



STATE OF TENNESSEE  
DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT

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JAMES G. NEELEY  
COMMISSIONER

October 4, 2005

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

Dear Secretary Chao:

With great honor I present to you the Tennessee Program Year (PY) 2004 Workforce Investment ACT (WIA) Annual Report. The attached report provides an overview of PY 2004 activities, statewide programs, local workforce accomplishments, along with the required performance data.

In the past year Tennessee has progressed towards an enhanced and empowered workforce development system. Through the coordination of programs and services we have rejuvenated our local workforce system and expanded the level of service delivery. We continue to strive towards the level of excellence that places Tennessee at the forefront of the competitive global market.

As we continue to face the challenges of an unstable economy, Tennessee will remain committed to providing our citizens with a customer- focused workforce development system. We believe that the essential key to economic empowerment is through enriching the lives of all Tennesseans.

Sincerely,

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

James G. Neeley

JGN:DH:rk



**Division of Employment and Workforce Development  
Department of Labor and Workforce Development  
Annual Narrative Report to the Employment and Training Administration  
United States Department of Labor  
Program Year 2004**

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## Executive Summary: At the Crossroads

Knowing where you are going requires knowing where you have been. In summary, the Tennessee Department of Labor and Workforce Development's Division of Employment and Workforce Development has been at a crossroads for Program Year 2004; an intersection of change and



permanence. There were big changes because PY 2004 saw the advent of a new Title I of WIA strategic plan, a result of having passed the flagship threshold of five years; and there were changes in leadership, stakeholders, and performance. But some things stayed the same. Governor Bredesen continues to believe that “Tennessee will be successful in economic development when all 95 counties are achieving success and when every willing Tennessean is working and has the opportunity, access and support for additional training

to reach their maximum talents.” And the new leadership and this administration continue significant investments in people and community infrastructure. To report the outcomes of the important events at this crossroads, and thus to shed light on our path to future achievements, is the subject of this Annual Report.

### *A. Continuing Economic and Workforce Development in Tennessee*

As one of his first formal acts in office, Governor Bredesen created the Governor's Jobs Cabinet. The Jobs Cabinet embodies the governor's strategy of coordinating the highest levels of government leaders and private stakeholders to find specific strategies to grow and retain better paid, higher skilled jobs. The governor charged the Jobs Cabinet to join him in getting out of the State Capitol and listening to Tennesseans on the frontlines of the community – workers, classroom teachers, plant managers, parents, small business owners and workforce development trainers. Over Program Year 2004, a result of these “jobs roundtables” has been the introduction of an improved economic development program, the FastTrack program, and the implementation of a \$20 million Jobs Package this legislative session targeted at job training and infrastructure improvement opportunities.

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

Taken together with the initiatives of the State Workforce Development Board, Tennessee has increased the competitive position of Tennessee workers and businesses. With this and the Board's five guiding principles established during PY 2004,

- Workforce Development = Economic Opportunity
- Customer Focused Performance Based System
- Integrated, Seamless, Cost Effective, Competitive, and Responsible

- Utilization of Career Centers, and
- Demand Driven,

the Tennessee Workforce Development System is uniquely positioned to address the national strategic priorities of the workforce investment system.

### The Results of Change

It is a fairly common belief that the more things change the more they stay the same, illustrating something akin to waiting in line in a mess hall. On the contrary, and especially with respect to the 13 Tennessee Local Workforce Investment Areas’s (LWIA’s) delivery of continuous improvement, change really is change. Working together with the State Workforce Development Board, Local Workforce Investment Boards, One-Stop Career Centers, employers, community based providers, the Tennessee Board of Regents, Tennessee Higher Education Commission, AFL-CIO, and the University of Memphis, Tennessee’s workforce system achieved important milestones in performance outcomes.

The charts below illustrate Tennessee’s main core performance outcomes for Program Year 2004, and at first glance, the percent-of-goal values indicated here are not significantly different from the values for previous program years. The leftmost chart for outcomes in the Adult, Dislocated Worker, and Older Youth Programs, the rightmost showing Younger Youth outcomes, give us a picture of

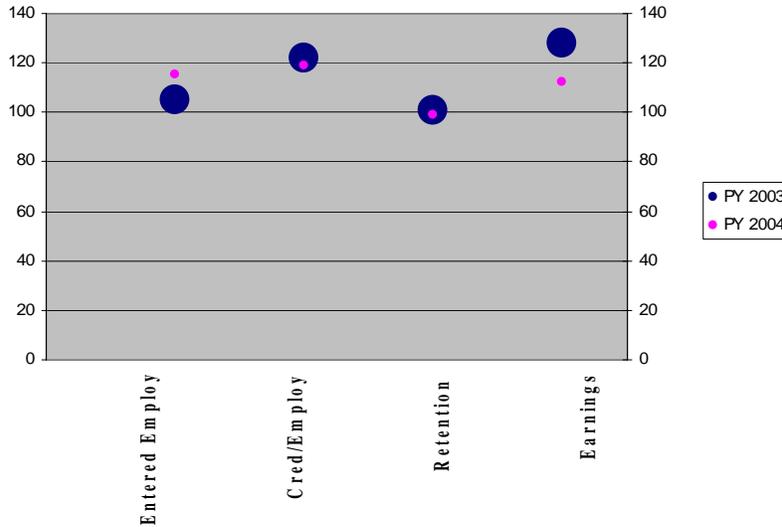


80% of the measures exceed 100% of the established performance goals for PY 2004. This is very similar to Tennessee’s performance outcomes for PY 2001 through PY 2003. It would seem that our core performance outcomes, consistently above 100% of the goals, hardly change. That is, until we look further at the exits and participation levels which form the basis for the outcomes.

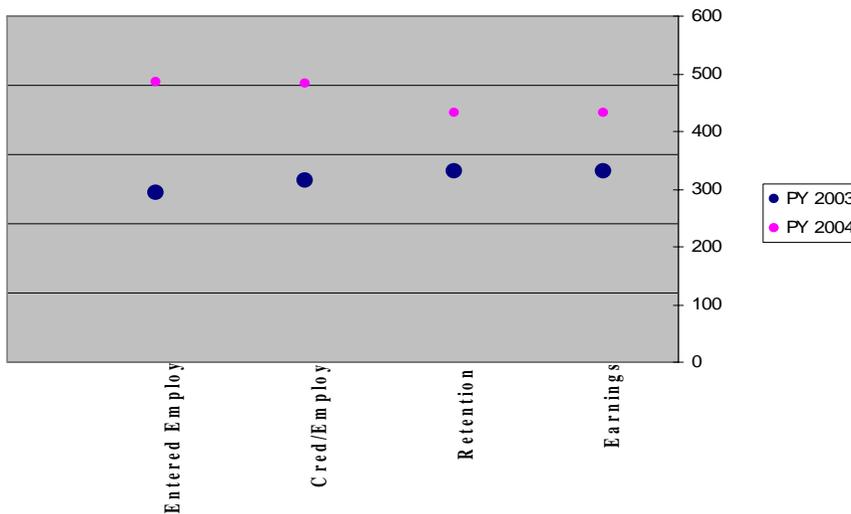
In PY 2004, as in each year since implementation of WIA 1998, our negotiated performance goals have increased, and participation levels overall, for instance, also increased significantly from 13,064 exits in PY 2003 to 16,250 exits in PY 2004. Looking more specifically at Youth exits, Tennessee saw an increase during the identical time period from 3809 in PY 2003 to 4,140 in PY 2004. The upshot of this is that, while Tennessee’s WIA participation level surged by better than 20%, our performance in serving this population remained excellent despite higher expectations each year. In addition, and ranked by ETA’s Federal Register publication of April 27, 2005, Tennessee was eligible to apply for the 5<sup>th</sup> highest amount of incentive funds made available nationally for PY 2003. This represents a significant movement upwards from 7<sup>th</sup> to 5<sup>th</sup>. How did this happen?

## The Youth Program

Our Older Youth Program in PY 2004, is another example of how change has occurred despite constant performance outcomes and higher expectations. This chart shows the core performance percent-of-goal outcomes for successful Older Youth participants through PY 2004. The outcomes can be seen to be not significantly different for PY 2003 and PY 2004:



Now look at the counts of successful Older Youth completers for PY 2003 and PY 2004. Similar results are found in the charts for Adult and Dislocated Worker program participants and outcomes.



Tennessee had several groups in place during PY 2004 that focus their energy around children and youth issues. Our youth workforce development program served as a valuable employment and training resource to many of these groups. They include: local education agencies, Community and Faith Based organizations, and Children’s Services which include foster care and the juvenile detention programs and facilities. In order to remain effective and an asset in the workforce community, each has played an integral part of providing for all the needs of eligible youth. Tennessee has a long history of sponsoring and developing a variety of programs to enhance the workforce community which includes older youth. In the past year, we have developed a Teen work issues website that includes links to WIA local area staff and local contracted youth providers. That site can be viewed at: <http://www.state.tn.us/laborwfd/youth/>. The State

legislature allocates state dollars to the Tennessee Commission on Children and Youth who advocate for improvements in the quality of life for children and families and compile and disseminate information on Tennessee's children. During PY 2004, we have shared information with this group, participated in meetings and served as a resource.

Whatever else may impact authorizations for assignments of participants to training services, it is clear from these values that for PY 2004, in addition to a seeming permanent level of continuous improvement in performance outcomes, there are significant changes which are forming the basis for innovative decision-making and interesting initiatives.

### **Innovative Incumbent Worker Program and FastTrack**

Tennessee's approach to workforce investment in PY 2004 also worked on strengthening the relationship of local businesses by supporting small business through the incumbent worker program and the FastTrack Program. The actions taken not only keep jobs in local areas, but assisted the skills of workers in gaining momentum for new and better paying jobs. The involvement of the business community in the development of the workforce has been vital. Assisting small business has communicated the intent of the state toward the local business community. It built confidence that trained workers can be supplied. Although Tennessee's Career Centers currently deliver several program services that are less fragmented, more needs to be done to upgrade the skills of those delivering services. One area of focus was on staff training at each level of service delivery. When an employer identified the need to train a group of job applicants in a specific occupational skill area, the Local Workforce Investment Area assisted with meeting the employer's training needs. The local program can pay up to 50% of the total cost for training a group of potential employees. The employer must agree to hire all of the applicants referred who successfully complete the training.

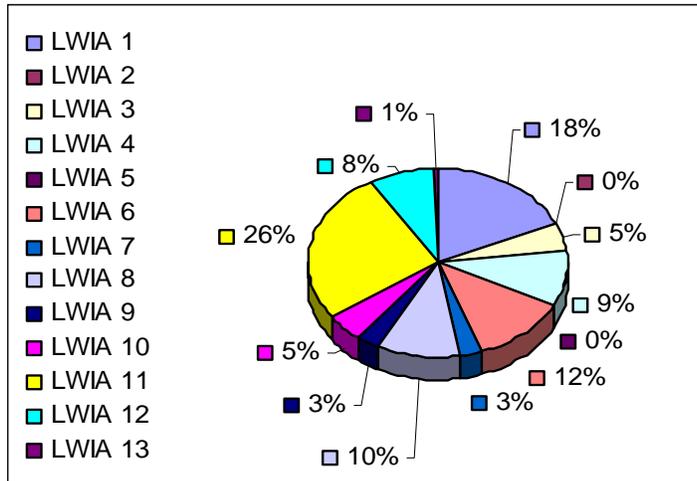
Employment and Workforce Development offers employers access to job seekers through the Career Center System. Any employer can place a simple request for referrals through the labor market exchange program offered at each of the career centers.

### **Incumbent Worker Training**

The Incumbent Worker Training Program during PY 2004 provided grant funding for customized training for existing for-profit businesses. Through this customer-driven program, Tennessee was able to effectively retain and keep businesses competitive through upgrade skills training for existing full-time employees. The Tennessee Department of Labor and Workforce Development, along with the specific Local Workforce Investment Area and the local Career Center administered the Incumbent Worker Training Program. The program has been structured to be flexible to meet the business' training objectives. The business may use public, private, or its own in-house training provider based on the nature of the training.

The table and chart below illustrates the Incumbent Worker Grant Allocation for PY 2004. The total award amount \$994,761.00 was distributed to several corporations throughout the state and provided training services to avert worker dislocation.

