

TENNESSEE DEPARTMENT OF LABOR &  
WORKFORCE DEVELOPMENT



WORKFORCE INVESTMENT ACT  
ANNUAL REPORT  
PROGRAM YEAR 2000

[WWW.STATE.TN.US/LABOR-WFD](http://WWW.STATE.TN.US/LABOR-WFD)

## VISION

TO BE THE NATION'S LEADING PROVIDER OF COMPREHENSIVE AND EFFICIENT WORKPLACE AND WORKFORCE SERVICES TO ENHANCE ECONOMIC SUCCESS FOR ALL TENNESSEANS.

## MISSION

TO BE A PROACTIVE ORGANIZATION WITH VALUED EMPLOYEES; TO BRING TOGETHER THOSE WHO OFFER JOBS AND THOSE WHO NEED JOBS WITH JOB-RELATED ASSISTANCE, EDUCATION, AND TRAINING IN A SAFE, PROFITABLE WORKPLACE.

## VALUES

TO TREAT EACH WORKER, BUSINESS, AND PARTNER WITH PROFESSIONALISM AND RESPECT.

## GOALS

AT THE END OF THE DAY...WE:

1. MADE THE WORKPLACE SAFER.
2. TREATED PEOPLE FAIRLY.
3. FOUND SOMEONE A JOB.
4. OPERATED MORE EFFICIENTLY.

TENNESSEE DEPARTMENT OF LABOR &  
WORKFORCE DEVELOPMENT

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STATE OF TENNESSEE

DON SUNDQUIST  
GOVERNOR

December 1, 2001

Dear Workforce Development Partners:

Several years ago, Tennessee realized the pressing need for a strong, skilled workforce to keep our state competitive in the global economy. Through the State's workforce development initiative, government at all levels came together to provide Tennesseans with a seamless, efficient workforce development system. This system offers both meaningful employment to our citizens and skilled, available employees to our businesses.

The primary reason Tennessee's system has been so successful is because of the partnerships that have been established all across the state. Tennessee's Career Center System offers all of the resources of local, state, and federal job-training agencies at a single location. Job seekers and employers no longer have to visit several different agencies for their employment and training needs.

I am extremely proud of what Tennessee has accomplished in the workforce development arena. Our state is a leader in delivering faster, more efficient employment and training services to our citizens. As you look through this report, you will see that Tennessee meets and exceeds several federal requirements. Tennessee has improved the way we deliver workforce development services to our citizens and will continue to employ new and better ways of doing business.

Sincerely,

A handwritten signature in black ink that reads "Don Sundquist".

Don Sundquist

DS/nhc

State Capitol, Nashville, Tennessee 37243-0001  
Telephone No. (615) 741-2001



STATE OF TENNESSEE  
**DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT**

**DON SUNDQUIST**  
GOVERNOR

Andrew Johnson Tower  
710 James Robertson Pkwy., 8<sup>th</sup> Floor  
Nashville, TN 37243-0655  
(615) 741-2582

**MICHAEL E. MAGILL**  
COMMISSIONER

December 1, 2001

Dear Workforce Development Partners:

As a primary partner in Tennessee's workforce development system, it is an honor for me to look back over the last year at our state's accomplishments in delivering seamless, effective workforce development services to the citizens of this state. Since the Governor's workforce development initiative began in early 1998, Tennessee has made great strides to improve the way we do business.

The Tennessee Department of Labor and Workforce Development has nine programs in the state's workforce development system, including Job Service, Unemployment Insurance, Wagner-Peyser, WIA – Title I, Trade Adjustment Assistance (TAA), North American Free Trade Act (NAFTA), Workers' Opportunity Tax Credit (WOTC), Food Stamps-Employment and Training, and Adult Education. These programs, in addition to programs administered by other federal, state, and local agencies, were once scattered and duplicative.

With the implementation of the federal Workforce Investment Act in July 2000, the Tennessee Career Center system was created, finally bringing all workforce development partners under one roof to eliminate inefficiencies and duplication. With 14 comprehensive centers, 41 affiliate sites, and many other local offices across the state, job seekers and employers no longer have to search through the maze of programs to find what they need. All their employment and training needs can be found at a single location – the Tennessee Career Center or affiliate site nearest them.

Not only are we physically bringing partners together, we are doing so through technology as well. Through the case management activity tracking system, partners are able to share information, thereby having a more complete profile on the individuals they work with, which allows our staff increased efficiency in enrolling and tracking an individual's progress through the multitude of workforce development programs offered throughout the state.

As you look through this report, it is important to note all the significant accomplishments Tennessee has made in the workforce development arena. We are proud of these accomplishments. However, at the end of the day we ask one important question. Did we find someone a job? If the answer is yes, then we have been successful.

Sincerely,

Michael E. Magill

MEM/nhc



**STATE OF TENNESSEE  
DEPARTMENT OF HUMAN SERVICES**

CITIZENS PLAZA BUILDING  
400 DEADERICK STREET  
NASHVILLE, TN 37248  
Telephone (615)-313-4700  
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**DON SUNDQUIST**  
GOVERNOR

**NATASHA K. METCALF**  
COMMISSIONER

November 20, 2001

To All Workforce Investment Act Partners:

I am pleased to write this letter regarding the Department of Human Services' (DHS) partnership with Tennessee's workforce development system.

The Workforce Investment Act (WIA) provides the framework for a workforce preparation and employment system that meets both the needs of Tennessee businesses and the needs of job seekers. DHS is proud to have three major programs play a role in this system: Vocational Rehabilitation, Families First, and the Food Stamp Employment and Training Program. In addition, being a part of the statewide Career Center System has provided streamlined services for job seekers across the state.

Our department is also a partner through the development of a uniform database across all workforce development employment and training programs that will facilitate administrative as well as programmatic communication. Through this enhanced database, all available services to job seekers will be more readily accessible to the client through co-enrollment and targeted referrals.

In addition, we have been effective in communicating to employers regarding the services the state can offer in securing a trained and ready workforce. This has been an improvement and promotes the connections and benefits that may be available through coordinated services at the state and local level.

Our partnership with the Department of Labor and Workforce Development has been fundamental to our continued success in preparing our clients for the workforce. Welfare reform in Tennessee has been assisted by an increase in the employer focus among the LWIAs. It has been a pleasure to serve as both a mandatory and voluntary partner in this exciting new phase of workforce development in Tennessee.

Sincerely,

A handwritten signature in cursive script that reads "Natasha K. Metcalf".

