hundred twenty-four are active customers; one hundred fifty-three have exited with employment; one hundred twelve have completed the OJT and exited with employment with the OJT employer; forty-one have exited with employment not with the OJT employer. In addition, twenty-three have completed training, remain employed by the OJT employer, and will exit within the next quarter.

Services funded through the NEG OJT projects are limited to individuals determined to meet the criteria for long-term unemployed, which is currently set at 15.2 weeks unemployed or longer. However, other individuals not meeting this definition have benefitted

from the OJT project. As illustrated in the chart below, by the end of PY2012 as many as 211 WIA participants from the Adult and Dislocated Worker formula funded program have entered into an OJT contract with a local employer, representing 49% of our total OJT effort to date.



NEG OJT Enrollments by Industry

INDUSTRY	TOTAL	% of ALL
Service	96	43%
Manufacturing	75	33%
Technology	15	7%
Retail	8	4%
Medical	8	4%
Engineering	5	2%
Construction	2	-
Administration	2	-
Restaurant	1	-
Transportation	1	-
Wholesale	1	-
Real Estate	2	-
Warehouse	3	-
Telecommunications	1	-
Energy Industry	4	2%

All OJTs are full time with an average hourly wage of \$15.34 per hour. The OJT employers are located statewide. The average age of the OJT participants is forty-six; one-hundred and two of the two-hundred and twenty-four participants (or 45%) are over fifty years of age. The average cost of the current OJTs is \$7,799.01.

Feedback regarding the OJT NEG program is that it has been extremely beneficial. Employers continue to express

appreciation that the salary reimbursement has made it possible to bring on additional staff to sustain and grow their businesses. Job seekers who have struggled through long term unemployment are grateful for a program that has not only helped them bridge skills gaps or overcome barriers to becoming re-employed, but is providing them with training to enhance their skill sets and ongoing marketability.

Also of note, one-hundred and twenty of the two-hundred and twenty-four OJTs (or 54%) have been conversions from the Governor’s Return to Work Program, indicating good synergy between NHES and WIA and maximizing of resources.

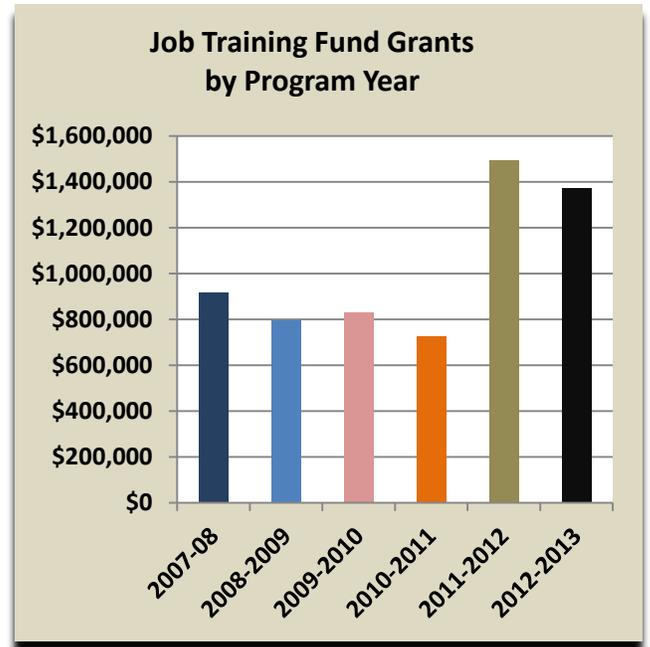
In a recent survey conducted by the Office of Workforce Opportunity the following results were calculated based on responses from employers benefiting from the OJT program:

- **Satisfaction of services received:** 90% of responses = Satisfied; 44% = Very Satisfied
- **Meeting expectations about services available to employers:** 94% of responses = successful in meeting and/or exceeding expectations
- **Quality of services provided:** 94% of responses = Good-to-excellent; 42% = Excellent
- **NH Works staff rating:** 50% or more of all employers rated staff as **Excellent** in all four categories of performance including *“professionalism, knowledge about services, responsiveness, and showing a genuine interest in providing a service.”*
- **Professionalism of NH Works staff:** 97% of responses = Good-to-excellent
- **Knowledgeable about services:** 97% of responses = Good-to-excellent
- **Responsiveness:** 93% of responses = Good-to-excellent
- **Showed a genuine interest:** 98.6% of responses = Good-to-excellent

- **Likeliness to use services again:** 94% of all employers responded favorably.

of up to 18,238 workers at 252 companies across New Hampshire.