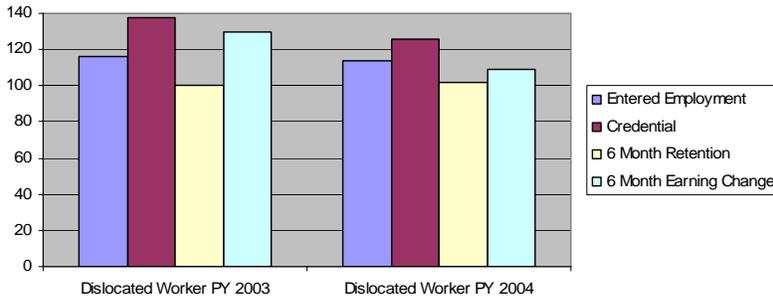
## Incumbent Worker Grant Allocation



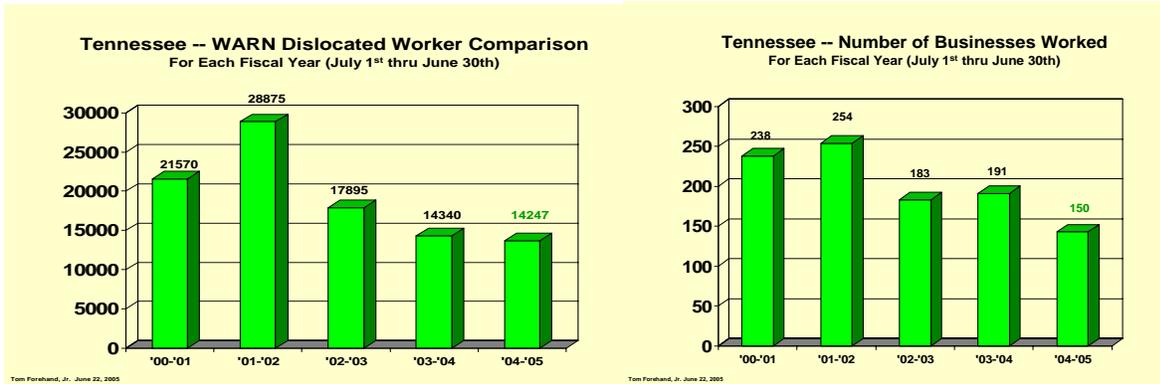
LWIA	Total Grant
LWIA 1	\$179,428.00
LWIA 2	\$0.00
LWIA 3	\$50,000.00
LWIA 4	\$94,122.00
LWIA 5	\$0.00
LWIA 6	\$117,470.00
LWIA 7	\$30,000.00
LWIA 8	\$101,996.00
LWIA 9	\$28,000.00
LWIA 10	\$49,500.00
LWIA 11	\$258,870.00
LWIA 12	\$79,975.00
LWIA 13	\$5,400.00
<b>Total</b>	<b>\$994,761.00</b>

## Dislocated Worker Program

By looking at Tennessee's **Dislocated Worker Program** (includes the Rapid Response Unit), the PY 2004 investments in people and community also appear both steady and marked by noticeable changes. The chart below indicates a microcosm of the overall, consistent pattern of outcomes for Workforce Investment Act



participants in Tennessee; namely, a consistent pattern of outcomes at or exceeding 100% of the negotiated goals for both PY 2003 and PY 2004. But more importantly, and looking further at some of the reasons of this pattern, it is clear as shown below that important changes in participation levels, as well as in the distribution of services over time, are changing with sometimes extraordinary events on the local level in Tennessee. Still, participant levels and businesses worked have remained steady since PY 2002 and on through PY 2004. But as we are aware in the Dislocated Worker Program, this steady trend can be just the calm before the storm.



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

### Senior Community Services Employment Program

Another indicator of underlying change and improvement in a steady environment of performance accountability is our **Senior Community Service Employment Program**. During PY 2004, this program in Tennessee contracted with the following organizations:

**Upper East TN Human Development Agency**

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

**East TN Human Resource Agency**

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

**Upper Cumberland Human Resource Agency**

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

**Mid-Cumberland Comm. Service Agency**

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

**Hardeman County Literacy Council**

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

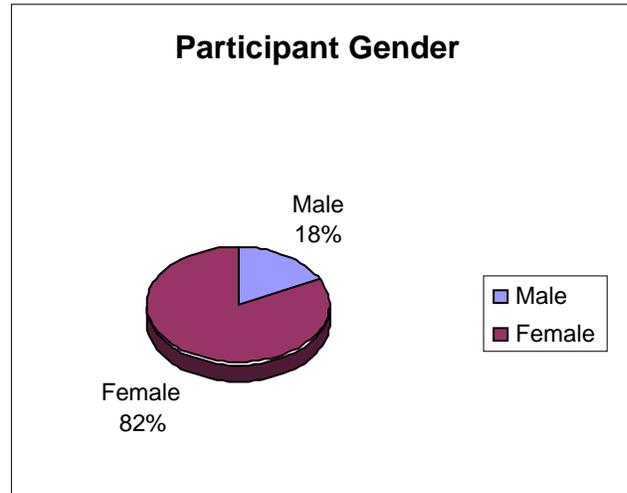
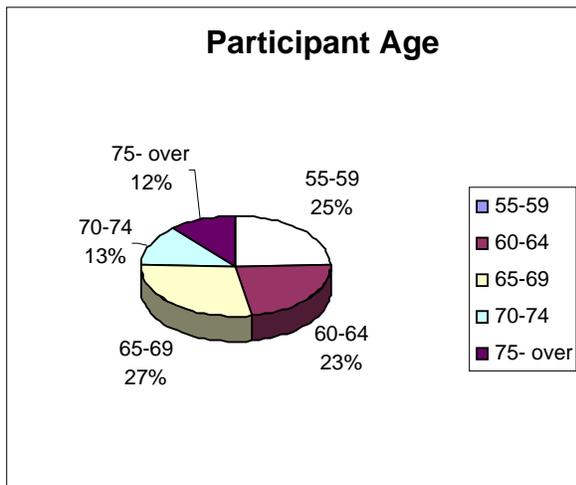
**Senior Services Inc.**

4700 Poplar Ave.  
Memphis, TN 38117-4411  
Deborah Cotney, President  
Jean Mason, Project Director  
**Shelby**

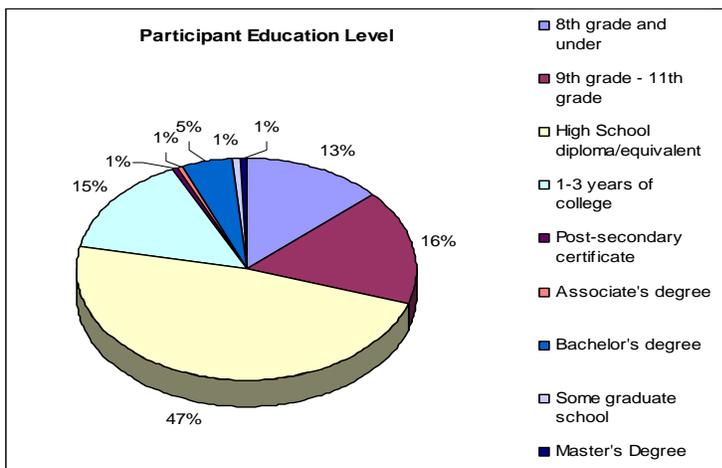
**McNairy**

The results of an aging population required adjustments to our way of thinking about untapped resources in Tennessee's labor pool. During PY 2004, one of these labor pools was found in older workers, and the outcomes of employment and training programs for this population are reflected in these charts of baseline data:

**Senior Career Services Employment Program - Participant Characteristics  
Year to Date**



During PY 2004 the majority of senior participants who received employment services were females whose ages ranged between 55-65 years old. This exclusive population represented a wide range of ethnic and cultural backgrounds and was able to use our career services and establish employment in a global and competitive labor market.



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

## *Expanding the Horizon – Boomer Careers Website*



Underneath the numbers there also have been significant outreach initiatives which attract older workers, such as the ‘Boomer Careers’ website just launched during PY 2004. The Web site offers baby boomers information on Tennessee job search, career transition, guidance on education and training, résumé writing, and career counseling at the Tennessee One Stop Career Centers. The site goes one step further in assisting the boomer generation with links to resources that can help them remove obstacles in their job search such as caring for an older family member. This new Web site enhances the work done at Tennessee Career Centers to help older workers, as valued members of our state’s workforce, to make the career and lifestyle changes they desire.

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

#### **The President’s Initiative**

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

Across the United States faith-based social agencies have served as ground level community service organizations providing assistance to all individuals in need. Today the President’s Faith Based Community Initiative generates funding opportunities for some of America’s most effective and efficient social providers. To help Americans in need, in Fiscal Year (FY) 2004, \$2 billion in competitive grants across seven federal agencies were awarded to faith-based organizations.

*“Faith and community based institutions in Tennessee and throughout the country are making a difference in the lives of people. They are addressing unmet needs in the community and are helping people with affordable housing, health care, education, substance abuse dependency, and economic revitalization. Government can and should be a more effective partner with these groups to enable them to continue to meet these challenges while also preserving religious liberty under our Constitution”*

*- Congressman Harold Ford*

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

In 2004, the State of Tennessee, in a collaborative effort with other federal agencies, provided grants ranging up to \$800,000 to faith-based and community organizations, establishing and expanding activities that aid in the delivery of educational and human social services. This social reform effort assisted with the implementation of training programs focused on the development of employability and job training services.

Tennessee Department of Labor and Workforce Development (TDLWD) Faith-Based and Community Organizations Initiative program lends to the provision of leadership and guidance to the Local Workforce Investment Areas, Local Workforce Investment Boards, State Workforce Investment Board and the One-Stop Career Centers to facilitate a seamless integrated delivery system for a demand driven workforce. The promotion of such a unified team will progressively enhance Tennessee's competitive and profitable edge.

A vital and pivotal component for the success of this initiative is to continuously monitor the progress of the strategic decisions and provide solid leadership at a high quality level. In addition, we will continue to formulate strategies for program implementation and develop tasks which will respond to the specific needs of this special population. In this upcoming program year, it is Tennessee's mission to systematically move toward this adopted level of excellence.

## **B. Local Initiatives and Capabilities**

### **LWIA 1**

#### ***LWIA 1: Crossroads – Overview***

##### **Our Vision**

The vision for LWIA 1 is to deliver a workforce development system that fosters economic growth and empowers the citizens of Northeast Tennessee with skills to ensure economic opportunity. Since the implementation of the Workforce Investment Act in Tennessee in July, 2000, it is estimated that the LWIA 1's comprehensive Northeast Tennessee Career Center has served an average of 14,500 individuals each year.

##### **Strategic Goals**

For Program Year 2005, the Northeast Tennessee Workforce Investment Board has adopted as its primary strategic emphasis the development and support of partnerships that promote ongoing capacity for 100% of the region's citizens to attain a high school diploma or GED. Further, the Alliance for Business and Training and the Tennessee Department of Labor and Workforce Development, together with other public partners in the system, have leveraged maximum available resources dedicated to post-secondary education or training to enable our labor force to be competitive in the global marketplace. LWIA 1 is also taking a proactive approach to address changing demographic trends in the region with a focus on skill enhancement and retraining for older workers who are members of the maturing "baby boomer" labor cohort.

During the past five (5) program years, LWIA 1 has invested more than \$8,000,000 in direct support of local employers for employee training. These investments were made possible through use of WIA formula dollars, Tennessee Department of Labor and Workforce Development Incumbent Worker funds, United States Department of Labor grants for Incumbent Workers and H-1B Skill Shortage training, as well as resources available through the U. S. Department of Education to enhance services to individuals with disabilities.

##### **Educational and Skill Development**

In recognition of the vital importance of educational achievement, these WIA, multi-agency and grant resources have been utilized to provide support for academic and applied skill training at Northeast State Community College, the Tennessee Technology Center at Elizabethton, and other training institutions throughout the region, and for the purpose of integrating workforce strategies through the Northeast Tennessee Career Center System. Since July, 2000, more than 5,000 certificates, diplomas, or degrees have been awarded as a direct result of these education and training efforts. During this same period, LWIA 1 devoted in excess of \$2.5 million to assist the Tennessee Department of Human Services achieves its welfare reform goals through the Families First employment and training program.

LWIA 1 is also committed to quality customer service in its Career Center System. A regional Coordination Team, comprised of representatives of all Career Center partners, meets quarterly to evaluate customer data and service strategies and to recommend process improvements. In 2004, the success of this long term collaborative approach was demonstrated by the achievement of the prestigious Level Three of Tennessee's quality award system administered by the Tennessee Center for

Performance Excellence. In addition, LWIA 1 has continuously achieved or exceeded 100% of the USDOL WIA performance measures since the implementation of the WIA legislation in 2000.

Working together with business, industry and education, LWIA 1 and the Northeast Tennessee Workforce Investment Board, we focus on making a difference by raising the skill levels of our workforce and by increasing employer productivity to sustain the vitality of our region's economy.

## LWIA 2

### *LWIA 2: Crossroads – Overview*

#### **Achieving Excellence**

During the past year, the Center for Workforce Development has concentrated on improving access, improving performance, serving more customers – both job seekers and employers, reaching out to economic development agencies and targeting youth in our ten-county service area. Excellent performance is our area's goal, and we are proud to have exceeded 100% of all goals.

Workforce development for Area 2 is always at the heart of our activities. This year, 11 new training programs were approved for both WIA and TAA participants. To provide more applicable training, nine potential target industries were identified: tourism and hospitality; health and social services; construction; non-durable manufacturing; automotive and machinery manufacturing; trucking, warehousing and wholesale trade; retail; finance and banking; and professional services.

#### **Service Improvements**

To improve services, staff members have put a number of new programs into place. In partnership with Local Area 3, a Workforce Innovations Grant was implemented. This grant enabled the local area to have a disability coordinator or navigator who is working to make the career centers more accessible for job seekers with disabilities. The coordinator is also working in the community to make employers more aware of the benefits of hiring people with disabilities. This program is already showing strong success. One example is a recent arm amputee who was able to pursue training as a truck driver through an assistive device provided by the grant. That person is now a full-time truck driver.