Natasha K. Metcalf  
Commissioner

NKM/btt



STATE OF TENNESSEE  
**DEPARTMENT OF EDUCATION**  
*Division of Vocational-Technical Education*

Fourth Floor, Andrew Johnson Tower  
710 James Robertson Parkway  
Nashville, TN 37243  
615-532-2800

November 27, 2001

Mr. Michael E. Magill, Commissioner  
Tennessee Department of Labor and Workforce Development  
8<sup>th</sup> Floor, Andrew Johnson Tower  
710 James Robertson Pkwy.  
Nashville, TN 37243

Dear Commissioner Magill:

As we begin year three of both the *Workforce Investment Act* and the *Perkins Act 1998*, I want to thank you for the working relationship that we have between the Department of Labor and Workforce Development and the Department of Education. By cooperating at the state level, we have enhanced our ability to serve the citizens of Tennessee, and it appears that localities are now following our example.

We appreciate your department's commitment to focus on high school graduation as a key component of future success for students. This commitment manifests itself in numerous ways including your support of our proven Jobs for Tennessee Graduates model that assists at risk students in graduating from high school and entering the workforce. Additionally, the contracts that local workforce investment areas have with local school systems to coordinate and offer beneficial non-duplicated services should prove quite valuable in ensuring that students can be successful in their quest to earn a high school diploma. Finally, the collaboration that we have shared on the state, and in many cases, local Youth Councils has helped to provide a foundation for continued cooperation, which will result in greater student success.

Both our department and local education agencies have had greater opportunities for involvement with business, industry, and community partners thanks to our relationship. Being included in workforce summits and other events have provided valuable networking opportunities.

I look forward to working with you in the future as we continue our efforts on behalf of the Volunteer State.

Sincerely,

Becky Kent  
Assistant Commissioner

BK:SG



**STATE OF TENNESSEE  
COMMISSION ON AGING AND DISABILITY**

Andrew Jackson Building, Ninth Floor  
500 Deaderick Street  
Nashville, Tennessee 37243-0860

James S. Whaley  
Executive Director

TDD 615-532-3893

Voice 615-741-2056  
Fax 615-741-3309

November 20, 2001

Commissioner Michael E. Magill  
Attention: Susie Bourque  
Tennessee Department of Labor and Workforce Development  
Andrew Johnson Tower  
710 James Robertson Parkway  
Nashville, Tennessee 37243

Dear Commissioner Magill:

Re: WIA Annual Report

In 1998, the Workforce Investment Act (WIA) included the Senior Community Service Employment Program (SCSEP) as a required partner in the One-Stop delivery system to ensure that older workers have access to information about the range of employment-related services available to them.

The Older Americans Act (OAA) Amendments of 2000 build on that partnership by requiring that all SCSEP grantees in an area coordinate their activities through the One-Stop delivery system. To this end, it requires the governor of each state to complete an annual state Senior Employment Service Coordination Plan (the Plan). The purpose of the Plan is to serve as a guide for SCSEP operators as they strategize their activities within the state.

In Tennessee, the Tennessee Commission on Aging and Disability is responsible for the Plan's development and implementation. As a result of this directive, an older worker task force comprised of representatives from SCSEP grantees operating in Tennessee was formed. Its purpose is to strengthen coordination among SCSEP and services for older workers in the WIA One-Stop system as well as address goals established in the Plan. Since its inception in September, the members meet regularly to put into action the plan's goals and objectives.

Commissioner Michael E. Magill  
Page 2  
November 20, 2001

Since July 1, 2000, coordination with WIA has been demonstrated in other ways as well. Tennessee SCSEP grantees are partners in each local One-Stop system, have representatives serving on Local Workforce Investment Boards, and have entered into Memorandums of Understanding describing how services will be provided. Also, across the state, many of the One-Stop career centers serve as training sites for SCSEP participants involved in work experience training. They learn new skills while helping meet staffing needs.

As the baby boom generation ages, the demand for employment and training services and income support for low-income older persons will substantially increase. The Urban Institute projects that there will be 1.4 million more disadvantaged adults over the age of 55 in the year 2005 than in 1995. Low-income seniors generally must continue working which will put added strain on workforce resources and the One-Stop system.

Therefore, improving SCSEP integration with WIA can help the Workforce Investment System prepare for the greater number of older workers it will be called on to serve. One-stops can benefit from the experience SCSEP has gained in serving this population.

The Tennessee Commission on Aging and Disability, the U.S. Forest Service, and the national SCSEP grantees are committed to working in close coordination with their WIA partners at the state and local levels. We believe in the effectiveness of these partnerships in making the publicly funded services available to older job seekers the best that they can be.

Sincerely,



James S. Whaley  
Executive Director

JSW:PO/po/mac

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## Introduction

The Workforce Investment Act of 1998 provides the framework for a unique national workforce preparation and employment system designed to meet both the needs of the nation's businesses as well as the needs of job seekers and those who want to further their careers. Title I of the legislation is based on the following elements:

- ◆ Training and employment programs must be designed and managed at the local level where the needs of businesses and individuals are best understood.
- ◆ Customers must be able to conveniently access needed employment, education, training, and information services at a single location in their neighborhoods.
- ◆ Customers should have choices in deciding the most appropriate training program that fits their needs and the organizations that will provide that service. They should have control over their own career development.
- ◆ Customers have a right to information about how well training providers succeed in preparing people for jobs. Training providers will provide information on their success rates.
- ◆ Businesses will provide information, leadership, and will play an active role in ensuring that the system prepares people for current and future jobs.

The Act builds on the most successful elements of previous federal legislation. Just as important, its key components are based on local and State input and on extensive research and evaluation studies of successful training and employment innovations over the past decade.

The new law made changes to the current funding streams, target populations, system of delivery, accountability, long-term planning, labor market information system, and governance structure.

A State workforce development board has been established and the State's five-year strategic plan has been developed. The Governor has designated local "workforce investment areas" and will oversee local workforce investment boards. New youth councils have been set up, as a subgroup of the local board, to guide the development and operation of programs for youth. Customers will benefit from a Career Center Delivery System that allows them to access core employment services and to be referred directly to job training, education, or other services.

Title I requires that standards for success be established for organizations that provide training services. It outlines a system for determining their initial eligibility to receive funds. It establishes the funding mechanism for states and local areas. It specifies participant eligibility criteria, and authorizes an array of services for youth, adults, and dislocated workers. It also authorizes certain statewide activities and a system of accountability to ensure that customer needs are met. Also authorized are a number of national programs: the Job Corps; Native American programs; migrant and seasonal Farm Worker programs; Veterans' Workforce Investment programs; Youth Opportunity grants for high-poverty areas; technical assistance efforts to states and local areas; demonstration, pilot, and other special national projects; program evaluations; and, National Emergency grants.

## Background

In the spring of 1998, Governor Don Sundquist established the Office of Workforce Development. This office began the process of establishing Career Centers in Tennessee. In the spring of 1999, Tennessee submitted a transitional plan for WIA and later that year the Office of Workforce Development moved to the Labor Department. By the summer of 1999, a new department of state government called the Department of Labor and Workforce

Development was established. This new Department was created by integrating: the Tennessee Department of Labor, Tennessee Department of Employment Security, Adult Education for the Department of Education and Food Stamp Employment and Training from Human Services. The following is a chart of events tracking the implementation of WIA.