HCTC Grant for New Hampshire Employment Security - The HCTC grant allows NHES to make payments to Trade Act eligible recipients needing to continue their health care benefits until such time as they can register with IRS for the health care tax credit. In addition, the grant provided funds to NHES to redesign and program their tracking system to allow for health care payments to be processed and sent to eligible Trade Adjustment Act (TAA) participants, which was not possible before. This grant is scheduled to end effective September 30, 2013. To date HCTC has assisted 104 individuals in maintaining health care coverage after being laid off from their job.



Job Training Fund Programs

The Job Training Fund was created by legislation approved by the General Court in 2007. Funds for the program are from the administrative fund of NH Employment Security (NHES). They are transferred to the Department of Resources and Economic Development (DRED) to implement both the Job Training Fund and WorkReadyNH.

WorkReadyNH was the result of legislation passed in 2011. It is administered by the Community College System of New Hampshire and operates through a Memorandum of Understanding with the Office of Workforce Opportunity (OWO) which administers the Job Training Fund.

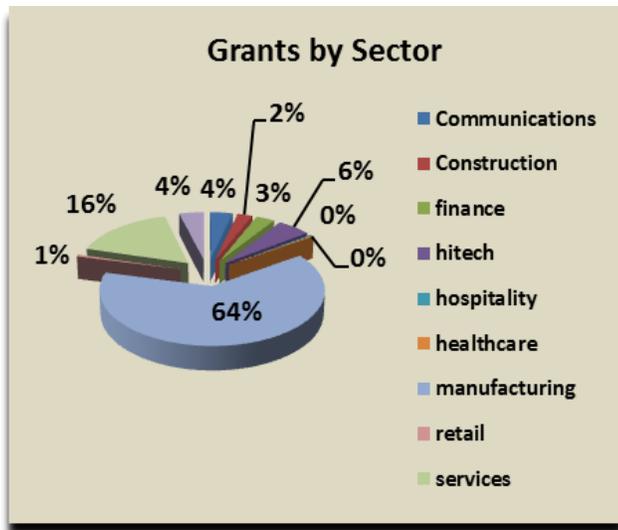
The \$2 million Job Training Fund has been a valuable resource for employers seeking to upgrade the skills of their workers, as well as providing worker readiness skills for job seekers.

The Job Training Fund program is a 1:1 matching grant (reimbursable) program, with a cash match being provided by employers. Since the program's inception in October 2007, employers have contributed a total of 8.72 million dollars to the program, while receiving grants totaling 6.18 million dollars. The total of grants plus matching funds of \$14.86 million has enabled the training

The Job Training Fund provides anecdotal evidence of the relative strength of New Hampshire's economy. When the economy is growing, the Job Training Fund has more employers investing in training programs. PY11 demonstrated pent-up demand for training following the recession in recent years.

The two leading sectors receiving Job Training Funds grants are manufacturing and services.

PY12 Grant Funds	Matching Funds by Employers	Total Training Funds
\$1,372,961.81	\$1,395,498.31	\$2,768,460.12



The **WorkReadyNH** project was created in response to Business Round Table discussions held in the spring and fall of 2011 at each of the seven Community College System of New Hampshire campuses. Businesspeople attending the discussions expressed their support for two training ideas:

- The need for a ‘standardized’ credential to verify the educational and intellectual abilities of job applicants to achieve success at a particular occupation.
- The need to instruct applicants in what was generally referred to as ‘soft skills’. The term soft skills refers to all skills necessary to be successful in a ‘work environment’ including but not limited to teamwork, conflict resolution, promptness, appropriate dress, communication, work ethic, problem solving, initiative and personal ethics.

As a result of the employer suggestions, a partnership between the Office of Workforce Opportunity, Department of Resources and Economic Development and the Community College System of New Hampshire was formed to offer WorkReadyNH.

The new training program began in October 2011 and was available at no cost to unemployed job seekers, offering skills-training and a nationally-recognized work-readiness certificate.