Over 40,000 customers received service through the Five Rivers Regional Career Center, including 691 WIA adult participants and 645 dislocated workers who received core, intensive and training services as specified in the Workforce Investment Act.

Local Area 2 continued efforts to better serve the area's employers by hiring a full-time coordinator of employer services who works directly with employers. The Center marketed incumbent worker training grants to local employers. Three employer applicants received grants totaling over \$60,000. Local employers have also benefited from on-the-job training. Ten OJT contracts totaling over \$350,000 were funded in the counties to train 130 workers.

#### **Media Relations**

The Center continued publication of its quarterly newsletter, "Workforce Focus." The newsletter is aimed specifically at employers and provides helpful human resource information and details about programs available through the Five Rivers Regional Career Center and the Center for Workforce Development. The January issue was mailed to all 18,000 employers in the area. The following three

issues were mailed to 1,750 employers with between five and 200 employees. The newsletter has proven to be a very cost-effective way of reaching employers.

## **Employer Services**

Employer services are provided in close cooperation with the Tennessee Department of Labor and Workforce Development. During the first quarter of this year, the Center assisted with rapid response activities at 17 businesses.

The Center for Workforce Development sponsored several events designed to bring economic development professionals together in a more regional approach to development activities. In April 2004, Local Area 2 sponsored the “Workforce + Economic Development Summit.” Over 100 local leaders attended. Tennessee Department of Labor and Workforce Development Commissioner James Neeley was the featured speaker and nationally-known economic development specialists offered workshops.

In January 2005, Tennessee Tourism Commissioner Susan Whitaker spoke at the Local Workforce Investment Board meeting. Over 100 board members, county mayors and guests attended, including local elected and economic development officials from throughout the ten-county service area.

## **Youth Services**

This year, WIA Youth Services has provided assistance to over 700 youth. A youth resource mapping project was completed for seven counties and is currently under way for the remaining three. This information will be used to develop a youth resource directory that will enable all agencies to better serve the region’s young people.

Two week-long Career Camp sessions were held at Walters State Community College. These camps, named a best practice by the Tennessee Department of Labor and Workforce Development, served 132 students with comprehensive activities aimed at helping youth make a successful transition to employment or further education.

WIA Youth Services also conducted the first area wide Youth Summit. Almost 1,000 youth from throughout the region attended. The theme of the summit was “Life’s a Puzzle: Put It Together.” Nationally known speakers focused on how to make good choices in life. Students that could be eligible for WIA services attended.

All of these services are assisted by a comprehensive marketing plan that maximizes free resources available in the area. In the past year, 44 press releases were written and 12 broadcast media interviews conducted, generating press coverage valued at around \$50,000. In addition, a public service announcement featuring Titans Coach Jeff Fisher (produced by the Tennessee Department of Labor and Workforce Development) promoting Career Center services to employers was aired regularly throughout the year on Channel 7, the local governmental and educational cable channel in Hamblen County.

## LWIA 3

### **LWIA 3: Crossroads – Overview**

#### **Our Primary Goals**

Through the Work Incentive initiative, LWIA #3 Improved Access Training to assist more than 90 career center staff members in areas 2 and 3 to adopt better customer awareness and service skills for serving persons with disabilities. During this year, 91 people were trained in deaf communication and culture. Another workshop, on ADA vs. Etiquette and accommodating mobility disabilities, is complete and ready to be launched in July 2005.

LWIA 3 focused on four primary themes: Building Effective Partnerships, Promoting Economic and business Development, Serving Diverse Populations, and Promoting Professional Development and Continuous Learning. Each of these themes is expanded below.

#### **Building Effective Partnerships**

Community-Wide Graduation – LWIA 3 and Workforce Connections joined with Knox County Schools, Pellissippi State Community College, and University of Tennessee adult education programs to honor GED graduates. Over 100 of graduates proudly crossed the stage in caps and gowns while more than 500 happy family members and friends observed.

Business Advisory Council – A group of employers focused on the employment of persons with disabilities and a sub-committee of the workforce investment board, the BAC and Workforce Connections joined with the University of Tennessee Center on Disability and Employment and other community organizations to host a community-wide disability employment event, “No Labels, No Limits.” Numerous area employers and community organizations participated in this project.

Linking Career Centers and Community Service Providers – LWIA 2 and LWIA 3 joined forces in a Work Incentive Grant to improve access to employment services for persons with disabilities and to build more and stronger linkages between the Career Center system and the disability services community.

Customized Employment replicates – LWIA 3s successful model for Customized Employment for persons with significant disabilities has been adopted by a federally funded statewide initiative and is being replicated in other Career Centers in Tennessee. LWIA 3 has been invited to share information regarding its practices at national workforce development and disabilities conferences.

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

Building Existing Business – LWIA 3 continues to support the expansion and retention of existing Tennessee businesses by meeting the workforce training needs through Incumbent Worker Grants and/or OJT programs.

Attracting New Business – LWIA 3 has strong linkage with the Knoxville Area Chamber Partnership and other economic development entities. The LWIA is committed to taking the lead in training people for high-skilled jobs.

## **Serving Diverse Populations**

At-Risk Youth – The creation of a Youth Learning Center by LWIA 3 provides at risk youth opportunities for educational improvement, life skills development, and community service involvement

Ex-Offenders – By coordinating with Probation and Paroles, LWIA 3 is providing employment opportunities and renewed hope for individuals leaving incarceration. Individuals attend a full week Job Readiness and Employment workshop series heavily focusing on preparing for employment with a negative background.

People with Disabilities – Through its Customized Employment and Work Incentive initiatives, LWIA 3 is contributing to the increased number of people with disabilities accessing Career Center services and entering employment. New for this year were Workshops in Braille and PowerPoint adaptations for the workshops for customers who are deaf.

Ethnic Cultures – In coordination with job service staff, LWIA 3 is offering Career Center workshops for Spanish speaking customers.

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

Regional Training – LWIA 3 continues to work closely with LWIA 2 and LWIA 4 to offer annual regional training and networking opportunities for workforce development professionals. Over 100 staff attended the “Simply the Best” regional training October 1, 2004.

Career Development Facilitator Training – After preparing more than 60 east region workforce development professionals for GCDF certification, LWIA 3 is partnering with the University of Memphis and the Tennessee Department of Labor and Workforce Development to provide GCDF training across Tennessee. LWIA 3 staff includes two certified Instructors, one of whom is a GCDF Master Trainer.

## **LWIA 4**

### ***LWIA 4: Crossroads – Overview***

#### **Program Year Achievements**

LWIA 4 continued its long history of setting and achieving or exceeding goals in PY2004. This included achieving or exceeding each of the 17 WIA performance measures, successfully enrolling and serving over 1,000 new customers and over 1,000 carryover customers from the previous year. And, most importantly, 1,350 customers served in the nine Career Centers in LWIA 4 went to work this year.

The LWIA 4 Youth Program served over 800 youth. Many of these services were provided through the unique LWIA 4 Future Stars program. This program was designed so youth were given a variety of opportunities to grow in academic enrichment, work experience, leadership, career development skills, teamwork and more. Youth that excelled in the work experience component were given the opportunity to participate in an offsite Leadership Academy. The Academy provided the youth opportunities for career exploration, learning more about personal safety and self-defense, drug and

alcohol awareness, developing budgeting and life skills to live on their own, decision making, dressing for success, etiquette and more.

This year also was the culmination of LWIA 4's goal to have a Career Center in each of our nine counties. The Blount Career Center opened in September 2004 which represented the first time the Tennessee Department of Labor and Workforce Development, Adult Education and WIA Services were housed under the same roof. This collaboration is already paying off in offering seamless services to the citizens and employers of Blount County.

This year, Services to Employers were strengthened in LWIA 4 including:

- A targeted outreach campaign to make employers aware of the services available in the nine Career Centers. This included mailings to employers, speaking engagements, open house events, public relations press releases and advertising and more.
- Closer collaboration with all WIA partners, local chambers of commerce, economic development and other organizations to ensure employers' needs are understood and met.
- More direct services to businesses including WorkKeys and other testing and assessment processes to help with quality hiring by the employer.
- Implementation of the Incumbent Worker Training grants to provide the financial assistance for employers to upgrade the skills of their employees to improve business and/or avoid layoffs.

### **Services to Special Populations**

Services to Customers with Disabilities and to Employers to better work with employees with disabilities were greatly enhanced this year. LWIA 4 worked hard to obtain a Work Incentive Grant (WIG) that has provided the financial support for many activities including:

- Designing and installing fully equipped assistive technology computer workstations in 3 of the largest Career Centers,
- Upgrading the assistive technology and service accessibility in the other 6 career centers,
- Enhancing the disability related resources available to the community, businesses and staff and
- Enhancing all Career Center staff skills to serve customers with disabilities with sign language training, training on using specific software packages and more.

The next phase of this grant will provide opportunities for employers, school systems and other social service organizations to learn more about the resources available in the Career Centers so they can better serve customers with disabilities and be more likely to hire them and willing to make reasonable accommodations.

As LWIA 4 moves into the next year, we are positioned to continue the tradition of serving a high number of customers and providing quality services in each of the nine Career Centers. While achieving these goals, we will continue to work to provide effective delivery of services within the declining WIA budgets and prepare for WIA Reauthorization and the changes that it will bring.

## Monroe County Success Story

This success story is about 4 participants- the youngest of which was 46 years old when she entered the WIA (JTPA) program and a Monroe County employer? All four went through different training programs but have been hired by Family Practice Associates in Madisonville.

Wanda Williford worked at Robinson Manufacturing, a garment factory, in Madisonville, as a floor supervisor until the plant closed in 1999. With assistance from JTPA and TRA she began classes at Cleveland State's Vonore campus in January of 2000. She made the transition to WIA in July 2000 and graduated with an Associate of Applied Science degree in May 2002. She worked for almost two years as a temporary at the Department of Human Services and was hired a few months ago by Family Practice Associates.

Shelia Woodby was also dislocated from Robinson Manufacturing where she worked as a sewing machine operator. She too enrolled at Cleveland State's Vonore Systems. She went through one year certificate program in Computer Information Systems. She graduated in May 2000 and was transitioned to WIA services in July of 2000. She subsequently went to work at Family Practice Associates and is still employed there.

Linda Murrell was dislocated from MARCA in Vonore when the company closed in March 2002. She had worked there for 6 years. She knew that she had to make a career change. She too returned to school through Cleveland State and completed a one year certificate program in medical coding. TAA paid for the training and WIA provided supportive services. She too worked at Family Practice Associates.

Wanda Arp was also dislocated from MARCA when the plant closed in March of 2002. She had been there 12 years and worked at 2 other plants in Monroe County for the prior 13 years. She too knew she had to make a major career change. Wanda opted to enter the LPN program at TTC Athens. TAA paid for the training and WIA provided supportive services. After graduation Wanda took job at a hospital in a surrounding county but has since been hired by Family Practice Associates in Madisonville as an LPN.

The goal of these participants was to secure a good job within reasonable driving distance after completion of training. Going to work for Family Practice Associates helped them reach this goal.

## LWIA 5

### *LWIA 5: Crossroads – Overview*

#### **Service Delivery**

The Southeast Tennessee Development District serves as the Administrative Entity and Grant Recipient of the *Workforce Investment Act (WIA)* in a nine county area in southeast Tennessee. To deliver workforce services across the region, the District, along with its business-led Southeast Tennessee Workforce Investment Board, operates two full-service and four satellite One-Stop Career Centers.

One of Governor Phil Bredesen's top priorities is to improve the state's economy by recruiting new jobs and expanding existing industry. In Local Workforce Area 5, employer support functions have

been reorganized to align more closely with the Governor's economic initiatives and to increase business customer satisfaction in the labor market.

### **Workforce System Customers**

As key stakeholders, employers are the end-users and ultimate customers of the public workforce system. To ensure that the business community is familiar with the services available through the Southeast Tennessee Career Center System, WIA Business Services Representatives made more than 1,248 personal contacts with employers during Program Year 2004. Expanded marketing helps to forge important relationships that serve as a conduit for sharing information on training incentives available for new hires, as well existing workforces.

Today's job seekers are referred to as 'Career Voyagers', and with rapid advances in technology, market restructuring and globalization many will change jobs several times during the course of their working lives. At no time in history has education and technical skill development been more important. To navigate the changing system, more than 73,000 workers sought critical labor market services and job training supports through the Southeast Tennessee One Stop Career Center System during 2004. Nearly 30,000 of those workers used the Career Center Resource Rooms to glean valuable labor market information and to conduct electronic job searches.

