

STATE OF TENNESSEE

ANNUAL REPORT on the Workforce Investment Act Title I-B

Submitted by Division of Workforce Development

October 1, 2012



STATE OF TENNESSEE
DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT

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BILL HASLAM
GOVERNOR

KARLA DAVIS
COMMISSIONER

October 1, 2012

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

Dear Secretary Solis:

We are pleased to submit the attached State of Tennessee Program Year 2011 Workforce Investment Act Annual Report. Tennessee has continued to make self-sufficiency of our labor force a top priority in our efforts to be the number one state in the Southeast for high-quality jobs.

There have been many challenges to face during the last program year. High unemployment and the continuation of mass closures continue to burden the workforce and major state industries. Tennessee has put measures in place to ensure that those adversely impacted receive the best customer service from the workforce system and that the system itself is prepared to serve those with the greatest barriers to employment.

Tennessee is committed, especially to those most in need, to provide high-quality services that will lead to career growth in demand-driven occupations. We remain committed to being a resource for existing businesses in the state, to address training and other needs.

Sincerely,

Karla Davis

Karla Davis

KD:dh



**Division of Workforce Development
Tennessee Department of Labor and Workforce Development
WIA Annual Narrative Report to the Employment and Training Administration
United States Department of Labor
Program Year 2011**

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A. WIA in Tennessee

1. Executive Summary

During last program year, Governor Bill Haslam and Commissioner Davis, in their first year in office, set out immediately to focus on jobs, economic recovery, and efficient state government processes and procedures. Governor Haslam enacted statewide his bold vision for economic and workforce development, embodied in the *Jobs4TN Plan*. This plan targeted four key strategies:

- Prioritizing Key Clusters and Existing Businesses
- Establishing Regional “Jobs Base Camps”
- Reducing Business Regulation
- Investing in Innovation

The ultimate goal is to make Tennessee #1 in the Southeast for high-quality jobs, as measured by the labor markets for automotive, chemical products and plastics, transportation and logistics, business services, healthcare, and advanced manufacturing. Nine “jobs base camps,” established across the state, are each led by a Regional Director. Workforce Development is a key player in the *Jobs4TN Plan*, especially with regard to enhancing coordination between workforce investment boards and the base camps. This coordination is established through regular meetings, as well as by using data which ensures that workforce investment funds are aligned with existing employers’ training needs. Workforce Development facilitated a joint meeting between the nine Economic and Community Development (ECD) regions and the 13 Local Workforce Investment Areas (LWIAs). These meetings identified joint planning, asset mapping, outreach, partnering, sector strategy, service delivery, and workforce development as areas of mutual importance where alliances need to be established and/or strengthened.

To further enhance business expansion, business recruitment and job-seeker placement, in April of 2011 the Governor announced the launch of the Jobs Clearinghouse to provide a unified platform and one-stop self-service for both employers and job seekers. The “Jobs4TN.gov website” is hosted by the Tennessee Department of Labor and Workforce Development (TDLWD). The function of the “Jobs4TN.gov website” is to create a trusted, valued source used by job seekers and employers to connect seamlessly under one system. This One-Stop “shopping” allows applicants to distribute their resumes while simultaneously “crawling” websites for job opportunities; thus, the website enhances the employer’s ability to identify qualified applicants. Furthermore, the system provides access to demographic data, at the community and regional levels, which identifies industry strengths and educational attainment levels, projected workforce needs, and the training and education requirements for high-demand career fields.

In addition, Commissioner Davis has implemented noted improvements to processes, policies, and government efficiency by implementing key recommendations of the *Agency Top to Bottom Review*. The ultimate goal of the review was to identify opportunities within TDLWD so that it may be more effective, efficient, and flexible, both across and internal to individual functional

areas. Such areas include improving organizational structures, business processes, and staff competencies. The objectives of each recommendation meet the following principals: 1) Action steps must be consistent with the vision, mission, and values of the department, 2) Operations must comply with statutory, legislative, policy, and regulatory environments, 3) The Quality of Services delivered must be maintained, 4) TDLWD's commitment to Highest Quality Customer Service must be continued, 5) TDLWD's reputation as a First Class service organization must be preserved, 6) Improvements must be permanent, sustainable, and measureable, and 7) Costs must be evaluated against the relative value they generate. As a result of staff feedback during the agency review, Commissioner Davis implemented system-wide training efforts which invest in the skills of the department's workforce and which allow each member of the department to provide excellent service to the citizens in our state.