The training provides assessment, instruction and credentialing in key areas identified by employers as essential to workplace success. As a result, job seekers

will have verifiable skills and qualifications most desired by employers, and employers will be able to more efficiently identify qualified applicants for hire.

The **WorkReadyNH** program:

1. Assesses job-seekers’ basic workplace skills in Applied Mathematics, Reading for Information, and Locating Information (the WorkKeys® Assessments).
2. Helps job-seekers improve in academic skill areas to earn a National Career Readiness Certificate at the bronze, silver, gold or platinum level (through the self-paced and fully online KeyTrain™ learning modules).
3. Provides classroom instruction in “soft-skill” practices identified by employers as key to workplace success (Soft Skills course).
4. Is free to all NH residents 18 or more years old and not in school.
5. Is offered at Manchester, River Valley (Claremont/Keene), White Mountains (Berlin Area) and Great Bay (Portsmouth) Community Colleges.

WorkReadyNH began offering its courses in October 2011. Student enrollments have increased this year over last year.

Program Year	2011	2012	Total
Students	388	652	1,040

An unexpected outcome is the number of females participating in the WorkReadyNH program in the first 17 months of the program.

Female	640	62%
Male	400	38%
Veterans	46	4%

WorkReady NH programs funded with Job Training funds are offered at four campuses of the Community College System of New Hampshire.

Campus	Students
Great Bay	328
White Mountains	181
Manchester	348
River Valley	183
Total	1,040

Graduates of the program are defined as those who complete soft skills training and receive a Bronze/Level 3 or better on the National Career Readiness Certificate. Of the 1,040 students enrolled in the program to date, 54% graduated.

Campus	Graduates	Share of Graduates
Great Bay	145	26%
White Mountains	115	20%
Manchester	173	31%
River Valley	130	23%
	563	100%

Graduates receiving a National Career Readiness Certificate achieve one of four levels: Bronze, Silver, Gold or Platinum. Each level represents a defined level of work-readiness.

Level of Achievement	# of students who attained	Percent of attainment
Bronze	106	18%
Silver	357	63%
Gold	103	18%
Platinum	3	1%

Non-Completers are those who, for various reasons, do not finish all elements of WorkReadyNH.

Reason for Non-Completion	Number of Non-Completers
Got A Job	108
Refused to Continue	46
Health Issues	45
Low NCRC Score	31
Terminated	24
Transportation, Moved, Other	169

Increased enrollments and reduced costs associated with program startup, which was a factor in year one, contributed to a lower cost per registrant in the second year of the program.

Year	Students	Cost Per
2011	388	\$1,535.68
2012	652	\$1,076.83
Total	1,040	\$1,248.02

Students for WorkReadyNH are referred by a variety of NH Works partner agencies, advertising, and word of mouth.

Referral Source	Percentage
Marketing	35%
NHES	27%
WIA	11%
Word of Mouth	8%
CCSNH	6%
HPOP	6%
NHVR	3%
Other	4%

WRNH is grounded in the National Career Readiness Certificate issued by ACT (American Council Testing program) and is a portable, evidence-based credential that measures essential workplace skills and is a reliable predictor of workplace success. Sixty-three percent of NH participants have attained Silver status; eighteen percent attained Bronze and Gold; one percent achieved Platinum.



Platinum
Skills for 99% of the jobs in ACT's workforce database



Gold
Skills for 90% of the jobs in ACT's workforce database



Silver
Skills for 65% of the jobs in ACT's workforce database



Bronze
Skills for 35% of the jobs in ACT's workforce database

Data for the first eighteen months of WorkReadyNH demonstrates that the program can be helpful to unemployed residents of New Hampshire who want to improve their soft skills and in math, reading and problem solving. (Note: WRNH is now available to any NH resident 18 years or older and not a full time student.)

A new Memorandum of Understanding (MOU) between the Department of Resources and Economic Development's Office of Workforce Opportunity and the Community College System of New Hampshire was approved by the Governor and Executive Council and provides funding for Program Years 2013 and 2014 (July 1, 2013 to June 30, 2015).

WorkReadyNH is expanding to the three remaining campuses of the Community College System, including Lakes Region, NHTI and Nashua, as well as the newly-opened Advanced Technology and Academic Center in Rochester. Funding for the expansion is from New Hampshire's Trade Adjustment Assistance Community College and Career Training (TAACCCT) Grant Program.