### **Skill Shortages**

The Southeast Tennessee Workforce Investment Board continued to maintain a keen eye on structural shifts occurring within the region's manufacturing sector. Today's manufacturing facilities depend on sophisticated technologies, and the Board's labor market analysis revealed a vast under-supply of workers trained to utilize Programmable Logic Controllers (PLC). Estimates revealed that less than ten percent (10%) of the number of workers needed with the ability to program and troubleshoot automated control systems were available in the labor market. Touted as 'the lifeblood of the manufacturing process', essential PLC skills shortages would have far reaching and long lasting impact on existing and expanding industries in the economy, particularly in light of the recent designation of Hamilton County's Enterprise South as an Automotive Megaworld. To help eliminate this critical skill shortage, the Board moved aggressively to develop local training capacity to ensure that companies in Area 5 have access to a sufficient supply of PLC- certified workers.

### **Demand Driven Workforce System**

The Local Workforce Board continued its focus on building a demand-driven workforce system. Partnerships expanded across the region with elected officials, business and industry, labor organizations, economic development agencies, education and training providers, and community and faith-based organizations. Synergies that were created fostered the collaborative efforts in Area 5 to pave the way for introduction of a new Career Readiness Certification. Based on the WorkKeys® Assessment developed by ACT, the portable skill certification system will help workers document that they have the skills to perform on the job and it will help employers to make more informed hiring decision. The Tennessee Department of Labor and Workforce Development selected Local Investment Area 5 as the first site in the state to pilot the demonstration and provided \$50,000 to implement the model.

Although the U.S. Department of Labor's funding of workforce programs remained relatively stable over the past year, the need for workforce services continued to escalate and supplemental grants proved to be a real advantage, particularly in expanding services to target populations. The area closed

out the year with the termination of a 30-month National Emergency Grant that brought in more than \$700,000 to serve displaced workers who lost their jobs due to plant closures. With long-term demand and critical shortages projected for the Health Care Industry, the State has given training in the health sector high priority. To assist Area 5 with health careers training, the State had previously awarded a \$330,000 State Reserve Grant to the Local Area. The final nursing class to complete training under the grant graduated in Program Year 2004. At closure, grant funds had provided for training and licensure of forty-eight (48) Licensed Practical Nurses (LPNs).

Although the One Stop Career Centers provide universal access and mainstream services to all populations, the unique circumstances of some workers make it more difficult for them to access the system and reattach to the labor market. To address this challenge, the Local Area has begun a widespread campaign to target a number of these nontraditional workers, including ex-offenders, the homeless, discouraged youth, dropouts, children aging out of foster care, job seekers with disabilities, and mature workers. These populations and others are being targeted for inclusion in the One Stop because they are an important source of labor not only in southeast Tennessee, but also in the state and nation, where critical workforce shortages are projected into the future.

To expand Career Center services to workers with significant disabilities, the Local Area was awarded a \$225,000 grant from the ARC of Tennessee to pilot a three-year customized employment model. Program Year 2004 was the first year of operation of the pilot, and already the Career Centers have witnessed a marked increase in the number of workers with disabilities accessing the Centers for service. The Area is fortunate that a prior Work Incentive Grant through Chattanooga Goodwill Industries provided more than \$150,000 in assistive technology to the Career Center Resource Rooms, effectively eliminating barriers to accessibility for the hearing and visually impaired.

### **Studio in Sustainability (SIS)**

Studio in Sustainability is a partnership between Howard School of Academics and Technology, the University of Tennessee-Knoxville Architecture Program, Chattanooga Neighborhood Enterprise (CNE), and BEC Development. During the summer of 2004 Chattanooga youth and students from the University of Tennessee at Knoxville joined forces to build a single-family home in Chattanooga's inner-city.

The mission of Studio in Sustainability stems from dual principals that wealth in inner-city neighborhoods should be expanded through making home ownership of well-designed structures available to all income level and that any community divided by race is not a sustainable one. It is based on the idea of hands-on learning for high school vocational students and university architecture students. It promotes the spirit of civic engagement, proving that youth can positively affect change in the neighborhoods where they live and go to school. It is founded on the principle of education-educating college and high school students about responsibility, community pride, and teamwork, while educating community residents about a sustainable city of architecture.

Participating youth learn the value of developing a strong work ethic, make connections for potential post-high school employment, acquire hands-on skills required in a broad range of building vocations, and are encouraged to pursue post-secondary education.

During the summer months of 2004, the partnership expanded to include LWIA 5's Youth Enrichment Services Program. Through this grant, *Studio in Sustainability* trained five economically disadvantaged youth in all aspects of home construction, while the youth actually constructed a home from ground up in midtown Chattanooga. A Howard High School Engineering Design/CAD instructor

served as the project's director and mentor. Local housing stock developer, John Coffelt, provided staff to supervise the project. Youth worked directly alongside electricians, painters, HVAC, masons, roofers, plumbers, and inspectors. The youth worked fulltime for a total of eight weeks, completing the major part of the construction. They had the opportunity to actually meet the new homeowner, a senior citizen living on a fixed income. The new owner tearfully told the youth how she had longed for a home and how much she appreciated their efforts and the quality of their craftsmanship. Throughout the remainder of the school year, the instructor maintained contact with the youth, providing follow-up services including post-testing to assess academic gains and work readiness skills, guidance and counseling, and mentorship.

The project was an overwhelming success and the Local Workforce Board awarded continuing funding during Program Year 2005.

## LWIA 6

### *LWIA 6: Crossroads – Overview*

#### **Expanding Our Presence**

The program year 2004-2005 has been another very successful year for Workforce Solutions, LWIA 6. Expanding the professional presence provided the agency with many new opportunities to serve employers in the seven county service area. The continued growth of the on-the-job training contract program has proven to be extremely effective in serving the underemployed as well as returning the unemployed into the workforce. The perpetual collaboration with the career center partners in addition to the continuous improvement at the career center system brought new resources and opportunities for individuals requiring services.

Workforce Solutions is committed to providing services to LWIA 6 with the most cost effective means possible. This program year proved to be the most cost effective in recent years. 874 individuals have been placed this program year, with the average cost per placement of \$1,403.23 for adults and dislocated workers.

#### **Youth Services**

Through the diligence of eight local youth contractors, services were offered to 427 youth throughout the seven county area. This year 102 received credentials; and 186 exited the program. Forty of a possible 47 were still working in their 3<sup>rd</sup> quarter with earnings ranging from a modest \$5.15 wage to an impressive \$12.50 per hour. The remaining 241 youths continue in active services for PY '05.

Eight youth grants spent a total of \$512,046.27 with 56% or \$289,247.88 expended on out-of-school youth. Sadly, over 60% were basic skills deficient at registration.

## LWIA 7

### *LWIA 7: Crossroads – Overview*

#### **Program Year Summary**

At the Cookeville Career Center, PY04 was the first full program year of the complete co-location of the Tennessee Department of Labor and Workforce Development, Workforce Investment Act programs and..... This change dramatically increased career center traffic by bringing both regular job seekers for Putnam County and the U.I customers and into this location. The resource room and the job search component experienced tremendous growth. Continued employer outreach and marketing strategies through the Chamber of Commerce, Human Resource Management Association meetings, job fairs and employer visits all contributed to the increased services for employers throughout our area and yet continues to build positive relationships with employers. The development of local Workforce Employer Outreach Committees also helped to create new relationships with employers. These groups have been very valuable for disseminating information about services available through the career center, such as the Incumbent Worker Training Program. Other services included taking applications for employers and pre-employment testing. In particular, Nestle Waters of North America has progressed to the point of using the Macon County Career Center exclusively for recruiting, testing and screening job applicants.

Among our accomplishments this program year was the completion of our National Emergency Grant with 251 exits and 12 individuals transferred to our Dislocated Worker program to continue training. Eighty-two individuals were enrolled in Licensed Practical Nursing training and 34 individuals were enrolled in other health/medical training this program year. We continue to address skill shortage occupations at every opportunity. We are contacting all known employers of medical personnel to try and assist them in meeting their needs if possible. Three new Licensed Practical Nursing classes are already planned for the coming year.

We continue to face challenges with job losses. In Clay County, the Crotty Corporation closed. Approximately 800 jobs will be lost at TRW and Russell Stover Candies in Cookeville. While in White County, Mallory's upcoming closing will result in the loss of 487 jobs.

## LWIA 8

### *LWIA 8: Crossroads – Overview*

WorkForce Essentials, Inc. and the North TN Workforce Board (NTWB) have had a busy year. The cliché, "All the world's a stage" could be used to describe the local, state, and national "stages" that WorkForce Essentials and the NTWB have been involved with in PY'04/05.

#### **Local Stage**

Edgar Groves retired as NTWB Chairman after 15 years of service. He led the board to a complete re-organization of the way workforce services were delivered in LWIA 8. Under his guidance, our area went from worst to first in terms of performance. William (Sammy) Stuard, President & CEO of F&M Bank, was elected as the next NTWB Chairman.

Marla Rye, WE, Inc. President, was named Executive Director of the North TN Workforce Board. Rye serves as the primary liaison between the local Workforce Board, WorkForce Essentials Board, and the public and private sector partners who are leading the way in workforce development initiatives.

### **State Stage**

The Clarksville-Montgomery County Career Center was awarded a Tennessee Center for Performance Excellence (TNCPE) Interest Award. While presenting the award, James Neeley, the Commissioner of the Tennessee Department of Labor and Workforce Development said, “The Tennessee Career Center System is the centerpiece of the State’s Workforce Development System. I am very proud of the Career Centers honored with this award.”

The North Tennessee Workforce Board and WorkForce Essentials were awarded with \$101,996 in Incumbent Worker Training Grants. These monies will be used to assist Hiscall, Inc. (Dickson, TN), Thomas & Betts Corp. (Portland, TN) and Zinifex Clarksville, Inc. (Clarksville, TN) with on-the-job upgrading of skills training programs for a total of 125 employees.

In the workforce & economic development arena, we got on the Governor’s ‘Fast Track’ to assist more than 800 employees of Odom’s TN Pride (Dickson, TN) and Electrolux (Springfield, TN) with \$215,000 worth of training in preparation for their expansion efforts.

### **National Stage**

WorkForce Essentials was awarded the Theodore E. Small Workforce Partnership Award at the National Association of Workforce Boards (NAWB) annual Forum conference in Washington D.C. This national award recognizes workforce investment boards that advance innovative partnerships within their business communities and is named in honor of Theodore E. Small, a pioneer in workforce development and the first chairman of NAWB. Based on descriptive award criteria, organizations selected for the Theodore E. Small Award are determined to be best-in-class and high performers in the workforce development arena.

Operation Stork Support began as a small project coordinated by a few WE, Inc. Clarksville Career Center employees. Its goals were to gather donated baby items for Fort Campbell Families experiencing a ‘baby boom’ resulting from the many soldiers returning home from their tour during Iraqi war. While working together with a charitable group of ladies in Nashville, Oprah Winfrey got wind of the planned ‘World’s Biggest Baby Shower’ and decided to help out. While WE, Inc. coordinated financial donations for Operation Stork Support, Oprah came to town, had a party and passed out many gifts to 640 expectant mothers at Fort Campbell!

WorkForce Essentials was invited to partner with the local media efforts to host production of ‘Extreme Makeover: Home Edition’, Network television’s reality show where a deserving family receives a newly remodeled/rebuilt home. In Clarksville’s case, it was Master Sgt Luis Rodriguez’s family and the project builder was NTWB member, Clay Powers. The Rodriguez Family episode will air in this fall on ABC.

We can even boast that one of our former Jobs for TN Graduates student customers is a finalist on a VH1 Reality Show! It’s certainly national exposure by association!

## LWIA 9

### **LWIA 9: Crossroads – Overview**

#### **Health Care**

During the past year, we made great strides in several industry sectors. In an effort to work on skill shortages in high-growth, high demand industries, we spent a great deal of time and energy in the areas of health care, technology, and the teacher shortages within our area.

We continued to work with higher education and industry representatives to support LPN and RN training and in conjunction with the state; we supported the provision of several LPN classes. This year we saw the culmination of several previously funded classes with the graduation and employment of 24 LPN students.

In addition, Nashville Career Advancement Center assured the Health Care Career Map Handbook and matching web site is maintained in such a fashion as to provide customers with the latest information about health care careers, training programs, providers and health care labor market data in the Middle Tennessee area.

#### **Technology**

The implementation of the HIB grant, to date, has resulted in high technology training at 14 employer sites. As designed, this has allowed for those employers to train existing workers in high technology areas. This has resulted in higher wages for these workers and the provision of a skilled workforce for those involved.

#### **Teaching**

One area that is easy to forget, but equally important is the field of teaching. The teaching shortage is not only apparent in the lack of licensed professionals but also in the lack of teaching endorsements in areas such as math and science, ESL and special education. This past year an ad hoc committee from the board met with representatives from the Department of Education and gathered information over the year to determine how the board can help to positively impact the trends in the teaching profession. This information will be utilized to identify and follow up on a strategy to address this issue as we move forward.

#### **Caremark and Middle Tennessee Career Center Partnership**

The Middle Tennessee Career Center worked closely with the Nashville Chamber in the relocation of Caremark to Nashville. First, the corporate headquarters relocated to Nashville from Birmingham in 2003, then expanded presence here in 2005 with the addition of a Call Center. The Middle Tennessee Career Center provided recruiting resources for information sessions, presentations at job seeker workshops and distribution of job posting information to prospective candidates. Services available from the Career Center, such as access to resource center computers at the seven Career Center locations, were critical at the Caremark launch to ensure a prompt and smooth entry.