**Workforce Investment Act Implementation Timetable**

Features	Date of Implementation	Comments
Plan Submitted	4/28/99 01/15/00 Youth 04/16/00 Comprehensive	A transitional plan was submitted that could not be approved until areas were designated. A Youth plan was submitted and approved in May.
Plan Approved	5/10/00 Youth 6/16/00 Comprehensive	The state plan is available on our website at <a href="http://www.state.tn.us/labor-wfd">www.state.tn.us/labor-wfd</a> .
Unified Plan	Yes	All required partners included.
Transition Date	7/1/00	All state level implementation features are in place, local implementation still in progress.
State Board	Grandfathered	A full orientation of the State Workforce Development Board was conducted on 05/31/00, all local plans were recommended for approval.
Local Boards	6/30/00 Local Boards are not Grandfathered Boards	All Local Boards were certified by 6/30/00
Board Certification	Board Orientations from the state – 08/00	Orientations were provided to 11 of the 13 local boards.
Local Areas	13, Designated on 01/28/00	14 former areas, two did not meet population requirements, new configuration results in 13 LWIAs.
One Stops	2 in 1998 14 by 06/30/00	The Career Center System is complete regarding comprehensive centers. Satellite offices continue to be developed.
Service Sequencing Policy	Technical Assistance Training from 6/20/00 through 08/23/00	All local areas participated in regional sessions.
ITA Policies	Technical Assistance Training from 6/20/00 through 08/23/00	All local areas participated in regional sessions.

Program Policies	7/1/00 - present	The state has issued 18 WIA policies.
Performance Measures	Negotiated 05/25/00	The entire state uses the same measures.
Provider Certification Criteria	Technical Assistance Training from 6/20/00 through 08/23/00	All local areas participated in regional sessions.
Ongoing Technical Assistance	Technical Assistance Training from 6/20/00 through present with a focus on areas with transition problems	All local areas participated, five with intensive involvement from the state.
Workforce Data Management System	01/02/01 ICMAT 07/13/01 CMAT	An interim system was used until the comprehensive CMAT system was fully implemented.

*“As I travel throughout the States in the Southeastern region, I have observed that where one agency is responsible for both the SESA and the training side, it is easier to implement the workforce system. Tennessee, through its recent merger of both agencies into one, it is a prime example of how one agency head is able to have a strong, consolidated workforce system to serve their customers.”*

*Anna Goddard, Regional Administrator  
United States Department of Labor*

## Partner Services

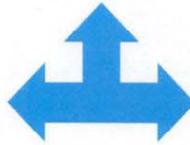
At the End of the Day... We:

Operated More Efficiently

## Workforce Development: A Partnership That Works



Employers



Job Seekers

### **One Year After Implementation**

All twelve mandatory WIA programs are offered through 14 full-service comprehensive Career Centers and 41 affiliated sites. From July 1, 2000 through June 30, 2001, the centers served 362,186 job seekers.

### **Making a Difference to Employers**

- Approximately 140,000 job seekers found jobs through the Career Center System last year. The Work Opportunity Tax Credit provided Tennessee employers with \$112 million in federal tax savings.
- Incumbent Worker projects provided training that prevented layoffs from occurring.
- Streamlined services were offered for easier access.
- Services, provided to jobseekers through the system, included work preparation and training these totaled almost one-half million.
- Approximately 8,000 adults received their GED in the past two-quarters -- a 10% increase over last year.
- 126,285 registered applicants entered employment through Job Service.
- 18,026 Veterans received assistance in finding employment.
- 6,105 participants were placed by Vocational Rehabilitation.
- 9,344 participants in Families First are employed.
- This year, the volume of Trade Adjustment Assistance training contracts has doubled over last year.
- The Dislocated Worker and Trade Act together have enrolled nearly 7,000 participants.

## Services to Employers

At the End of the Day... We:

Treated People Fairly

## **Services to Employers**

### Through the Workforce Investment Act

The Workforce Investment Act of 1998 was designed to be employer driven. It provides the flexibility for states to address employment standards that most organizations will require to ensure flexibility, performance, and continuity for economic competitiveness and employee growth and advancement. A summary of these services is provided below.

#### **Access to Job Seekers**

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

#### **Customized Training**

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

#### **On-the-Job Training**

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

#### **Incumbent Worker Training**

The state may enter into an agreement with an employer to provide training for workers whose skills must be upgraded in order to avert worker dislocation. The state program may provide up to 100% of training costs for this type of training. These types of projects will be piloted in Tennessee this year through the state's dislocated worker program.

## Success Stories

At the End of the Day... We:

Found Someone a Job

## WIA Participants

### Middle Tennessee - Terry

Terry had not searched for a job for in more than 20 years and was wondering if he was up to such an important task after he was laid off. During the first two months after the lay off, he searched the Internet, contacted “headhunters” and scanned the want ads of the local newspaper without a lot of promising prospects. Then, someone at the Athena Learning Center mentioned he should contact the Middle Tennessee Career Center. He went to the Nashville center that very afternoon and was able to meet with a career counselor within a few days. The career counselor helped him select workshops that enhanced his job search.

Staff at the Middle Tennessee Career Center also assisted him to not only revise his resume, but offered methods to customize it for the many different jobs he pursued. During the “interview workshop,” Terry was soon able to recognize bad habits or mistakes that could decrease his chances for success on the job interview. Suggestions were offered to correct problems before he got to the interviews. The “negotiating workshop” prepared him to pursue the top salary he wanted and deserved.

Terry attributes his new job to the many new skills he learned at the Career Center, such as the benefits of networking, especially with others also looking for work. He even obtained an important job lead from another “job club” member, “The job club is a wonderful outlet for emotional support. After all, we were all in the same boat despite our differences and educational levels,” said Terry. “The workshop facilitators also gave me the emotional support needed to keep searching.”

### East Tennessee - Amanda

Amanda, an 18-year-old mother of two children, needed to develop more work skills to help supplement her husband’s income as they raised their children. She pursued and received a General Equivalency Diploma (GED) through the local GED option plus program offered by the Roane County School System. Once she obtained her GED, she decided to apply for assistance with the state’s Workforce Investment/Workforce Network program. Amanda learned about this program through a friend.

After receiving a referral from a staff member with the Tennessee Department of Labor and Workforce Development, Amanda went to the local Workforce office. Soon, the wheels of action began turning to prepare this young woman for a new career. Amanda passed a nursing pre-test and was accepted into the local Tennessee Technology Center’s LPN program. She began classes in October of 2000.