The recruitment of students for WorkReadyNH will continue, and new efforts to educate employers about the Work-Readiness Certificate will help graduates who apply for jobs and present their work-readiness credentials.

Employer "buy-in" for the program is essential for WorkReady NH's success, and a collaborative effort by CCSNH and NH Works partner agencies is underway to educate employers and promote WorkReadyNH in the business community.

Senior Community Service Employment Program (SCSEP)

The USDOL makes SCSEP funding available through two distinct funding channels; State Programs and National Programs.

State Programs – 22% of the total SCSEP funds available on the federal level is disbursed among the 50 States and US Territories to implement State sponsored SCSEP projects. The Governor of each state/territory designates a State entity to serve as the grant recipient for State SCSEP funds, DRED/OWO is the SCSEP grant recipient

for the State of New Hampshire. The amount of funding each State/Territory receives is determined by a formula developed by USDOL based on population, number of older residents, number of unemployed residents, and other such factors.

National Programs - 78% of the total funds available on the federal level for SCSEP programming is disbursed among National Organizations (e.g., National ABLE, Experience Works, AARP, Goodwill Industries, etc.) pre-approved to compete to operate SCSEP programs in a State and/or region. The same formula described above is used to determine the level of funding for National Programs.

As stated earlier, DRED is the State Agency designated by the Governor of New Hampshire to serve as the grant recipient for the portion of SCSEP funds allocated to the State to operate the State SCSEP program. As such, DRED is responsible for ensuring a comprehensive and coordinated service delivery system for the state sponsored SCSEP program. In addition, DRED is responsible for developing the federally-required SCSEP State Plan and negotiating an Equitable Distribution Plan (i.e., a plan for enrollments that ensures a proportional level of service is available in each county) in consultation with all SCSEP providers operating within the State.

In New Hampshire, there are two SCSEP program operators. The State SCSEP program is administered by DRED, and the National SCSEP program is administered by National ABLE. National ABLE is the sole recipient of the 78% SCSEP funds. National ABLE maintains headquarters in Chicago, IL and operates locally in Manchester, NH.

Consistent with the USDOL approved Equitable Distribution Plan, National ABLE offers services in seven of the State's counties; the State SCSEP program, under contract with Belknap-Merrimack Community

Action Programs, Inc., provides services in three counties: Belknap, Merrimack and Strafford

The purpose of the SCSEP program is to provide meaningful part-time community service assignments with Host Agencies for persons with low income who are 55 years of age or older, while providing transition to unsubsidized employment. Service providers must develop appropriate work assignments for eligible

individuals, which will result in the provision of community services and will promote unsubsidized employment opportunities.

Service providers are required to provide eligible individuals wages for community service assignments and provide skill enhancement opportunities, periodic physical examinations, personal and employment-related counseling, assistance in transition to unsubsidized employment, and other benefits as allowed under the federal regulations that govern the program.

Host Agencies must be a governmental or non-profit, non-partisan organization and must agree to provide adequate orientation, supervision, instruction, and training on the job to each enrollee. Host agencies are also encouraged to consider hiring the SCSEP worker when an appropriate vacancy occurs.

SCSEP Programs are assigned a specific number of participant enrollments (i.e., “slots” and/or “authorized positions”). The number of slots is determined by USDOL on an annual basis based on a standard cost per enrollee in relation to the amount of funds received by the provider. In PY12 OWO received \$472,321.00 in State SCSEP funds to serve 49 mature workers.

Like our WIA program, SCSEP is required to meet performance goals assigned by USDOL. Performance outcomes in relation to goals for PY2012 are as follows.

CORE PERFORMANCE MEASURES	PY12 Goal	PY12 Actual
Community Service	89.7%	82.5%
Entered Employment	40.2%	60.0%
Employment Retention	65.9%	100%
Average Earnings	\$7,702	\$5,994
Community Service Level	175%	171.4%
Services to Most in Need	2.75	2.60
Customer Satisfaction Participant	N/A	83.4%
Customer Satisfaction Host Agency	N/A	74.6%

MSHA Safety Training Grant

DRED/OWO receives grant funding from the United States Department of Labor (USDOL), Mine Safety and Health Administration (MSHA) to provide training for the advancement of health and safety in surface mines in New Hampshire.