Additionally, alliances with business development partners such as: regional chambers of commerce, the Tennessee Association of Colleges and Employers, and the network of community based organizations were beneficial to Caremark's workforce development plan.

## **Youth**

Through a partnership with the James E. Casey Foundation and Vanderbilt Institute of Public Policy, our area was able to develop a special program which provided resources to youth aging out of foster care. These services included employment, housing, assistance with various "real life" issues such as buying a car, leases, child care, banking and soft skills. Some remarkable relationships were formed with employers who were willing to give these youth a chance. The willingness of employers such as Asurion to work with these youth was enhanced by a dedicated staff. Our staff provides the support these employers need to make such a program successful. With these efforts, 12 out of the 14 youth that were placed at Asurion are now still employed.

## **LWIA 10**

### ***LWIA 10: Crossroads – Overview***

#### **Career Center Services – The Focal Point**

PY04, July 1, 2004 – June 30, 2005 saw on average 389 customers visiting just one of our eight Career Centers *each day!* With this level of activity, it is easy to see that these Centers are growing as a focal point of employment activity for both jobseekers and employers.

Over 2,000 jobseekers funded through the Dislocated Worker, Adult, Youth and National Emergency Grant – Eaton, were registered in this time frame. A total of 1,290 were exited, with 1,238 of this number entering employment. A diverse group of employers rely upon our services to fill their employee needs. This year we were privileged to serve employers such as Modular One, Tenneplas, Modine, UCAR, the City of Lawrenceburg, the City of Hohenwald, , Walker Tool & Die, CosmoLab, Cytec, Numatic, Smelter, Fisher - Team Linden, and Graham Lumber, just to name a few. Many more were served basic services without registration through information and self service activities. Oliver Industries, Pliant, Johnson Controls, and ATYS, were recognized at various times during the year as "Employers of the Quarter" for their use of Career Center services in meeting their hiring needs. Employers have been well pleased with other services of our system. Many of these employers use our system for recruitment and assessment, and have been delighted with the flexibility and reliability of appropriate assessments that matched potential employees to the appropriate job skills demanded for the job. Others participated in skill shortage grant opportunities in addition to On the Job Training (OJT) programs and Incumbent Worker Program funding.

In July 2004, a \$232,000 skills shortage grant was funded by the Tennessee Department of Labor & Workforce Development. With this grant, we embarked on a partnership at Columbia State Community College with NHC and Maury Regional Hospital to allow 40 current employees to take night & weekend classes to become Registered Nurses. The program has now reached the halfway point, with 80% retention. This is now a model program for our area healthcare providers who are faced with a shortage of Registered Nurses. Our goal is to see this become a regular offering for those in this industry.

Smelter Service Corporation received \$49,500 in Incumbent Worker Funding. This award was used for training an existing workforce of 77 employees. With this effort to increase employee retention and improve productivity, Smelter will remain competitive, and therefore a viable employer in the Mt. Pleasant area.

Following a very successful prior year, the incumbent worker effort resulted in over \$220,000 awarded to 8 employers within LWIA 10. In areas of high unemployment due to plant closures, the Incumbent Worker Program has proven to be a valuable and respected program for existing industries to make the necessary investments in employee training in order to remain competitive.

Some jobseekers only need information and guidance in pursuing a new or changed career path. Others seek additional training opportunities, and during the 2004-05 time period we served 229 jobseekers with almost \$400,000 of Career Center Scholarships (ITA's) which enabling individuals to become more skilled and therefore more employable. An additional amount totaling more than \$200,000 was reimbursed to area employers for agreeing to provide on-the-job training to 234 jobseekers, again resulting in increased skills, employment opportunities, and wages associated with increased skills.

### **Successfully Partnerships**

Much of our success can be attributed to the excellent partnerships that have been established and nurtured throughout the years. We recognize one such partner each quarter, and this year we were pleased to recognize the following partners: the City of Linden and Perry County Government – renovation of the building in which the Career Center is currently located; Giles County Chamber of Commerce - co-sponsorship of career fairs and other visible activities at the Career Center in Pulaski that has garnered publicity throughout Giles County; Joint Economic and Community Development Committee (JECD) & Lewisburg Industrial Board – support and partnership promoting the Incumbent Worker Training Grants that directly resulted in 5 successful applicants in Marshall County; and the Hohenwald/Lewis County Economic Development Council – partnership with the Career Center in Hohenwald to promote the excellent workforce dislocated from the Eaton closure that effected 280 area families.

Our Youth program continues to serve over 400 youth each year through Career Center services, in school settings, and out-of-school activities that focus on ensuring that if children are in school, they stay in school, and if they have chosen to leave school, that they have the proper instruction and guidance to receive a GED. Since its' inception, the Career Starters program offered in Maury county has resulted in 158 high school drop outs under the age of 22 to go back and successfully complete a GED, then move on into either work or additional post secondary training.

The South Central Tennessee Career Centers and South Central Tennessee Workforce Alliance strive to participate in partnerships and activities that promote the betterment of our regional workforce, and we will continue to seek avenues by which to better serve our employer customer, because it is through our employers that we are better able to serve the jobseekers of the region and state.

## LWIA 11

### *LWIA 11: Crossroads – Overview*

#### **Premium Customer Service**

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

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

#### **Program Year Accomplishments**

This past year has been a very successful one in assisting all three areas (youth, adult and dislocated workers) in education, training and job preparation. This past year LWIA 11 served a total of 583 Adults, 331 Dislocated Workers, and 405 Youth.

Meeting the health care shortage continued to be a priority this past year. We have utilized funding from state grants through the Tennessee Department of Labor and Workforce Development as a means of educating students in Licensed Practical Nursing. This funding made it possible to conduct two LPN classes at the Tennessee Technology Center in McKenzie, two LPN classes at the Tennessee Technology Center in Whiteville, and one LPN class at the Tennessee Technology Center in Paris.

LWIA 11 also utilized Incumbent Worker funding from the Tennessee Department of Labor and Workforce Development to assist eight manufacturers in our area. The total funding amount secured for Incumbent Worker Training in our area was \$258,870.00. Not only has this program been successful in helping employers upgrade the skills of their employees, but in helping LWIA 11 to establish and develop a closer working relationship with the employers in our area.

Six companies and nineteen participants benefited this past year from their participation in the LWIA 11 On the Job Training (OJT) program. The companies involved in this program were: Core Payment System Inc., Lowe's, Nutronics Inc., Perry's Used Auto Sales, Savannah Machine Shop, and Wright's Marine.

LWIA 11 remains on the cutting edge in developing innovative training opportunities with the new technology that is necessary to maintain a skilled workforce in the 21<sup>st</sup> Century.

## **Current and Future Initiatives**

Currently LWIA 11 is part of a consortium of employers and training facilities in West Tennessee that has submitted a proposal to Washington, D. C. designed to upgrade the skills of Licensed Practical Nurses to become Registered Nurses. The partners involved in this endeavor are Jackson State Community College, West Tennessee Healthcare, and the area Tennessee Technology Centers. Distance Learning capabilities will be utilized in the initial training of the selected participants.

Another similar training opportunity is currently in the planning stages. Meetings are already scheduled to be held in Humboldt to bring all the interested partners together.

Funds have already been requested from the Tennessee Department of Labor and Workforce Development to establish a class at the Tennessee Technology Center in McKenzie to train Biomedical Technicians. These participants will be trained in the installation, operation, and maintenance of sensitive electronic medical equipment currently being used in hospitals, clinics, and other healthcare facilities.

Southwest Human Resource Agency and LWIA 11 requested a grant from the Federal Government to assist in a Prison Re-entry Program. These funds will be used for the support and training for those persons who have been released after incarceration in the prisons in Whiteville or in local detention facilities. This assistance is very much needed to assure a smoother transition back into the workforce, and a more productive future.

## **LWIA 12**

### ***LWIA 12: Crossroads – Overview***

#### **Recent Goals, Achievements, and Initiatives of LWIA 12**

LWIA 12 has strongly focused on the efficient and effective delivery of services to our customers over the past program year. New staff positions have been created to ensure that LWIA 12 is operating at its peak performance and that our clients are achieving maximum satisfaction.

#### **Business Services—**

Business services have become a focal point for LWIA 12. A Business Services Coordinator position has enabled major improvements in the area. A quarterly newsletter entitled *Your Workforce Connection* is targeted to business and industry, local and state government officials, chambers of commerce, economic development agencies, and school boards. The distribution reaches 1,700+ individuals with three editions published to date.

The development of additional On-the-Job Training contracts with businesses throughout our seven county service area have been established and informative sessions have been held for ten other companies who are interested in pursuing On-the-Job Training. Incumbent Worker Training has also increased over the past program year. Outreach efforts to local industry have resulted in Incumbent Worker Training Grants in northwest Tennessee and improved skill sets in the workforce.

Sector initiatives are also underway to forecast and meet the needs of business and industry. The results of LWIA 12's *Northwest Tennessee Workforce Study* completed in December 2003, revealed the desperate need and related shortage of healthcare professionals in rural west Tennessee. Within months, LWIA 12 formed partnerships with healthcare providers, Tennessee Technology Centers,

community colleges, and local school systems to construct a Healthcare Consortium. The Consortium is studying the job projections for the next ten years, pooling data, and developing innovative presentation to share with middle- and high-school youth that will inform students of the need for healthcare professionals in the future and to create a pipeline of available skilled workers to fill the already vacant positions. LWIA 12 plans to replicate a similar process for the other high-demand sectors in northwest Tennessee.

### **Adult Services—**

As demands grow in specific sectors, LWIA 12 works with our educational partners to ensure that all adults and dislocated workers who need training have that option available. LWIA 12 worked with the Tennessee Technology Center at Paris and Dyersburg State Community College to create additional nursing classes to accommodate WIA participant needs.

LWIA 11 and LWIA 12 joined forces to jointly fund a Practical Nursing class at the Tennessee Technology Center at Paris. Both areas received National Emergency Grant funds due to the mass dislocation of workers in the manufacturing sector. The pooled National Emergency Grant funds paid the unmet need of students' tuition and fees, equipment, and instructors' salaries and benefits. In total, 13 students graduated in December 2004 and reentered the workforce as Licensed Practical Nurses. LWIA 12 also coordinated a Special Skills Shortage Grant between the Tennessee Department of Labor and Workforce Development and Dyersburg State Community College that funds a LPN to RN Fast-Track program. Eighteen students graduated the first cycle in December 2004 and advanced their healthcare careers to higher skill levels and increased wages.

Each of the seven Tennessee Career Centers in LWIA 12 began offering Career Preparation Workshops open to the public. The workshops are a free service to the community to increase employment and better prepare the unemployed to reenter the workforce. The 4-series Career Preparation Workshops include: Resume Writing; Successful Job Hunting; Effective Interviewing; and Career Exploration, Finding the Right Job Right Now. The workshops are offered on a weekly basis and have experienced great levels of participation.

### **Youth Services—**

LWIA 12 works with In-School Youth to promote critical service needs for students who may have barriers such as: foster care children, pregnant or parenting teens, children of incarcerated parents, migrant and seasonal farm workers, juvenile offenders, alternative school students, which all may need additional assistance in tutoring and career exploration. The students are identified by their high school guidance counselor and Individual Service Plans (ISP) are designed to deliver specific services according to each student's individual needs that have been identified by administering individual assessments. Goals are set by the instructor, youth coordinator, and the In-School Youth participant. The plans to achieve the goals are outlined. Other needs that are addressed may include learning disabilities, English language barriers, or alternative school students.

The In-School Youth program also offers a new summer Career Exploration component which gives the student an opportunity to explore possible career paths, enhance soft skills, resume writing, interviewing techniques, and hands-on experience in various worksites. The high school dropout tutorial program helps students to overcome barriers and encourages a better understanding of the importance of a high school education and occupational skills upon graduation. This will serve as a catalyst to promote a smoother transition from high school to post-secondary education and employment.

The Out-of-School Youth (OY) program addresses the same critical needs as the in-school youth; however, the services delivered to the OY are provided by the contractor, Manpower Employment Specialist Training (MEST). The method of delivery of services promotes an individual opportunity for counseling with the OY. The contractor addresses any problems that may be present or arise during the course of enrollment. ISP's are individually developed according to assessments, recognized barriers, and individual supportive service needs of the OY. Intensive services are delivered to the OY according to their specified needs and occupational interest. The ISP is monitored closely to ensure quality delivery of services by the contractor.

The OY program promotes a continual year-round work experience opportunity for OY. This component of the OY paid work experience lasts for a period of eight weeks. The work experience enables OY with an opportunity to gain exposure to the working world and its requirements. After the 8-week Work Experience, OY are counseled on the experience as to what they learned from the experience and how they will use the experience in making decisions for their future. If the student decides to enhance their skills by means of post-secondary education or vocational school, the contractor then prepares the student for the steps necessary to pursue their goal or further their education.

LWIA 12 is proud of the successes of its clients during program year 2004-2005 and we look forward to more successes in the future as northwest Tennessee continues to make strides toward improved educational attainment levels and economic development.