Statewide Approaches

Last program year, the state received a reduction from 15% to 5% in its ability to retain funds to operate statewide projects. Even with reductions, the state focused its efforts on providing data-driven decision-making regarding projects which would directly provide opportunities for citizens to receive opportunities in demand-driven occupations.

Sparks Bureau of Business and Economic Research

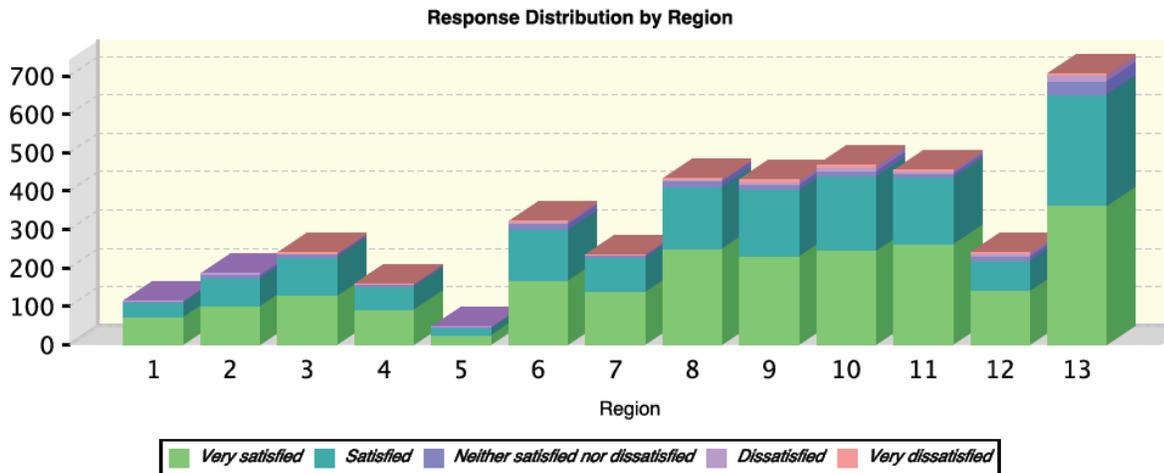
A key asset the state used was the Sparks Bureau of Business and Economic Research (SBBER) at The University of Memphis which provided a variety of reporting and technical support services. SBBER continued to provide support of the quarterly report process, the annual incentive report, and the annual report. Assistance was also provided in a variety of ad-hoc reports on topics related to healthcare employment, Career Readiness Certificates (CRC), reports to support the state audit review, and TANF participants. SBBER was instrumental in preparation of data extracts and reports to support the “Gold Standard” study.

Improvements to DolceVita, including the development of CRC, focused on performance metrics, demographic performance reports, and on predictive demographic reports for negotiating performance targets.

SBBER continues to conduct the Tennessee WIA Customer Satisfaction Survey on behalf of the Department. SBBER conducts monthly random sample of clients exiting the WIA program. For the July 2010 to June 2011 program year, the last full year report available, SBBER surveyed 5,725 adults, dislocated workers, and youth contacting 4,032 (70%).

*Tennessee WorkForce Investment Act
Exit Survey Results for the Period Jul 2010 – Jun 2011*

Overall how satisfied were you with the services you received?



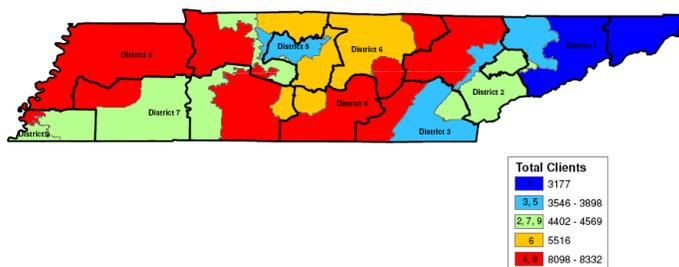
Sample responses include:

- Approximately, 94% of the respondents were very satisfied or satisfied with the services received through the career centers.
- Over 97% of the respondents indicated that they would use the career center's services again in the future.
- More than 97% of the respondents would recommend the career center's services to others.