Almost a year later, on September 26, Amanda completed the training and began preparing for the state certification test. She passed the certification test and is currently working at Roane Medical Center as an LPN.

Amanda and her husband successfully met the challenge of juggling a hectic schedule of work, school, children, and the other demands of a young household. Today they are able to reap the long-term benefits of Amanda’s efforts and her new career.

### **South Central Tennessee - Jamie**

For those pursuing a GED, students are finding life-changing tools while enrolled in a new program at Sylvan Career Starters. The eight-week program, funded by the South Central Tennessee Workforce Board, offers those who qualify GED preparation courses and valuable skills to enhance their marketability as potential employees. Jamie is one of those many students.

After leaving a well-paying job to further her education, instructors agree this 18-year-old is an inspiration to those who may want to plan now for a better future. The Columbia resident, who dropped out of school when she was in the sixth grade, says she realized quickly a GED and additional education were essential for a better future. Though her first goal is to do well on the GED exam, Jamie wants to acquire additional computer skills and perhaps pursue a career in the secretarial field. She says the skills gained from this program adopted by the local board, and the support provided by the instructors and staff helped her realize her true potential. "I feel like I can do just about anything now," she said.

The course offers preparation in math/reading, computer literacy and career readiness. Students graduating from the program's first class have either found jobs or are actively pursuing interviews, Center Director Janet McAlister said. "We provide small group instruction that is tailored to meet each individual participant's particular needs. We also offer job placement assistance," she said. "We try to help students overcome the obstacles standing in their way. For example, we work with agencies in the community to help students find transportation and childcare" if they are needed. The program is free and is open to out-of-school youth (ages 18-21) who meet eligibility requirements and live within the local board's eight county service area.

The program also offers performance-based payments for those meeting eligibility standards. McAlister said instructors target educational skill deficiencies and help familiarize students with computers. "I used to hate math in school," Jamie said. "Now I can do everything well except Geometry." Jamie said the one-on-one help, offered by the staff has been essential to her success but she stresses students will get out of the program what they put into it. "They (the staff) are not miracle workers," she said. "Students have to want to do well and put effort into the program."

Jamie said the program has helped her gain confidence in herself, gain focus on her future goals and become a stronger-minded individual. "Having the staff behind me has really empowered me. "

### **East Tennessee - Janice**

When one of East Tennessee's (Jacksboro's) major businesses announced it was closing, the Campbell County community and many of its citizens were devastated by this news. More than 250 employees would lose their jobs and have their lives disrupted emotionally and financially.

Janice, a 52-year-old grandmother, is one of the former employees who went through this ordeal. Janice had worked for this company for 25 years and was earning more than \$15 an hour. However, with her positive attitude and a strong desire to learn new skills, Janice quickly enrolled in a drafting program at the Tennessee Technology Center at Jacksboro, Tennessee.

After completing her course work and earning the recognition as one of the center's top students, Janice obtained a new job and is earning over \$36,000 a year.

## **Performance**

## **VALUES**

To be a proactive organization with valued employees; to bring together those who offer jobs and those who need jobs with job-related assistance, education, and training in a safe, profitable workplace.

## Performance Measures

Tennessee began the process of establishing workforce development goals and measures in December 1998 as part of its WIA system of performance management that has an outcome-based focus with expectations of success, cost-effectiveness and accountability. The State established performance goals based on parameters described in TEGL 8-99. In preparation for WIA implementation, Tennessee conducted a performance measures simulation using JTPA and UI wage data. The University of Memphis, technical contractor conducting this simulation, matched JTPA SPIR data to 13 quarters of UI data provided by the Department of Labor and Workforce Development. In addition to simulating the WIA measures, this process examined the impact of non-covered and out-of-state placements on state and area performance. Data from this study will direct state policy decisions in the areas of planning, systems integration and performance evaluation. Tennessee's goals are higher than the national average on all measures including the two customer satisfaction measures. For the following two years, the goals have been set with an increase of one and one-half percent for each year. By requiring an increase, state and local areas are encouraged to review information received from customers and to correct or to improve lower rated areas. By addressing customer concerns, state and local areas will be able to meet the customers' needs more appropriately. Customer satisfaction data is collected quarterly through statewide random sampling using a standardized customer satisfaction survey form. Survey results will include a representative sample for each local board and will be linked to specific state performance measures for continuous improvement.

Performance data is collected and analyzed through the State's Case Management Activity Tracking System (CMATS). CMATS is a WEB based, Oracle 9i Database, multi-department, Case Management and Activity Tracking System. CMATS is an effort of eight major state agencies partnering to provide Tennessee with a comprehensive Workforce Investment application. Once a participant enters the local office, the counselor begins initial intake on the individual to determine eligibility. The counselor develops a master plan of which programs the participant qualifies for and then a case manager or counselor is assigned for the service tracking. The counselor schedules all the participants' services, activities and attendance on CMATS. This continues until the participant completes each program and the case is closed. All outcomes for each program will also be received and stored in CMATS.

As data is collected, the information will be disseminated to the State Board for its analysis. Performance is reviewed on a quarterly basis. Technical Assistance is provided to the LWIA when it falls below the performance standard. The LWIB will then develop an action plan in response to the data. Progress reviews will be conducted to determine progress of action plans. If performance falls below the standard in the next year, the State will take action through the guidelines established in section 666.420 of the WIA interim federal regulations. The State and Local Boards will annually review results of performance data and make recommendations to be implemented in the upcoming program year.

## Table for Performance Goals

WIA Requirement at Section 136(b)	Performance Goals Out- Years		
	1	2	3
<b>ADULTS</b>			
Entry into Unsubsidized Employment	74%	75.5%	77%
6-Months Retention in Unsubsidized Employment	80%	81.5%	83%
6-Months Earnings received in Unsubsidized Employment	\$3171.71	\$3219.28	\$3267.56
Attainment of Educational or Occupational Skills Credential	60%	61.5%	63%
<b>DISLOCATED WORKERS</b>			
Entry into Unsubsidized Employment	79%	80.5%	82%
6-Months Retention in Unsubsidized Employment	90%	91.5%	93%
6-Months Earnings Replacement in Unsubsidized Employment	92%	93.5%	95%
Attainment of Educational or Occupational Skills Credential	60%	61.5%	63%
<b>YOUTH AGED 19-21</b>			
Entry into Unsubsidized Employment	70%	71.5%	73%
6-Months Retention in Unsubsidized Employment	80%	81.5%	83%
6-Months Earnings received in Unsubsidized Employment	\$3075.47	\$3121.60	\$3168.42
Attainment of Educational or Occupational Skills Credential	50%	51.5%	53%
<b>YOUTH 14-18</b>			
Attainment of Basic, Work Readiness and/or Occupational Skills	72%	73.5%	75%
Attainment of Secondary School Diplomas/Equivalents	60%	61.5%	63%
Placement and Retention in Post-Secondary Education/Training, or Placement in Military, Employment, Apprenticeships	54%	55.5%	57%
<b>CUSTOMER SATISFACTION</b>			
PARTICIPANT	70%	73%	76%
EMPLOYER	70%	73%	76%

\*The baseline figures on this chart were based on a simulation using data from the October 1, 1997 through September 30, 1998 as directed in TEGL 7-99 and 8-99, issued March 3, 2000.