### **Success Story -Students Complete Career Exploration**

Students at Lake County High School participated in an In-School Tutorial: Career Exploration Summer Component in June of this year. The Northwest Tennessee Workforce Board Contracts the program out to the school as part of Workforce Investment Act services.

The summer component was a two-week adventure for the students, in which they learned soft skills applicable to all occupations, career management skills, requirements for various in-demand occupations across an array of industries, toured business in the area, and much more. The career exploration activities included criminal justice careers, health science education careers, and nutrition and food careers.

During the week the students were presented information from various guest speakers from each of the career fields studied. Students also visited the following industries: Emergency Medical Services (EMS) building and Riverside Surgery Center in Dyersburg and the West Tennessee State Prison in Henning.

## **LWIA 13**

### ***LWIA 13: Crossroads – Overview***

#### **Our Workforce Strategy**

LWIA 13, and Workforce Investment Network, is currently using a strategy that focuses on high growth, high demand sectors of our local demand driven economy. We believe that people when given the right opportunity and the correct set of circumstances to enhance their skills or retrain for better

opportunities will excel and exceed expectations. We are presently collaborating with our One-Stop partners, community organizations, and educational entities to enhance the satellite offices where feasible with more services on an ongoing basis. We believe that this will make our workforce delivery system not only more responsive, but also more competitive in terms of assisting our workers with the needed skills and information that will make them more productive and valuable to any organizations.

The area has undergone a transition from primarily a distribution center to a diversified, internationally competitive economy, requiring a highly trained workforce that is skilled and that has the ability to work in high performance work organizations. To meet the challenges of this new demand driven economy, we have developed strategies to upgrade the existing workforce system that are an upgrade from methods used in the past. It encompasses a full range of services for businesses and for individuals who are unemployed and underemployed. These services include early intervention and rapid response services, education and training opportunities, and for preparing the emerging workforce.

### **Economic Focus**

LWIA 13's economic development strategy is based on fostering the growth of industry clusters or sectors. The Local Workforce Investment Board has identified and prioritized four significant and distinctive areas as industry sectors in the Memphis area to initiate sector-based training opportunities funded with WIA dollars.

### **Business Services Success Stories**

#### **CASCADE TISSUE**

Cascade Tissue previously had a limited working relationship with MACC, but after a change in personnel management, they sought the assistance of the Business Services Unit in order to fill some urgent staffing needs, as well as exploring the availability of government tax-incentives. After meeting with a team of representatives, a customized referral system was implemented, and today Cascade stands out as a leader in the number of Career Center customers hired. Bryan Harrah came to the Career Center to test for BRYCE, however, he was not considered for employment. Rondalyn Martin and the Business Services staff encouraged him to maintain communication with our office. As a result, two weeks later we gave him a referral to CASCADE. Bryan is currently employed and earning nearly \$20 per hour.

#### **LUXOTTICA (COLE VISION CORP)**

Luxottica, formerly COLE VISION CENTER, contacted Business Services for assistance with staffing their manufacturing and distribution positions. Luxottica had experienced problems controlling the flow of applicants at their facility, which created a tremendous demand on their limited manpower, which they felt resulted in them making poor employment selections. The Business Services unit visited their site, assessed their occupational needs, and sat down with Human Resources to develop the candidate profile. As a result Business Services conducts an orientation and sets the appointments for every candidate that gets a referral from the e-CMATS data base. Luxottica is currently undergoing expansion, and the MACC is a major player in their future employment plans. Jamilla, a single mother was referred to the Memphis Area Career Center Business Services Unit for orientation and an appointment with Luxottica. Margie Lawson and the Business Service Unit spoke with her about interviewing skills and apparently Jamilla was a good listener because the Human Resource

Manager called us while she was there interviewing, to commend us on how well prepared she was for the interview. Jamilla was hired on the spot, but the real success story is that she went from making \$6.00 per hour to nearly \$9.00 per hour.

### **C. Key Factors Influencing Job Growth**

#### **Job Growth**

*In an effort to recruit businesses, create jobs and improve workforce skills in Tennessee, Governor Phil Bredesen established the Governor's Jobs Cabinet, consisting of commissioners from seven state departments as well as representatives from higher education and business trade groups. The Jobs Cabinet combines state resources to promote job creation and business growth. The Jobs Cabinet coordinates efforts to assist areas hard hit by mass layoffs and closures. The Department of Labor and Workforce Development has established a strong partnership with the Department of Economic and Community Development, by collaborating our efforts to attract new companies as well as retain existing businesses.*

#### **State Workforce Development Board**

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

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

#### **Statewide Programs**

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

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

The labor organizations are also funded, under statewide funds, to provide correct information regarding the services under the WIA program for organized labor (when there are an industry or plant

closures). This process takes place during rapid response activities and later when the workers need assistance. The contract with the University of Memphis provides the state with information regarding customer-survey results for the purpose of evaluating performance measures.

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

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

The career centers throughout the state provide participants two types of labor market information that allow individuals to have options as to the type of training she/he would like to pursue. Part of the labor market information lists jobs within the state that are growing fast in comparison to other jobs in the state. Participants also receive information on available jobs in the area or job orders that have been posted by employers who need workers. One way the state made a fair evaluation of participants' results is by calculating the total number of participants, regardless of the results or outcome, by the total amount of funds the state received for Program Year 2003. The state recognizes there are human factors that cannot be measured such as aptitude, effort, social and environmental effect the participant finds him or herself while in training. However, to evaluate WIA activities and benefit to the participants, we have calculated the unit cost by dividing total participants enrolled by the total allocation the state received. Overall the entered employment rate for all the participants showed improvement over the negotiated level for the state. The state met the expected evaluation measures for entered employment rate including the wage replacement rate for dislocated workers.

### **Baldrige Initiative**

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

Achievement Award, is an advanced level of participation for organizations which have demonstrated, through their commitment and practice of quality principles, significant progress and results in building sound and notable processes.

The Excellence Award, Level 4, is the highest level of recognition and is presented to organizations that have demonstrated the highest level of quality excellence. Commissioner Neeley's Baldrige Initiative calls for each Comprehensive Career Center to be recognized at Level 2 by the end of Program Year 2009. The Department has been involved with the Tennessee Center for Performance Excellence for several years, as have service providers in LWIA 1 and LWIA 9 (Alliance for Business and Training and Workforce Essentials, respectively). It has also been decided that the Division of Employment & Workforce Development will also participate in the TNCPE assessment process as a means of identifying opportunities on how the department can better deliver WIA services to the local areas and improve our overall state ranking from eight in PY 2002 to a top five ranking by PY 2009. Participation in this process will allow each Career Center and the division of Employment & Workforce Development to function more efficiently and provide a seamless system for service delivery. The Baldrige process encourages sharing of best practices and focuses on performance excellence throughout the organization. It is our belief that this process will allow each career center and the Department to become more demand driven resulting from the importance that the process places on customer satisfaction and customer service.

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

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

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

### **Access to Job Seekers**

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

### **Customized Training**

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

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

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

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

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

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

### **Incumbent Worker Training**

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

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

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

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

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

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

### **Technical Assistance**

The Technical Assistance Unit in the Employment and Workforce Development Division had four staff persons, during PY 2004, including the Director, being trained as Career Development Facilitators (CDFs). This will enable them to perform some specific kinds of tasks that help individuals learn about themselves, learn about jobs, make career choices and plans, and then carry out those plans.

To become certified as a CDF, they must master twelve competencies described below:

- Helping skills – Be proficient in the basic career facilitating process while maintaining productive interpersonal relationships.
- Diverse Populations – Recognize special needs of various groups and adapt services to meet their needs.
- Ethical and Legal Issues – Follow CDF code of ethics and know current legislative regulations.
- Consultation – Accept suggestions for performance improvement from consultants or supervisors.
- Career Development Models – Understand career development theories, models, and techniques as they apply to lifelong development, gender, age, and ethnic background.
- Assessment – Comprehend and use (under supervision) both formal and informal career development assessments with emphasis on relating appropriate career development assessments to the population served.
- Labor Market Information and Resources – Understand labor market and occupational information and trends. Be able to use current resources.
- Technology – Comprehend and use career development computer applications.
- Employability Skills – Know job search strategies and placement techniques, especially in work with specific groups.
- Training Clients and Peers – Prepare and develop materials for training programs and presentations.
- Program Management/Implementation – Understand programs and their implementation and work as a liaison in collaborative relationships.
- Promotion and Public Relations – Market and promote career development programs with staff and supervisors.

Staff will become certified after they have completed the curriculum and meet the criteria established by the Center for Credentialing and Education (CCE). This certification should take place in November of 2005.

Other areas of responsibility included coordinating the activities between the small and large businesses and other divisions of State government in employment and training needs. The technical assistance unit updates the Technical Assistance Manual annually.

We also provided technical support to our contractors and provide feedback to the Local Workforce Investment Areas (LWIAs) on policy changes. Technical assistance was provided and corrective action was given to the LWIAs when the TDLWD monitors find discrepancies during the reviews.

Team Visits were conducted in partnership with Field Services and Employment Security to visit all the local offices and Career Centers in Tennessee and discuss issues relating to each program. Teamwork provides a seamless system for the delivery of services.

### Unemployment Insurance

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

### Trade Adjustment Assistance (TAA)

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

### Career Center Services

Tennessee Career Centers can help you assess your skills and develop a career plan, match your skills with current job openings, improve your resume writing and interview skills, and boost your skills through targeted workshops and training.  
[www.tennessee.gov/labor-wfd/cchome.html](http://www.tennessee.gov/labor-wfd/cchome.html)

### Job Search Assistance

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

America's Job Bank is a larger network which links over 2,000 state employment service offices nationwide and lists an estimated 100,000 jobs annually. <http://www.ajb.dni.us> America's Talent Bank is linked to America's Job Bank and offers the job seeker an opportunity to enter his/her resume to be accessed by employers in the Internet.

## II. Webliography

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LWIA 1

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

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

**LWIA 2**

<http://www.wsc.ccc.tn.us/cwd/default.asp>

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

**LWIA 3**

<http://www.kornet.org/knox/cac/cac.htm>

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

**LWIA 4**

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

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

**LWIA 5**

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

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

**LWIA 6**

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

**LWIA 7**

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

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

**LWIA 8**

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

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

**LWIA 9**

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

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

**LWIA 10**

<http://www.coscc.ccc.tn.us/index.htm>

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

**LWIA 11**

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

<http://www.wtncc.tn.org/>

**LWIA 12**

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

**LWIA 13**

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

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

## State Web Sites

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

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

<http://www.tennessee.gov/labor-wfd/etfaq.html> View Frequently Asked Questions about Adult E&T Programs

<http://www.tennessee.gov/labor-wfd/etfaqyouth.html> View Frequently Asked Questions about Youth Programs

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

<http://www.tennessee.gov/labor-wfd/graphics/TNmplwia.gif> View the LWIA map

<http://www.tennessee.gov/labor-wfd/Polsummary.pdf> View Policy and Policy Summaries from E&T

<http://www.tennessee.gov/labor-wfd/performance2003-04.pdf> E&T Performance Measures, 2003-2004

[http://www.tennessee.gov/thec/work\\_train.html](http://www.tennessee.gov/thec/work_train.html) View the List of Eligible Training Providers

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

## Federal Web Sites

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

<http://www.doleta.gov/usworkforce/wialaw.txt> View Public Law 105-220, WIA 1998

[http://www.egovnet.doleta.gov/egov\\_documents/strategy\\_docs/egov.pdf](http://www.egovnet.doleta.gov/egov_documents/strategy_docs/egov.pdf) View Plans for eGovernment Initiative

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

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

<http://www.whitehouse.gov/omb/circulars/a122/a122.html> OMB, Circular A-122

<http://www.whitehouse.gov/omb/circulars/a133/a133.html> OMB, Circular A-133

<http://a257.g.akamaitech.net/7/257/2422/14mar20010800/edocket.access.gpo.gov/2003/pdf/03->

[13125.pdf](#) LEP Guidance, ETA

<http://uscode.house.gov/usc.htm> Search the United States Code

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

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

[http://www.access-board.gov/sec508/508standards.htm#N\\_3\\_](http://www.access-board.gov/sec508/508standards.htm#N_3_) 36 CFR Part 1194, Electronic and Information Technology Accessibility Standards

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

### III. Staff Directory

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**Tennessee Department of Labor and Workforce Development  
Employment & Training Division**

**E. PY 2004 Competitive Environment by LWIA: Tables A Through O**



U.S. Department of Labor  
Employment and Training Administration

WIA Annual Report Data System

Table A: Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	78	81.70	6770	12930	7040	96.20
Employers	78	78.50	3254	5268	3831	84.90

Table B: Adult Program Results At-A-Glance

	Negotiated Performance level	Actual Performance Level	
Entered Employment Rate (%)	72	82	3871
			4723
Employment Retention Rate (%)	84	87.30	3786
			4337
Earnings Change in Six Months	3150	3669	14889344
			4058
Employment and Credential Rate (%)	60	74.20	2822
			3803