SBBER produced state and LWIA level reports on the economic impact of WIA expenditures across Tennessee. Using expenditures from 2010 - 2011, the last complete expenditure data available, SBBER estimated that the \$77 million in direct WIA expenditures translated into total goods and services valued at \$142 million, with 2,581 full and part time jobs for vendors, program staff, program suppliers, and also \$16 million in local, state, and Federal tax revenues. (See attached statewide impact study.)

SBBER's GIS staff produced a variety of maps presenting client service levels by county for both the state and LWIA level, by US Congressional districts, by TN state House districts, and by TN state Senate Districts.

Clients Served in TN by US House District,
July 1, 2010 - June 30, 2011



In addition, information, on clients by zip code, was produced for LWIA 3.

Statewide Grants

In addition to the research and reporting activities provided through statewide funds, a variety of grants were provided for local workforce investment areas to offer opportunities for participants to gain employment and training. Assistance was provided to Keystone Automotive Industries to provide On-the-Job Training to hire 30 full-time positions. A grant to the Music City Convention Center provided funding for the Music City Center Workforce Development

program. The program provided: recruiting, job placement, job training, community outreach, program marketing, database maintenance and training scholarships.

Additional grants provided focus on economic development and job creation for business and industry to foster a pro-business environment through on-the-job training opportunities. One of the most exciting and recent ventures between key economic development partnerships is Hemlock Semiconductor (HSC). Being the largest investment in Tennessee history, this one billion dollar project is scheduled to create hundreds of jobs in Clarksville, Tennessee. Austin Peay State University (APSU) has begun graduating students from its Associates of Applied Science (A.A.S.) degree program in Chemical Engineering Technology (CET); this class was started through assistance of a grant from the North Tennessee Workforce Board. HSC, a polycrystalline silicon manufacturer, requires a highly-trained workforce. With the Statewide Incentive funds in 2011-2012, Workforce Essentials assisted HSC by providing on-the-job training to 40 individuals.



In 2011-2012, LWIA 8 was recognized for its outstanding performance with a statewide incentive award of \$67,500. The North Tennessee Workforce Board and Workforce Essentials are committed to addressing the goal of serving at-risk youth through the Jobs for Tennessee’s Graduates Program and through other WIA youth Activities. To this accord, \$67,500 incentive dollars were used for the school-to-work transition program in five counties and in eleven high schools where 420 youth were served.

Highlighting the JTG year was the National JAG Conference in Washington, DC. JTG students from LWIA 8 again proved “to be at the head of the class” by winning three national awards in the following categories:

Employment Interview	1st Place	Page Huff	Page High School
Public Speaking	3rd Place	Ella Sanders	Fairview High School
Ag Career.com Essay Contest	1st Place	Sarah Marcarro	Fairview High School

Disability Employment Initiative

In October 2011 the state was awarded \$2,916,400 for a three Disability Employment Initiative project. The project is to improve education, training, and employment opportunities and outcomes for adults with disabilities who are unemployed, underemployed and/or receiving Social Security disability benefits. The grant supports extensive collaboration across multiple workforce and disability service systems in each state, including vocational rehabilitation, mental health, intellectual/developmental disability agencies, independent living centers, business leadership networks, and other community and nonprofit organizations. The DEI project in Tennessee has 6 primary objectives: 1.) The recruitment or designation of a staff member to act as Disability Resource Coordinator in each of the participating Workforce Investment Boards (WIBS) to implement the strategic approach of this applicant’s proposal; 2.) Each WIB will participate in or apply for enrollment in the Employment Network within 60 days of the receipt of this grant to enhance the sustainability of this program; 3.) Each WIB will establish Integrated Resource Teams (IRT) to enable and advance the blending and braiding of funds and

collaboration with local and state partners to deliver the necessary array of education, human services, and job training experiences needed by the participants to increase partnerships and collaboration among disability-specific systems; 4.) Each WIB will develop an aggressive Customized Employment effort to identify and match participants to employers in the community to increase flexible work options; 5.) Each WIB will develop and maintain asset development strategies to expand opportunities to positively impact the quality of life experiences for the disabled participants to increase self direction in services; and, 6.) Each WIB will develop strategies to enhance and strengthen Partnerships and Collaborations to produce more effective and efficient services across multiple systems. The pilot project was awarded to five local workforce investment areas: LWIAs 1, 3, 8, 10, and 13.