**State of Tennessee**  
**WIASRD Annual Report: 12/1/2001**

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

<b>Customer Satisfaction</b>	<b>Negotiated Performance Level</b>	<b>Actual Performance Level - ACSI</b>	<b>Number of Completed Surveys</b>	<b>Number of Customers Eligible for The Survey</b>	<b>Number of Customers Included in the Sample</b>	<b>Response Rate</b>
<b>Participants</b>	<b>70%</b>	<b>79.9%</b>	<b>1033</b>	<b>1991</b>	<b>1991</b>	<b>52%</b>
<b>Employers</b>	<b>70%</b>	<b>75.2%</b>	<b>3469</b>	<b>5376</b>	<b>5376</b>	<b>65%</b>

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**Table B – Adult Program**

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	74%	67.3%	1,615 2,400
Employment Retention Rate	80%	80%	1,745 2,181
Earnings Change in Six Months	\$3171.71	\$3418	\$7,454,520 2,181
Employment and Credential Rate	60%	51.5%	154 299

**Table C – Outcomes for Adult Special Populations**

	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment Rate	77.5%	31 40	59.2%	45 76	50.6%	122 241	53.4%	110 206
Employment Retention Rate	87.2%	34 39	81.5%	53 65	67.8%	97 143	76.1%	105 138
Earnings Change in Six Months	\$4,231	\$164,996 39	\$4,035	\$262,256 65	\$2,478	\$354,341 143	\$2,684	\$370,395.00 138
Employment and Credential Rate	42.9%	21 49	33.3%	7 21	35.7%	10 28	44.2%	19 43

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

	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	73.8%	155 210	66.7%	1,460 2,190
Employment Retention Rate	78.2%	176 225	80.2%	1,569 1,956
Earnings Change in Six Months	\$3,305	\$743,551 225	\$3,431	\$6,710,969 1,956

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**Table E - Dislocated Worker Program Results At-A-Glance**

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate			2,637
	79%	76.9%	3,427
Employment Retention Rate			2,284
	90%	86.6%	2,637
Earnings Change in Six Months			\$24,782,799
	92%	96.4%	\$25,708,306
Employment and Credential Rate			195
	60%	51.7%	377

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

	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate		72		60		173		0
	66.1%	109	60%	100	60.5%	286	0%	0
Employment Retention Rate		59		51		144		0
	81.9%	72	85%	60	83.2%	173	0%	0
Earnings Replacement Rate		\$795,525		\$496,223		\$1,440,905		0
	113.9%	\$698,172	105%	\$474,328	79.2%	\$1,818,407	0%	0
Employment and Credential Rate		2		6		10		0
	22.2%	9	75%	8	33.3%	30	0%	0

**Table G - Other Outcome Information for Dislocated Worker Programs**

	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate		317		2,320
	84.1%	377	76.1%	3,050
Employment Retention Rate		277		2,007
	87.4%	317	86.5%	2,320
Earnings Change in Six Months		\$3,389,334		\$21,393,464
	94.6%	\$3,583,245	96.7%	\$22,125,061

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**Table H – Older Youth Results At-A-Glance**

	Negotiated Performance Level		Actual Performance Level	
	Entered Employment Rate	70%	70.9%	376
Employment Retention Rate	80%	81.2%	445	548
Earnings Change in Six Months	\$3,075.47	\$3,306	\$1,811,852	548
Employment and Credential Rate	50%	42.1%	313	743

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

	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
	Entered Employment Rate	78%	78 100	100%	1 1	63%	17 27	70.7%
Employment Retention Rate	77.9%	74 95	100%	1 1	84.6%	22 26	80.7%	419 519
Earnings Replacement Rate	\$3,080	\$292,601 95	0	0	\$4,271	\$111,041 26	\$3,283	\$1,703,844 519
Employment and Credential Rate	39.8%	47 118	0	0 1	50%	18 36	41.1%	289 704

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**Table J – Younger Youth Results At-A-Glance**

	Negotiated Performance Level	Actual Performance Level	
<b>Skill Attainment Rate</b>	72%	91.9%	550 598
<b>Diploma or Equivalent Rate</b>	60%	52%	143 275
<b>Retention Rate</b>	54%	23%	286 1221

**Table K – Outcomes for Younger Youth Special**

	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
<b>Skill Attainment Rate</b>	92.8%	195 210	89.4%	213 238	82.8%	280 338
<b>Diploma or Equivalent Rate</b>	50.5%	43 85	35.1%	32 91	39.5%	98 248
<b>Retention Rate</b>	16.1%	57 352	18.8%	37 196	23.2%	119 512

**Table M – Participation Levels**

	Total Participants Served	Total Exiters
<b>Adults</b>	6,269	1,712
<b>Dislocated Workers</b>	5,971	1,682
<b>Older Youth</b>	2,690	517
<b>Younger Youth</b>	1,163	269

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### **VISION**

**To be the nation's leading provider of comprehensive and efficient workplace and workforce services to enhance economic success for all Tennesseans.**

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**Local Workforce Investment Areas  
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**Local Workforce Investment Areas  
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(423) 893-6470 (fax)  
estherwright@convergys.com

**The Honorable Ken Yager**

Roane County Executive  
Roane County Courthouse  
P.O. Box 643  
Kingston, TN 37763-0643  
(423) 376-5578  
(423) 376-4318 (fax)  
kenyager@altavista.net

**Commissioner Faye Taylor**

*TN Department of Education*  
710 James Robertson Parkway  
Andrew Johnson Tower, 6th Floor  
Nashville, TN 37243  
(615) 741-2731  
(615) 532-4791 (fax)  
ftaylor2@mail.state.tn.us

**Mr. Dan Walker**

CPA

**TENNESSEE WORKFORCE DEVELOPMENT  
DELIVERY SYSTEM**

**STATE DIRECTORY**



**TENNESSEE WORKFORCE DEVELOPMENT DELIVERY SYSTEM  
DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT  
Davy Crockett Tower, 12<sup>th</sup> Floor  
500 James Robertson Parkway  
Nashville, TN 37245**

**(615) 741-7973  
Fax: (615)741-1500**

[www.state.tn.us/labor-wfd](http://www.state.tn.us/labor-wfd)