Mines are not normally found in New Hampshire. However, OSHA controlled construction companies with portable crushers are by definition a mine due to the geology of the region, the quality of the stone, and the fact that much of the crushed stone is made available for sale.

Companies required to ensure workers have refresher safety training are in need of effective and quality mine health and safety training for mine operators, miners and contractors working at mining operations in the state of New Hampshire, and these operations are served by the grant to meet their training needs.

The Safety and Health Council of Northern New England under contract with OWO employs MSHA Certified trainers to provide Part 46 Annual Refresher Training; First Aid, CPR/AED; and Supervisory training consistent with MSHA requirements. Training is conducted in the spring each year to accommodate employer schedules.

In PY2012 OWO was awarded \$40,683.00 in MSHA grant funds to provide training to 515 people over the course of the year. This project requires a cash match of no less than 20% of the total program award, which is secured through training fees. The following chart outlines the plan versus actual goals for PY2012.

A. Coal Miners	Projected goal	0
B.*MNM Miners (Metal and Non-Metal)	Projected goal	365
	Number trained	362
	Percent of goal	99%
C. Independent Contractors	Projected goal	150
	Number trained	131
	Percent of goal	87%
D. Others	Projected goal	0
E. Total	Projected goal	515
	Number trained	493
	Percent of goal	96%

Success Stories from the Field

The programs administered by the Office of Workforce Opportunity are evaluated in various ways by both agencies and individuals. Some evaluations are objective, such as the performance goals discussed in this report. Other measures of success come through the experiences of the people accessing the services made available to them through our grant funding.

Often in the daily workflow, it's easy to forget the impact these services have on individual lives. Below are just a couple of examples of how lives are changed with these programs:

Out-of-School Youth Program

Jen's Story

In a program that includes many students who have overcome adversity and taken upon themselves the direction of their future, many students experience success with the help of NH-JAG's out-of-school program. The program has opened the eyes of students to their future career, academic, and personal goals. Jen is one of those students.

Last year, Jen found out she was pregnant. Upon learning this, she attempted to rob a bank. She was arrested as the "getaway" driver and served time in jail while she was pregnant. When she was released, her probation officer suggested the NH-JAG program to get her on the right path. She made the choice knowing that JAG could provide her with an opportunity to better the future for her and her soon to be child.

Her expected delivery date set a time table for Jen that was daunting. Through strong will and determination, however, she made considerable progress in turning a bad situation into a good one. Jen stayed focused of her goals of getting her G.E.D., a full time job, and being able to provide for her baby. Her energy, attitude, and approach to learning were contagious. Her participation, level of interest, and ultimate leadership to take on any task was often times the driving force that urged the rest of the class to participate.

Jen passed the G.E.D. exam on her first attempt, two weeks before her baby was born. Many in her situation would have simply given up and not tried to better themselves for the future. Her perseverance continues as she currently works full time while raising her child as a single mother. Adversity has different effects on people that sometimes make obstacles seemingly impossible to overcome. The NH-JAG out-of-school program staff are proud to have helped Jen accomplish the goals she has made and put her on the right path toward success in the future.

WIA Incentive Funded Program

Michael's Story

Michael is 21 years old. His last employment was working as a table busser and waiter for a resort in ME, which ended in October, 2012. Prior to that he worked for a tree service and had jobs in retail and fast food. Since his latest layoff Michael had been unsuccessful in his job search, was on Food Stamps and close to being homeless. He had enrolled in the free Work Ready NH program and upon completion was referred to the WIA program for employment services and support.

Michael was two hours early for his first program interview as he needed to rely on his aunt for transportation, and he brought along a duffel bag that contained all his possessions. In the past year and a half he had lost both his mother and grandmother to cancer and was currently couch surfing in an effort to avert homelessness. Jonathan's aunt would allow

him to stay with her as long as he was going to school. Michael expressed an interest in the Advanced Composite Manufacturing Certification through Great Bay Community College. He worked with an employment counselor to develop an employment plan, which helped him to address barriers and skills gaps in preparation for achieving his goals.