Table C: Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive Or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
	Entered Employment Rate (%)	79.70	98 123	81.50	141 173	69.10	67 97	69.40
Employment Retention Rate (%)	90.10	64 71	83.60	122 146	88	73 83	86.90	139 160
Earnings Change in Six Months	4663	307738 66	3003	387409 129	3977	318187 80	2236	342131 153
Employment and Credential Rate (%)	66.70	50 75	78.70	96 122	53.30	32 60	74.40	122 164

Table D: Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate (%)	83.8	1,935 2,309	80.2	1,936 2,414
Employment Retention Rate (%)	87.7	2,030 2,315	86.8	1,756 2,022
Earnings Change in Six Months	3,947	8,363,606 2,119	3,366	6,525,738 1,939

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

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	77.9	86.4	3,758
			4,348
Employment Retention Rate	92.5	91.6	3,015
			3,290
Earnings Replacement in Six Months	88.0	92.1	35,362,952
			38,396,804
Employment and Credential Rate	60.0	74.7	1,742
			2,332

Table F: Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	86.8	158	84.7	50	73.4	317	82.1	23
		182		59		432		28
Employment Retention Rate	86.8	112	89.5	34	86.9	225	83.3	15
		129		38		259		18
Earnings Replacement Rate	83.2	1,484,911	88.3	334,794	77.0	2,558,629	131.6	164,770
		1,784,005		379,325		3,322,099		125,248
Employment And Credential Rate	79.4	81	65.7	23	68.6	129	93.3	14
		102		35		188		15

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

<b>Reported Information</b>	<b>Individuals Who Received Training Services</b>		<b>Individuals Who Received Only Core and Intensive Services</b>	
<b>Entered Employment Rate (%)</b>	89.3	2,083	83.1	1,675
		2,332		2,016
<b>Employment Retention Rate (%)</b>	92.0	1,768	91.2	1,247
		1,922		1,368
<b>Earnings Replacement Rate (%)</b>	93.3	20,537,361	90.4	14,825,591
		22,001,153		16,395,651

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

	<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
<b>Entered Employment Rate</b>	69.0	64.3	489
			761
<b>Employment Retention Rate</b>	82.5	83.9	442
			527
<b>Earnings Change in Six Months</b>	2,850	3,486	1,554,722
			446
<b>Credential Rate</b>	50.5	50.3	483
			960

Table I: Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
Entered Employment Rate	60.0	33	0.0	0	40.4	19	67.7	346
		55		1		47		511
Employment Retention Rate	73.5	25	0.0	0	91.7	22	82.7	345
		34		1		24		417
Earnings Change in Six Months	2,026	54,710	0	0	2,505	50,103	3,331	1,175,843
		27		1		20		353
Credential Rate	40.3	25	0.0	0	47.5	29	52.0	338
		62		1		61		650

Table J: Younger Youth Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	77	94.5	7750
			8201
Diploma or Equivalent attainment Rate	64	61.0	1481
			2428
Retention Rate	59	67.8	1422
			2096

Table K: Outcomes for Younger Special Populations

Reported Information	Public Assistance Recipients		Individuals with Disabilities				Out - of - School Youth	
	Skill Attainment Rate	80.6	441	88.6	1657		86.1	742
547			1871		862			
Diploma or Equivalent Attainment Rate	57.8	108	71.9	251		53.3	201	
		187		349			377	
Retention Rate	51.3	79	69.1	172		66.7	339	
		154		249			508	

Table L: Other Reported Information

	12 Months Employment Retention Rate		12 Mo. Earnings Change(Adults and Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages at Entry into Employment For Those Individuals Who Entered Employment Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of those who Completed Training Services	
Adults	78.50	1627	3050	6005663	0.60	23	5037	18200449	49.70	961
		2073		1969		3871		3613		1935
Dislocated Workers	82.70	1351	90.50	17436395	0.70	28	5705	20075899	47.70	994
		1634		19259851		3758		3519		2083
Older Youth	69.80	192	3007	721653	0	0	2764	1205313		
		275		240		489				



**Table M: Participation Levels**

	Total Participants Served	Total Exiters
<b>Adults</b>	16192	6971
<b>Dislocated Workers</b>	7837	4136
<b>Older Youth</b>	1864	878
<b>Younger Youth</b>	7079	4266

**Table N: Cost of Program Activities**

Program Activity		Total Federal Spending
<b>Local Adults</b>		15,022,355
<b>Local Dislocated Workers</b>		9,062,758
<b>Local Youth</b>		14,110,330
<b>Rapid Response</b> (up to 25%) 134 (a) (2) (A)		2,529,887
<b>Statewide Required Activities</b> (up to 25%) 134 (a) (2) (B)		5,712,859
<b>Statewide Allowable Activities</b> 134 (a) (3)	<b>Program Activity Description</b>	
	JTG and ACT Workkeys	412,845
	LWIA 1	426,697
	LWIA 2	63,096
	LWIA 3	105,400
	LWIA 4	342,508
	LWIA 5	529,835
LWIA 6	21,619	

		LWIA 7	291,997
		LWIA 8	918,232
		LWIA 9	163,978
		LWIA 10, 11, 12, 13	1,616,929
<b>Total of All Federal Spending Listed Above</b>			<b>51,331,325</b>

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Table O: Summary of Participants

<b>Local Area Name</b> Northeast Tennessee Workforce Investment Board	<b>Total Participants Served</b>	<b>Adults</b>	798
		<b>Dislocated Workers</b>	429
		<b>Older Youth</b>	104
		<b>Younger Youth</b>	510
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	194
		<b>Dislocated Workers</b>	229
		<b>Older Youth</b>	52
		<b>Younger Youth</b>	324

		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	78	84.20
	<b>Employers</b>	78	76.40
<b>Entered Employment Rate</b>	<b>Adults</b>	72	90.70
	<b>Dislocated Workers</b>	77.90	93.50
	<b>Older Youth</b>	68	90.50
<b>Retention Rate</b>	<b>Adults</b>	84.50	92.50
	<b>Dislocated Workers</b>	92.50	95.10
	<b>Older Youth</b>	82.50	100
	<b>Younger Youth</b>	58.50	75
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults(\$)</b>	3150	6122.52
	<b>Dislocated Workers</b>	87	90.40
	<b>Older Youth(\$)</b>	2850	6288.26
<b>Credential/Diploma Rate</b>	<b>Adults</b>	60	74.40
	<b>Dislocated Workers</b>	60	81.80
	<b>Older Youth</b>	50.50	73.50
	<b>Younger Youth</b>	65	88.50
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	77	78.70

<b>Skill Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		x	

Table O: Summary of Participants

<b>Local Area Name</b> Claiborne/Cocke/Grainger/Green/Hamblen/Union/Jefferson/Hancock/Hawkins/Sevier LWIA #2	<b>Total Participants Served</b>	<b>Adults</b>	535
		<b>Dislocated Workers</b>	454
		<b>Older Youth</b>	91
		<b>Younger Youth</b>	608
<b>ETA Assigned Number</b>	<b>Total Exitters</b>	<b>Adults</b>	273
		<b>Dislocated Workers</b>	197
		<b>Older Youth</b>	61
		<b>Younger Youth</b>	268

		Negotiated Performance Level	Actual Performance Level
<b>Customer Satisfaction</b>	<b>Program Participants</b>	78	84
	<b>Employers</b>	78	81.60
<b>Entered Employment Rate</b>	<b>Adults</b>	71	81.50
	<b>Dislocated Workers</b>	76	83.90
	<b>Older Youth</b>	69	76.30
<b>Retention Rate</b>	<b>Adults</b>	84	94
	<b>Dislocated Workers</b>	92.50	94.70
	<b>Older Youth</b>	82.50	85.70
	<b>Younger Youth</b>	59	84.30
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults(\$)</b>	3000	5606.79
	<b>Dislocated Workers</b>	88	102.4
	<b>Older Youth(\$)</b>	2850	3029.86
<b>Credential/Diploma Rate</b>	<b>Adults</b>	58	73.60
	<b>Dislocated Workers</b>	57	75.90
	<b>Older Youth</b>	50.50	66
	<b>Younger Youth</b>	64	84.30
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	77	99.50

<b>Skill Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		x	

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Table O: Summary of Participants

<b>Local Area Name</b> <b>Knox County LWIA #3</b>	<b>Total Participants Served</b>	<b>Adults</b>	397
		<b>Dislocated Workers</b>	299
		<b>Older Youth</b>	49
		<b>Younger Youth</b>	160
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	109
		<b>Dislocated Workers</b>	109
		<b>Older Youth</b>	7
		<b>Younger Youth</b>	94

		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	78	85.60
	<b>Employers</b>	78	77.90
<b>Entered Employment Rate</b>	<b>Adults</b>	72.50	77.60
	<b>Dislocated Workers</b>	77	87.40
	<b>Older Youth</b>	69	47.40
<b>Retention Rate</b>	<b>Adults</b>	84	93.10
	<b>Dislocated Workers</b>	92.50	98.20
	<b>Older Youth</b>	81	100
	<b>Younger Youth</b>	58.50	63.60
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults(\$)</b>	3150	5161.86
	<b>Dislocated Workers</b>	87	98.50
	<b>Older Youth(\$)</b>	2850	3297.91
<b>Credential/ Diploma Rate</b>	<b>Adults</b>	60.50	67.70
	<b>Dislocated Workers</b>	60	82.40
	<b>Older Youth</b>	51	40
	<b>Younger Youth</b>	64.50	87.10
<b>Skill Attainment</b>	<b>Younger Youth</b>	77	100

<b>Rate</b>			
<b>Skill Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		x	

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

Table O: Summary of Participants

<b>Local Area Name</b> Anderson/Blount/Campbell/Cumberland/Loudon/Morgan/Roane/Scott Counties LWIA #4	<b>Total                  Participants                  Served</b>	<b>Adults</b>	2,355
		<b>Dislocated                  Workers</b>	1165
		<b>Older                  Youth</b>	390
		<b>Younger                  Youth</b>	1038
<b>ETA Assigned Number</b>	<b>Total                  Exiters</b>	<b>Adults</b>	562
		<b>Dislocated                  Workers</b>	545
		<b>Older                  Youth</b>	111
		<b>Younger                  Youth</b>	288

		Negotiated Performance Level	Actual Performance Level
<b>Customer Satisfaction</b>	<b>Program                  Participants</b>	78	86.60
	<b>Employers</b>	78	83.90
<b>Entered Employment                  Rate</b>	<b>Adults</b>	72	72
	<b>Dislocated                  Workers</b>	78	78
	<b>Older Youth</b>	69	69
<b>Retention Rate</b>	<b>Adults</b>	84	94.40
	<b>Dislocated                  Workers</b>	92	97.50
	<b>Older Youth</b>	82.50	90
	<b>Younger Youth</b>	59	83.50
<b>Earnings                  Change/Earnings                  Replacement in Six                  Months</b>	<b>Adults(\$)</b>	3150	4709.95
	<b>Dislocated                  Workers</b>	88	92.80
	<b>Older Youth(\$)</b>	2850	4783.85
<b>Credential/                  Diploma Rate</b>	<b>Adults</b>	60	84.80
	<b>Dislocated                  Workers</b>	59.50	87.20
	<b>Older Youth</b>	50	72.30

	<b>Younger Youth</b>	77	90.10
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	65	88.40
<b>Skill Description of Othere State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>		
	<b>Met</b>	x	
	<b>Exceeded</b>		

Table O: Summary of Participants

<b>Local Area Name</b> <b>Southeast Tennessee</b> <b>Workforce Development</b> <b>Board LWIA #5</b>	<b>Total Participants</b> <b>Served</b>	<b>Adults</b>	676
		<b>Dislocated Workers</b>	637
		<b>Older Youth</b>	47
		<b>Younger Youth</b>	402
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	386
		<b>Dislocated Workers</b>	297
		<b>Older Youth</b>	30
		<b>Younger Youth</b>	104

		<b>Negotiated Performance</b> <b>Level</b>	<b>Actual</b> <b>Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	78	81.80
	<b>Employers</b>	78	77.60
<b>Entered Employment</b> <b>Rate</b>	<b>Adults</b>	72	86.20
	<b>Dislocated Workers</b>	78	93.50
	<b>Older Youth</b>	69	93.80
<b>Retention Rate</b>	<b>Adults</b>	84	88.80
	<b>Dislocated Workers</b>	93.50	92.10
	<b>Older Youth</b>	82	77.30
	<b>Younger Youth</b>	59	63
<b>Earnings</b> <b>Change/Earnings</b> <b>Replacement in Six</b> <b>Months</b>	<b>Adults(\$)</b>	3150	3771.61
	<b>Dislocated Workers</b>	87	96.60
	<b>Older Youth(\$)</b>	2850	1949.88
<b>Credential/</b> <b>Diploma Rate</b>	<b>Adults</b>	60	71.40
	<b>Dislocated Workers</b>	61	69.10
	<b>Older Youth</b>	50	48.10
	<b>Younger Youth</b>	62	75
<b>Skill Attainment</b> <b>Rate</b>	<b>Younger Youth</b>	77	93.10