Updated 11/09/01

# ***LWIA 1***

## **COMPREHENSIVE CAREER CENTER**

Northeast Tennessee Career Center  
2515 Wesley Street  
Johnson City, TN 37601  
Telephone: (423) 610-0222  
Fax: (423) 610-0078

## **AFFILIATE CENTERS**

(Sullivan County)  
1712 West State Street  
Bristol, TN 37620  
(423) 989-6600  
Fax: (423) 989-6614

(Sullivan County)  
1140 East Center Street  
Kingsport, TN 37660  
(423) 224-1800  
Fax: (423) 224-1816

(Carter County)  
386 Highway 91, Suite 1  
Elizabethton, TN 37643  
(423) 543-5209  
Fax: (423) 547-5898

(Johnson County)  
358 Hospital Road  
Mountain City, TN 37683  
(423) 727-9181  
Fax: (423) 727-9157

## **TDOL&WFD Local Office**

(Unicoi County)  
Courthouse Building  
North Main Street  
P.O. Box 609  
Erwin, TN 37650  
(423) 743-4146  
Fax: (423) 735-7163

## ***LWIA 2***

### **COMPREHENSIVE CAREER CENTER**

Five Rivers Regional Career Center  
6057 West Andrew Johnson Highway  
Suite 6A  
Talbott, TN 37877  
Telephone: (423) 317-1060  
FAX: (423) 317-1061

### **AFFILIATE CENTERS**

(Cocke County)  
440 Eastern Plaza Way  
Newport, TN 37821  
(423) 623-1108  
Fax: (423) 623-1187

(Greene County)  
214 North College, Suite 100  
P.O. Box 248  
Greeneville, TN 37744-0248  
(423) 639-5103  
(423) 639-5168  
Fax: (423) 639-4874

(Hawkins, Hancock Counties)  
955 East McKinney Avenue  
P.O. Box 610  
Rogersville, TN 37857-0610  
(423) 272-2661  
Fax: (423) 272-8531

(Sevier County)  
Shilling Center  
405 Reagan Drive, Suite 1  
P.O. Box 641  
Gatlinburg, TN 37738-0641  
(423) 436-5131  
Fax: (423) 430-7837

(Claiborne County)  
Court Street  
P. O. Box Drawer 510  
Tazewell, TN 37879  
(423) 626-5331  
Fax: (423) 626-1349

(Jefferson County)  
1054 South Highway 92  
P. O. Box 386  
Dandridge, TN 37725  
(865) 397-9461  
Fax: (865) 397-5962

### **TDOL&WFD Local Offices**

(Sevier County)  
750 Old Knoxville Hwy.  
Sevierville, Tn 37862-3139  
(423) 429-7001  
Fax: (423) 429-7002

## *LWIA 3*

### **COMPREHENSIVE CAREER CENTER**

Knoxville Area Career Center  
3929 Western Avenue  
Knoxville, TN 37921  
Telephone: (865) 522-8322  
Fax: (865) 522-9190

### **TDOL&WFD Local Offices**

(Knox County)  
Liberty Building  
415 Walnut Street  
P.O. Box 831  
Knoxville, TN 37901-0831  
(865) 594-6409  
Fax: (865) 594-6266

(Knox County)  
1515 Magnolia Avenue  
P.O. Box 1311  
Knoxville, TN 37901-1311  
(865) 594-6350  
Fax: (865) 594-5203

## ***LWIA 4***

### **COMPREHENSIVE CAREER CENTER**

Tennessee River Valley Career Center  
60 Ridley Street  
Crossville, TN 38555  
(931) 484-7456  
(931) 484-6395

### **AFFILIATE CENTERS**

(Roane and Morgan Counties)  
1082 N. Gateway  
Rockwood, TN 37854  
(865) 376-3082  
Fax: (865) 376-2259

(Anderson County)  
599 Oak Ridge Turnpike, Suite B  
Oak Ridge, TN 37831-5359  
(865) 483-7474  
(865) 482-3469  
Fax: (865) 483-9209

(Monroe County)  
Monroe Co. Workforce  
Development Center  
59B Excellence Way  
Vonroe, TN 37885  
(423) 884-2400  
Fax: (423) 884-2416

(Loudon County)  
Loudon Co. Career Center  
100 W. Broadway, Suite 141  
Lenior City, TN 37771  
(865) 986-5506  
Fax: (865) 986-4279

### **TDOL&WFD Local Offices**

(Campbell)  
Woodson's Mall, Suite C-6  
P.O. Box 1181  
Lafollette, TN 37766-1181  
(423) 566-9618  
Fax: (423) 566-9628

(Blount County)  
220 Court Street  
P. O. Box 4639  
Maryville, TN 37802-4639  
(865) 981-2341  
Fax: (865) 981-5686

(Scott County)  
19962 Alberta Street, Suite 1  
Oneida, TN 37841-3311  
(423) 569-6361  
Fax: (423) 569-8312

## **LWIA 5**

### **COMPREHENSIVE CAREER CENTERS**

Southeast Career Center  
Eastgate Town Center  
5600 Brainerd Road, Suite B-18  
Chattanooga, TN 37411  
(423) 894-5354  
Fax: (423) 894-6639

Athens Area Career Center  
Parkway Plaza  
901 N. Congress Parkway  
Athens, TN 37303  
(423) 745-2028  
Fax: (423) 745-0938

### **AFFILIATE CENTERS**

Dayton Reg. Career Center  
200 4<sup>th</sup> Avenue  
Dayton, TN 37321  
(423) 570-1107  
(423) 775-3611  
Fax: (423) 775-8277

(Bradley and Polk Co.)  
173 Broad St., SW  
P. O. Box 1297  
Cleveland, TN 37364-1297  
(423) 478-0322  
Fax: (423) 479-4872

### **TDOL&WFD Local Offices**

(Marion, Grundy, Sequatchie Co.)  
4926-B Main Street  
Jasper, TN 37347-3660  
(423) 942-3492  
Fax: (423) 942-6783

## ***LWIA 6***

### **COMPREHENSIVE CAREER CENTER**

Mid-South Career Center  
111 East Lincoln Street  
P.O. Box 998  
Tullahoma, TN 37388-0998  
Telephone: (931) 454-1905  
Fax: (931) 454-1911

### **AFFILIATE CENTERS**

(Lincoln County)  
2219 Thornton Taylor Pkwy.  
Fayetteville, TN 37334-3637  
(931) 438-1935  
Fax: (931) 438-1903

(Bedford and Moore Counties)  
301 North Main Street  
Shelbyville, TN 37160-0083  
(931) 685-5000  
Fax: (931) 685-5023

(Warren County)  
107 Lyon Street  
P.O. Box 472  
McMinnville, TN 37111-0472  
(931) 473-2153  
Fax: (931) 473-4292