Throughout the re-employment services process, Michael displayed the drive and motivation needed to complete the ACM certificate program. He was committed to improving his current situation and creating a better life for himself. Michael began his training on June 16, 2013 and when Great Bay Community College held a Grand Opening with Governor Maggie Hassan and representatives from Albany International and Safran in attendance, Michael was one of two WIA sponsored students chosen to speak at this event. He recounted the life difficulties he had to overcome and how this training gave him a chance to build something out of nothing. He shared how he wanted to ensure his little brother didn't have to go through the same hardships he had endured. He was quoted in the local paper as saying, "This program is as significant to me as Neil Armstrong reaching the moon was to America." Michael is scheduled to graduate in the spring of 2014. The WIA staff will continue to support and assist him until his goal of full time permanent employment has been achieved.

WIA Adult Program

Jeri's Story

Jeri is a 39 year old single mother of three sons who was referred to WIA through the NHEP (TANF) program. She had been permanently laid off from her assembler position at GE through a temp agency in April, 2013 and had applied for TANF and Food Stamps when she was unable to locate employment. Over the last 10 years Jeri also worked as an administrative assistant, inventory specialist and assembly line worker but had continually experienced layoffs and was unable to make the jump to a solid and stable career. This latest layoff had been especially difficult for her since she had done everything, she thought, to make herself a valuable employee. Overtime hours, no missed time, filling in for others when asked, Jeri had gone above and beyond to ensure her continued employment and was devastated when she was again let go. She came to the WIA program highly motivated to find full time permanent employment that would allow her to support herself and her family and get off of public assistance.

Working with her employment counselor she updated her resume and continued to look for employment. Despite her prior work history Jeri lacked specific skill sets necessary to compete in today's economy. She enjoyed working in a manufacturing environment and was very interested to learn more about the Advanced Composites Manufacturing training at Great Bay Community College. After researching this option she discovered the schooling would provide her with skills highly desired by local employers and the potential for a career in a growing industry. She had always wanted to go to college but her children came first. Now she had the chance to start again and also become a role model for her kids. She very much wanted to show her children that with hard work and a good attitude you can get what you want and move ahead. Jeri entered the ACM program at Great Bay in June of 2012, and she is pleased to report that she has companies encouraging her to apply for work with them once she completes the training. Jeri will graduate in December 2013, and she believes her sons are very proud of their mom.

WIA Dislocated Worker Program

Margaret's Story

Margaret is a single 37 year old mother with a teenage son. She received food stamps at the time of her enrollment in the WIA Program under the ARRA funding source. Before her enrollment, she had been working as an online sales manager for a media news group for seven months until she was laid off. Not knowing what her marketable skills were she came to the program interested in vocational counseling and possible training in a marketable occupation. She had an interest in Construction Management with an emphasis on Sustainable Design, Communications, and Marketing. After a

comprehensive assessment of her current skills and abilities it was determined that this would be a great career match for her, and although she did not have a previous college degree, she could transfer her previous college credits towards this degree.

Margaret enrolled in Bachelor of Science in Construction Management, and because she was so determined to get the degree she enrolled in an independent studies class in order to fast track the completion of the Bachelor's Degree into a year and a half. WIA assisted with payment of \$4,000 towards this training in addition to the Pell Grants and other financial aid she received. While attending classes Margaret received an unpaid internship as a Project Manager with a local construction company, which provided her with gainful experience, knowledge, and for a way to actively network with other companies. The company did not have the finances to keep her on as a full time employee, but did provide her with a wonderful reference.

Once Margaret completed her training she met with the employment counselor who provided her with interviewing strategies/tips for her upcoming interviews and her resume was reviewed and updated. Following one of the interviews, she secured full time employment as a Sales Representative for building and weatherization earning \$35,000 and included benefits. Margaret was struggling financially and felt she needed to take this job.

During her first post-exit follow up meeting it was clear that Margaret was stressed at work. Her employment counselor provided her assistance offering various tips on how she might talk with her employer to work through her issues. Unfortunately, after six months the company ran into financial troubles and had to off 4 employees, including Margaret.

Margaret once again began meeting with her WIA employment counselor in an effort to find new employment as soon as possible. Job referrals were provided and Margaret's resume was updated. Margaret had earned a good reputation at her last job and was encouraged to use this to her advantage and network with contacts, which paid off. Margaret started working full time for a Boston based company that would allow her to work from home. The Accounts Manager position she now has is a salaried position at \$45,000 a year, which is \$10,000 more than what she was earning at her previous job, and more importantly Margaret reports she is happy and stress free at the new company.