<b>Skill Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		x	

Table O: Summary of Participants

<b>Local Area Name</b> Bedford/Coffee/Franklin/Grundy/Lincoln/Moore/Warren Counties LWIA #6	<b>Total                  Participants                  Served</b>	<b>Adults</b>	1,970
		<b>Dislocated                  Workers</b>	385
		<b>Older                  Youth</b>	111
		<b>Younger                  Youth</b>	377
<b>ETA Assigned Number</b>	<b>Total                  Exiters</b>	<b>Adults</b>	481
		<b>Dislocated                  Workers</b>	187
		<b>Older                  Youth</b>	30
		<b>Younger                  Youth</b>	76

		<b>Negotiated Performance                  Level</b>	<b>Actual                  Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program                  Participants</b>	78	78
	<b>Employers</b>	78	81.60
<b>Entered Employment                  Rate</b>	<b>Adults</b>	75	90.80
	<b>Dislocated                  Workers</b>	78	90.30
	<b>Older Youth</b>	68	85
<b>Retention Rate</b>	<b>Adults</b>	84	86.70
	<b>Dislocated                  Workers</b>	92	93.30
	<b>Older Youth</b>	82	95.70
	<b>Younger Youth</b>	58.50	93.80
<b>Earnings                  Change/Earnings                  Replacement in Six                  Months</b>	<b>Adults(\$)</b>	3150	4140.83
	<b>Dislocated                  Workers</b>	86.50	84.80
	<b>Older Youth(\$)</b>	2850	3085.31
<b>Credential/                  Diploma Rate</b>	<b>Adults</b>	58	91.90
	<b>Dislocated                  Workers</b>	92	96.70
	<b>Older Youth</b>	49.50	88.50

	<b>Younger Youth</b>	62.50	76.40
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	77	80.10
<b>Skill Description of Othere State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>		
	<b>Met</b>	x	
	<b>Exceeded</b>		

Table O: Summary of Participants

<b>Local Area Name</b> <b>Cannon/Clay/DeKalb/Fentress/Jackson</b> <b>Workforce Investment Board</b>	<b>Total</b> <b>Participants</b> <b>Served</b>	<b>Adults</b>	445
		<b>Dislocated Workers</b>	575
		<b>Older Youth</b>	30
		<b>Younger Youth</b>	278
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	223
		<b>Dislocated Workers</b>	117
		<b>Older Youth</b>	7
		<b>Younger Youth</b>	94

		<b>Negotiated Performance</b> <b>Level</b>	<b>Actual</b> <b>Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program</b> <b>Participants</b>	78	82.70
	<b>Employers</b>	78	79.20
<b>Entered Employment</b> <b>Rate</b>	<b>Adults</b>	71.50	89.90
	<b>Dislocated</b> <b>Workers</b>	76.50	85.70
	<b>Older Youth</b>	68	75
<b>Retention Rate</b>	<b>Adults</b>	83.50	89.10
	<b>Dislocated</b> <b>Workers</b>	92	98.50
	<b>Older Youth</b>	82	87.50
	<b>Younger Youth</b>	58	72.70
<b>Earnings</b> <b>Change/Earnings</b> <b>Replacement in Six</b> <b>Months</b>	<b>Adults(\$)</b>	3150	3789.80
	<b>Dislocated</b> <b>Workers</b>	87	116.3
	<b>Older Youth(\$)</b>	2850	8121.27
<b>Credential/  Diploma Rate</b>	<b>Adults</b>	59.50	82.70
	<b>Dislocated</b> <b>Workers</b>	59	73.10
	<b>Older Youth</b>	82	81.80
	<b>Younger Youth</b>	58	70.60
<b>Skill Attainment</b> <b>Rate</b>	<b>Younger Youth</b>	76	87.50

<b>Skill Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		x	

Table O: Summary of Participants

<b>Local Area Name</b> <b>North Tennessee</b> <b>Workforce Investment</b> <b>Board</b>	<b>Total Participants</b> <b>Served</b>	<b>Adults</b>	1,219
		<b>Dislocated Workers</b>	369
		<b>Older Youth</b>	94
		<b>Younger Youth</b>	630
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	902
		<b>Dislocated Workers</b>	270
		<b>Older Youth</b>	47
		<b>Younger Youth</b>	489

		<b>Negotiated Performance</b> <b>Level</b>	<b>Actual</b> <b>Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program</b> <b>Participants</b>	78	83
	<b>Employers</b>	78	77.90
<b>Entered Employment</b> <b>Rate</b>	<b>Adults</b>	71.50	92.10
	<b>Dislocated</b> <b>Workers</b>	76.50	97
	<b>Older Youth</b>	68.50	85.70
<b>Retention Rate</b>	<b>Adults</b>	84.50	94.20
	<b>Dislocated</b> <b>Workers</b>	92	92.60
	<b>Older Youth</b>	80.50	89.70
	<b>Younger Youth</b>	57	64.50
<b>Earnings</b> <b>Change/Earnings</b> <b>Replacement in Six</b> <b>Months</b>	<b>Adults(\$)</b>	3434	7947.47
	<b>Dislocated</b> <b>Workers</b>	87	99.10
	<b>Older Youth(\$)</b>	2850	2736.22
<b>Credential/  Diploma Rate</b>	<b>Adults</b>	59	81.50
	<b>Dislocated</b> <b>Workers</b>	59.50	82.50
	<b>Older Youth</b>	49	60
	<b>Younger Youth</b>	64.50	82.70
<b>Skill Attainment</b> <b>Rate</b>	<b>Younger Youth</b>	77.50	83.90

<b>Skill Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		x	

Table O: Summary of Participants

<b>Local Area Name</b> <b>Middle TN Workforce</b> <b>Investment Board LWIA</b> <b>#9</b>	<b>Total Participants</b> <b>Served</b>	<b>Adults</b>	1,254
		<b>Dislocated Workers</b>	825
		<b>Older Youth</b>	247
		<b>Younger Youth</b>	466
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	843
		<b>Dislocated Workers</b>	766
		<b>Older Youth</b>	88
		<b>Younger Youth</b>	436

		<b>Negotiated Performance</b> <b>Level</b>	<b>Actual</b> <b>Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program</b> <b>Participants</b>	78	82.10
	<b>Employers</b>	78	75.70
<b>Entered Employment</b> <b>Rate</b>	<b>Adults</b>	70	75
	<b>Dislocated</b> <b>Workers</b>	75.40	83.30
	<b>Older Youth</b>	68	71.90
<b>Retention Rate</b>	<b>Adults</b>	83.50	84.40
	<b>Dislocated</b> <b>Workers</b>	87.60	90.60
	<b>Older Youth</b>	82	96.30
	<b>Younger Youth</b>	58.50	80.20
<b>Earnings</b> <b>Change/Earnings</b> <b>Replacement in Six</b> <b>Months</b>	<b>Adults(\$)</b>	3100	2318.25
	<b>Dislocated</b> <b>Workers</b>	86.50	82.30
	<b>Older Youth(\$)</b>	2850	4328.87
<b>Credential/</b> <b>Diploma Rate</b>	<b>Adults</b>	60	66.70
	<b>Dislocated</b> <b>Workers</b>	58	74.10
	<b>Older Youth</b>	49.50	55.60
	<b>Younger Youth</b>	63.50	76.10
<b>Skill Attainment</b> <b>Rate</b>	<b>Younger Youth</b>	76.50	84.90

<b>Skill Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		x	

Table O: Summary of Participants

<b>Local Area Name</b> South Central Tennessee Workforce Board	<b>Total Participants Served</b>	<b>Adults</b>	1,302
		<b>Dislocated Workers</b>	760
		<b>Older Youth</b>	79
		<b>Younger Youth</b>	335
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	656
		<b>Dislocated Workers</b>	645
		<b>Older Youth</b>	48
		<b>Younger Youth</b>	181

		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	78	81.50
	<b>Employers</b>	78	80.40
<b>Entered Employment Rate</b>	<b>Adults</b>	72.50	82.50
	<b>Dislocated Workers</b>	75.50	83.70
	<b>Older Youth</b>	69	60
<b>Retention Rate</b>	<b>Adults</b>	84	87.50
	<b>Dislocated Workers</b>	92	89.70
	<b>Older Youth</b>	83	94.40
	<b>Younger Youth</b>	58.50	72.30
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults(\$)</b>	3150	3086.68
	<b>Dislocated Workers</b>	86	86.60
	<b>Older Youth(\$)</b>	3088	4224.31
<b>Credential/ Diploma Rate</b>	<b>Adults</b>	60	69.50
	<b>Dislocated Workers</b>	59	73.10
	<b>Older Youth</b>	50.50	40.70
	<b>Younger Youth</b>	63	71.40
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	77	83.60

<b>Skill Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		x	

Table O: Summary of Participants

<b>Local Area Name</b> Benton/Carroll/Chester/Decatur /Hardeman/Hardin/Haywood/H enderson/Henry/McNairy/Madis on/Weakley LWIA #11	<b>Total Participants Served</b>	<b>Adults</b>	1,039
		<b>Dislocated Workers</b>	419
		<b>Older Youth</b>	230
		<b>Younger Youth</b>	1254
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	561
		<b>Dislocated Workers</b>	458
		<b>Older Youth</b>	170
		<b>Younger Youth</b>	467

		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	78	82.20
	<b>Employers</b>	78	80.50
<b>Entered Employment Rate</b>	<b>Adults</b>	70.50	77.20
	<b>Dislocated Workers</b>	75.50	86.30
	<b>Older Youth</b>	68	58.50
<b>Retention Rate</b>	<b>Adults</b>	83.50	81.90
	<b>Dislocated Workers</b>	91	90.30
	<b>Older Youth</b>	82	78.80
	<b>Younger Youth</b>	58.50	56.30
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults(\$)</b>	3150	3636.63
	<b>Dislocated Workers</b>	88	99.60
	<b>Older Youth(\$)</b>	2850	3155.93
<b>Credential/ Diploma Rate</b>	<b>Adults</b>	58.50	60.30
	<b>Dislocated Workers</b>	58.50	66.70
	<b>Older Youth</b>	50	41.80
	<b>Younger Youth</b>	63	76.20
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	75.50	96.80

<b>Skill Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		x	

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Table O: Summary of Participants

<b>Local Area Name</b> <b>Dyer/Gibson/Lake/Lauderdale/Obion/Tipton</b> <b>LWIA #12</b>	<b>Total</b> <b>Participants</b> <b>Served</b>	<b>Adults</b>	626
		<b>Dislocated</b> <b>Workers</b>	780
		<b>Older Youth</b>	127
		<b>Younger Youth</b>	308
<b>ETA Assigned Number</b>	<b>Total</b> <b>Exiters</b>	<b>Adults</b>	227
		<b>Dislocated</b> <b>Workers</b>	346
		<b>Older Youth</b>	20
		<b>Younger Youth</b>	74

		Negotiated Performance Level	Actual Performance Level
<b>Customer Satisfaction</b>	<b>Program Participants</b>	78	83.20
	<b>Employers</b>	78	81.60
<b>Entered Employment Rate</b>	<b>Adults</b>	68	84.80
	<b>Dislocated Workers</b>	74	94.50
	<b>Older Youth</b>	66	78.30
<b>Retention Rate</b>	<b>Adults</b>	83	90.50
	<b>Dislocated Workers</b>	90	94.60
	<b>Older Youth</b>	80.50	78.70
	<b>Younger Youth</b>	56	58.50
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults(\$)</b>	3200	3464.35
	<b>Dislocated Workers</b>	87	96.30
	<b>Older Youth(\$)</b>	2850	2286.05
<b>Credential/ Diploma Rate</b>	<b>Adults</b>	57	72.40
	<b>Dislocated Workers</b>	58	66
	<b>Older Youth</b>	49.50	40.70
	<b>Younger Youth</b>	61	71
<b>Skill Attainment</b>	<b>Younger Youth</b>	74	94.40

<b>Rate</b>			
<b>Skill Description of Othere State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		x	

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Table O: Summary of Participants

<b>Local Area Name Workforce Investment Network Shelby- Fayette Counties &amp; City of Memphis</b>	<b>Total Participants Served</b>	<b>Adults</b>	3,573
		<b>Dislocated Workers</b>	720
		<b>Older Youth</b>	263
		<b>Younger Youth</b>	704
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	461
		<b>Dislocated Workers</b>	61
		<b>Older Youth</b>	144
		<b>Younger Youth</b>	686

		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	78	81.50
	<b>Employers</b>	78	80.10
<b>Entered Employment Rate</b>	<b>Adults</b>	72	98.80
	<b>Dislocated Workers</b>	74	98.60
	<b>Older Youth</b>	69	65.30
<b>Retention Rate</b>	<b>Adults</b>	84	82.50
	<b>Dislocated Workers</b>	92	86.90
	<b>Older Youth</b>	82.50	79.30
	<b>Younger Youth</b>	59	42
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults(\$)</b>	3000	2433.72
	<b>Dislocated Workers</b>	87	92.60
	<b>Older Youth(\$)</b>	2850	2304.08
<b>Credential/ Diploma Rate</b>	<b>Adults</b>	59	83.80
	<b>Dislocated Workers</b>	58	93
	<b>Older Youth</b>	49.50	36.10
	<b>Younger Youth</b>	62	28.90
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	74	59

<b>Skill Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		x	