## ***LWIA 7***

### **COMPREHENSIVE CAREER CENTER**

Upper Cumberland Career Center  
3300 Williams Enterprise Drive  
Cookeville, TN 38506  
(931) 520-8733  
Fax: (931) 520-0651

### **AFFILIATE CENTERS**

(Smith County)  
140 Davis Street, South  
Carthage, TN 37030-1233  
(615) 735-0377  
Fax: (615) 735-2291

(Clay County)  
500 Dow Street  
Celina, TN 38551  
(931) 243-2652  
(931) 243-4402

(Fentress, Pickett Counties)  
308 South Main  
P. O. Box 607  
Jamestown, TN 38556-3739  
(931) 879-9594  
Fax: (931) 879-9157

(Overton County)  
106 West Henson  
Livingston, TN 38570  
(931) 823-1827  
Fax: (931) 823-6490

(Macon County)  
TN vocational Training Center  
Highway 52 Bypass  
Lafayette, TN 37083  
(615) 666-2330

(DeKalb County)  
527 West Main St.  
Smithville, TN 37166  
(931) 597-6197  
Fax: (931) 597-5960

(White County)  
White County Career Center  
826 Valley View Drive  
Sparta, TN 38583  
(931) 738-0830  
Fax: (931) 738-0832

### **TDOL&WFD Local Offices**

(Putnam County)  
263 West Spring Street  
Cookeville, TN 38501-3268  
(931) 526-9701  
Fax: (931) 520-1404

## ***LWIA 8***

### **COMPREHENSIVE CAREER CENTER**

Clarksville-Montgomery County Career Center  
Veterans Plaza  
350 Pageant Lane  
Clarksville, TN 37041  
Telephone: (931) 551-9737  
Fax: (931) 552-9108

### **AFFILIATE CENTERS**

(Sumner County)  
175 College Street  
Gallatin, TN 37066  
(615) 451-5800  
Fax: (615) 451-5848

(Dickson County)  
446 Highway 46 S  
Dickson, TN 37055  
(615) 441-6210  
Fax: (615) 441-6217

(Williamson County)  
225 Noah Drive  
Suite 360  
Franklin, TN 37064  
(615) 790-5512  
Fax: (615) 790-5520

(Robertson County)  
511 Hill Street  
Springfield, TN 37172  
(615) 382-2418  
Fax: (615) 384-4318

### **TDOL&WFD Local Offices**

(Humphreys, Houston Counties)  
101 South Church Street  
Waverly, TN 37185-2109  
(931) 296-2393  
Fax: (931) 296-7635

(Stewart County)  
Stewart County Courthouse  
P. O. Box 207  
Dover, TN 37058-0207  
(931) 232-6672

(Sumner County)  
144 West Knight Street  
Portland, TN 37148  
(615) 325-7682

## ***LWIA 9***

### **COMPREHENSIVE CAREER CENTER**

Middle Tennessee Career Center  
MetroCenter  
621 Mainstream Drive, Suite 210  
Nashville, TN 37228  
Telephone: (615) 862-8890  
Fax: (615)862-8910

#### **Affiliate Site**

Opry Mills Learning & Development Ctr.  
437 Opry Mills Drive  
Nashville, TN 37214  
(615) 514-9676  
Fax: (615) 514-9680

(Rutherford County)  
220 East Vine Street  
Murfreesboro, Tn 37130  
(615) 898-8050  
Fax: (615) 898-8068

#### **TDOL&WFD Local Offices**

(Wilson, Trousdale Counties)  
328 North Cumberland St.  
P.O. Box 100  
Lebanon, TN 37088-0100  
(615) 443-2739  
(615) 443-2743  
Fax: (615) 443-2779

(Davidson County)

3763 Nolensville Road  
Nashville, TN 37211  
(615) 741-3556  
Fax: (615) 532-2773

752 Madison Square Shopping Ctr.  
P. O. Box 920  
Madison, TN 37116  
(615) 868-6400  
Fax: (615) 865-8291

## ***LWIA 10***

### **COMPREHENSIVE CAREER CENTER**

South Central Tennessee Career Center  
119 Nashville Highway, Suite 106  
Northway Shopping Center  
Columbia, TN 38402  
Telephone: (931) 490-3800  
Fax: (931) 490-3888

#### **TDOL&WFD Local Offices**

(Lewis, Hickman, Perry Counties)  
28 Park Avenue North  
Hohenwald, TN 38462--1422  
(931) 796-3319  
Fax: (931) 796-1558

(Lawrence County)  
241 East Taylor Street  
P.O. Box 309  
Lawrenceburg, TN 38464-0309  
(931) 766-1405  
(931) 766-1408

(Wayne County)  
525-B Highway 64 East  
Waynesboro, TN 38485  
(931) 722-9428

(Giles County)  
Brookland Office Plaza  
923-B East College St., Suite 101  
P.O. Box 386  
Pulaski, TN 38478-0386  
(931) 424-4006  
Fax: (931) 424-4008

# *LWIA 11*

## **COMPREHENSIVE CAREER CENTER**

West Tennessee Career Center  
416 E. Lafayette Street  
Jackson, TN 38301  
Telephone: (731) 423-5860  
Fax: (731) 423-5864

## **AFFILIATE CENTERS**

(Hardeman County)  
103 S. Lauderdale St.  
Bolivar, TN 38008-2329  
(731) 658-6442  
Fax: (731) 659-2148

(Henry County)  
1023 Mineral Wells Ave.  
Paris, TN 38242-7537  
(731) 644-7355  
Fax: (731) 644-7386

(Carroll, Benton Counties)  
19870 East Main Street  
P.O. Box 767  
Huntingdon, TN 38344-0767  
(731) 986-8217  
Fax: (731) 986-2055

(Henderson, Decatur Counties)  
67 West Church Street  
P. O. Box 590  
Lexington, TN 38351  
(731) 968-8159  
(731) 968-4251  
Fax: (731) 968-8745

(Hardin, McNairy Counties)  
2113-B Wayne Road  
Savannah, TN 38372-0970  
(731) 925-5095  
Fax: (731) 925-6408

(Haywood County)  
West TN Career Ctr - Brownsville  
140 S. Wilson  
P. O. Box 413  
Brownsville, TN 38012  
(731) 772-3490  
Fax: (731) 772-8323

## **TDOL&WFD Local Offices**

(Benton County)  
(open Wed. only)  
119 Cole Street  
Camden, TN 38320  
(731) 584-6058

(Weakley County)  
8714 Highway 22, Suite B  
Dresden, TN 38225  
(731) 364-2554  
Fax: (731) 364-3005

## ***LWIA 12***

### **COMPREHENSIVE CAREER CENTER**

Northwest Career Center  
439 McGaughey Street  
Dyersburg, TN 38024-0565  
Telephone: (731) 286-8300  
Fax: (731) 286-8354