WIA OJT (Dislocated Veteran)

Ryan's Story

Ryan is a 43 yr. old married man with a high school education. He worked his way up the ladder at the Car Freshener Company for over 20 years, eventually becoming the Maintenance Supervisor. The company then permanently closed its doors, which came as a complete shock to the community. He was extremely apprehensive and concerned about his situation, as he knew the statistics regarding Coos County having the highest unemployment rate in the state, and the city of Berlin, in which he owns a home, was also the city with the highest unemployment rate in the state.

Ryan is a Veteran of Desert Storm. He was decorated with the Air Force Achievement Medal, Air Force Good Conduct Medal, National Defense Service Medal, Air Force Overseas Long and Short Tour Ribbons, Small Arms Expert Marksmanship, and Air Force Training Ribbons. He possesses various levels of experience in troubleshooting, and repair of electrical and mechanical machinery.

He was very intrigued with exploring the concept of an On-the-Job Training employment option, and planned to sell employers on this program during his job search when appropriate. Strongly motivated to return to work as soon as possible, he found a company, Alpine Machine, to train him for a machinist position. The training provided through the OJT would supplement Ryan's current skills, making him an excellent fit for the job, which would pay \$15 per hour while training Ryan in the manufacture of equipment and machines, and safety review for in-house and on-site jobs, including quality inspection of finished parts. The OJT did require Ryan to provide his own tools for which he received WIA

support services funds to help defray the costs. Ryan consistently received excellent OJT Trainee Evaluations. He has successfully completed the OJT and remains a valued employee for Alpine Machines, full time, at \$16.00 per hour including full benefits.

WIA Dislocated Worker (Long-Term Unemployed)

Peter's Story

Peter is a 49 year old married man with three children who has a background in Geology and had been employed as an Environmental Consultant & Project Manager a field he enjoyed very much. He was laid off two years ago and has been having difficulty finding re-employment in the same field. Peter found that he was lacking required certifications now required by employers to apply for jobs for which he was previously qualified.

A support service was approved for Peter to sit for the professional Geologist License. He passed one part of the exam but failed the second part and had to re-sit for the exam again which he later passed. Peter continued to look for full time employment and we worked together to boost his resume with his added skills. He then secured an interview with a company who was interested in hiring him if he could obtain certification as an Asbestos Project Monitor. The training was funded by WIA and Peter successfully completed the training at Institute for Environmental Education on September 14, 2012.

On October 15, 2012, Peter became a full time employee of ALG Environmental Consulting, LLC as an Associate Project Manager earning \$18.00 per hour with a full benefit package. First quarter follow-up was just completed and Peter is still happily employed at ALG.

New Hampshire - State Workforce Investment Board Members

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<p>Jason Lyon, CEO The Common Man Family P.O. Box 581 Ashland, NH 03217</p>	<p>Mr. Tim Galvin, Vice President Nantucket Beadboard 109 Chestnut Hill Road Rochester, NH 03866</p>	<p>Mr. Lee Nyquist, Esquire Shaheen & Gordon, PA 80 Merrimack Street Manchester, NH 03101</p>
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<p>Mr. Timothy G. Sink, President Concord Chamber of Commerce 49 So. Main Street Ste. 104 Concord, NH 03301</p>	<p>Mr. Gwenael Busnel Plant Manager, Coated Fabrics Saint-Gobain Performance Plastics 701 Ryan Webster Hwy Merrimack, NH 03054</p>	<p>Kendall L. Buck, CAE Executive Vice President Home Builders Assoc. of NH 119 Airport Road Concord, NH 03301</p>
<p>Mr. David Cioffi, Retired Business 20 Partridge Road Etna, NH 03750</p>	<p>Mr. Carl Lindblade P.O. Box 995 North Conway, NH 03860</p>	

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David Pierce (Senate) P.O. Box 83 Etna, NH 03750	Ken Merrifield, Mayor City of Franklin 412 Lake Shore Drive Franklin, NH 03235	

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Rick Wheeler Assoc. Grocers of New England 11 Cooperative Way Pembroke, NH 03275	Kathleen Jablonski UNH Cooperative Education 3855 Dartmouth College North Haverhill, NH 03774	Marty Boldin Office of Youth Services Manchester 1045 Elm Street Manchester, NH
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