### **AFFILIATE CENTERS**

(Obion County)  
1418 Stad Avenue  
Union City, TN 38261  
(731) 884-2621  
Fax: (731) 884-2625

(Gibson, Crockett Counties)  
1481 Mullins Street  
P.O. Box 428  
Humboldt, TN 38343  
(731) 784-3552  
(731) 784-3557  
Fax: (731) 784-7537

(Lauderdale County)  
164 North Main Street  
P.O. Box 506  
Ripley, TN 38063-0506  
(731) 635-3479  
Fax: (731) 635-3216

(Tipton County)  
724 East Lucky Plaza  
Highway 51, North  
P.O. Box 645  
Covington, TN 38019-0645  
(901) 475-2529  
Fax: (901) 4752537

## ***LWIA 13***

### **COMPREHENSIVE CAREER CENTER**

Memphis Area Career Center  
444 North Main Street, 2<sup>nd</sup> Floor  
Memphis Area Transit Authority Terminal  
Memphis, TN 38103  
Telephone: (901) 545-2240  
Fax: (901) 545-2250

### **AFFILIATE CENTERS**

Fayette County Career Center  
121 Court Square  
Somerville, TN 38068

### **TDOL&WFD Local Offices**

Millington Naval Air Station  
Job Service/Spouse Employment  
NAS Building N762  
Millington, TN 38053  
(901) 874-5381  
Fax: (901) 874-7538

2745 S. Mendenhall Road  
Memphis, TN 38115  
(901) 543-7831  
Fax: (901) 543-7156

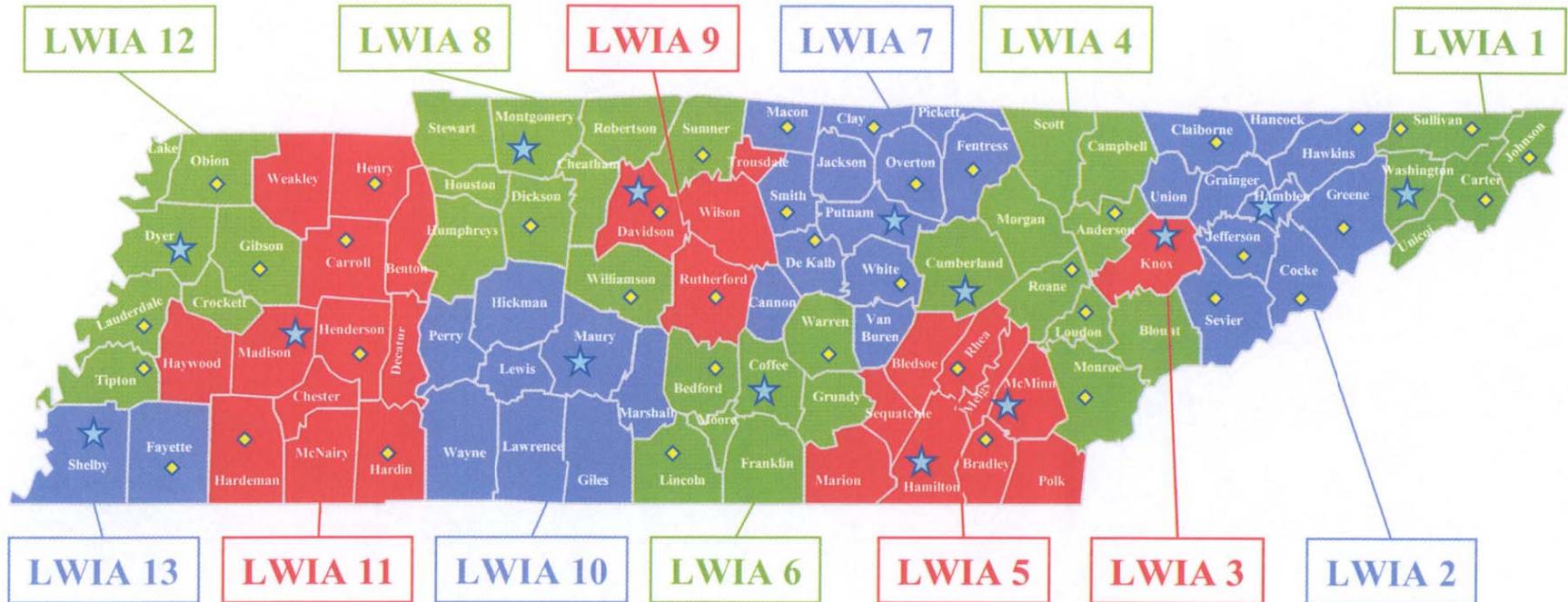
1295 Poplar Avenue  
Memphis, TN 38174-0859  
(901) 543-7535  
Fax: (901) 543-7795

2850 Austin Peay Hwy. Suite 132  
Memphis, TN 38168  
(901) 543-7842  
Fax: (901) 543-7155

942 West Poplar, Suite 4  
Collierville, TN 38017-2546  
(901) 853-4752  
Fax: (901) 853-0623

# Tennessee

## Local Workforce Investment Areas



★ Comprehensive Career Centers (14)

◆ Affiliated Sites (41)



**Tennessee Department of Labor and Workforce Development  
Employment and Training Division  
Staff Information**

NAME	TITLE	PHONE NO.
<b>Bourque, Susie</b>	Performance Coordinator	741-4092
<b>Bryant, Bobby</b>	Grants Analyst 3, Dislocated Worker Services	532-3540
<b>Cowden, Susan</b>	Director, Employment & Training	741-3874
<b>Craig, Joan</b>	Manager, Technical Assistance	741-0889
<b>Crosby, Margaret</b>	Employer Training Services	253-4168
<b>Forehand, Thomas</b>	Secretary, Dislocated Worker Services	253-6236
<b>Gregory, Joyce</b>	Technical Assistance	741-4316
<b>Harding, Peggy</b>	Technical Assistance	741-3986
<b>Harris-Morehead, Patricia</b>	Participant Services Policy Compliance	253-1374
<b>Ingram, Donald</b>	Manager, Dislocated Worker Services	253-5868
<b>King, Regina</b>	Administrative Secretary, Policy Compliance	741-0354
<b>Morris, Theresa</b>	Administrative Secretary, Administration	741-5526
<b>Perryman, Elaine</b>	Employer Training Services	253-1330
<b>Piercy, Nan</b>	Youth Specialist/Employer Training Services	741-3988
<b>Sparks, Steve</b>	DHS/Employer Training Services	253-5869
<b>Stone, Louis</b>	Dislocated Worker Unit	741-3849
<b>Tamerat, Rubka</b>	Participant Services	741-6786
<b>Van der Spuy, Sterling</b>	Youth Services	532-5945
<b>Velez-Velez, Ramon</b>	Technical Assistance	741-3872