Adult Program

During Program Year 2011, the TN adult enrollments in WIA was 20,076, with an average cost per participant of \$691.00, and as we set out to enhance both structural and cyclical labor markets, the following achievements are noticed:

Employer Services: Division of Workforce Development

Career Readiness Certificate (CRC)

In 2011-2012 CRC became more targeted to the individual LWIA's needs as opposed to being a statewide program. There were a number of factors involved in this transformation. In a study done by the department, data was collected over a three-year period beginning in 2009; the conclusion, from this data, indicated that no significant difference existed between those that had taken the CRC versus those that had not taken the CRC in relation to WIA performance. Also with state set-aside funds reduced from 15% to 5%, the CRC program funding shifted to the participating LWIAs. The central office staff provided technical assistance to the LWIAs by supplying the necessary information to assist them with contracting for CRCs with the service provider. LWIAs that had experience with the contracting process to provide CRCs shared best practices with the other areas; all of this proved to be extremely helpful. Several of the LWIAs chose to provide CRCs because this provision helped them to develop a service strategy that led to better qualified applicants for local businesses.

Governor's FastTrack Initiative

The Department of Labor and Workforce Development supports the Governor's FastTrack Initiative by partnering with the nine ECD regional-area base camps and with the Local Workforce Investment Areas (LWIAs) in the support of new and expanding industries. With statewide funds being limited, the LWIAs are providing local services such as recruitment and screening, CRCs, and other savings through cost avoidance. In some cases On the Job Training (OJT) may be an option. The central office can also supply vital labor market information when industries are looking for the availability of qualified workers.

Incumbent Worker Training (IWT)

With the reduction of state set-aside funds, the state began to fund 100% of Incumbent Worker Training (IWT) with the 20% set aside from Dislocated Worker/Rapid Response with an emphasis on Layoff Aversion. This allowed \$1,100,000 for IWT.

In program year 2011-2012, grants provided training for over 2600 employees and served 57 Tennessee companies with a projected savings of over 2400 jobs.

The total grant funds awarded for 2011-2012 was \$1,063,120 with total cost per participant at \$407.33.

Apprenticeship Training

Apprenticeship Training continues to be a problem. With limited statewide funding, the Apprenticeship Assistance Program (AAP) has been suspended. The state encourages Certified Apprenticeship programs to utilize LWIA networks to recruit first-year apprentices and to consider the dislocated worker. Workforce Development will continue to look for innovative ways to assist these valuable earn-and-learn programs.

Local Workforce Boards and Technical Assistance

Through the Rapid Response Coordinator Network and Regional Program Managers, the Tennessee Department of Labor and Workforce Development (TDLWD) was able to attend all LWIA board meetings and functions, support data validation and plan for the next program year. This arrangement continues to be monitored by central office staff to identify effective ways of providing technical support with limited resources.

Tennessee Works Act

The Tennessee State Legislature created the Tennessee Works Act of 2012 to advance a pilot program. TDLWD will administer the program by awarding reimbursable training grants to privately-owned **businesses for the purpose of training new employees in the state**. The purpose of the Tennessee Works Act is to provide reimbursable grants to privately-owned businesses for the screening of potential new employees in the state. The program grants are to be used for eligible training expenses of a dislocated worker who is a first-time unemployment claimant or whose job is lost due to workforce off-shoring and who is currently under a valid trade petition. The program:

- Includes displaced homemakers within the definition of dislocated worker
- Specifies that the initial training period will last no more than eight weeks. During this training period, the employer may not benefit from the training as the participant is still drawing unemployment insurance at this time. This initial period allows for the employer to observe, assess, and identify the necessary skill or skill gap to make a more informed decision before hiring. The employer, presuming the participant demonstrates the appropriate skills, has the option at any time during the assessment period to hire the dislocated worker on a full-time basis. At this point an OJT contract will be put in place to support the new hire.
- Specifies that a business will no longer be eligible for grants if the business does not demonstrate a pattern of continued employment of dislocated workers at the end of the training period.
- Requires that Trade Adjustment Assistance funds only be awarded to serve eligible Trade affected participants through the program and used in limited cases to expedite employment.

- Prohibits Tennessee Works grants from being awarded to any state entity, any county, city, town or other political subdivision of the state, or 501(c)(3) organization.
- Requires TDLWD to report by January 2014 to the Commerce Committees of the House and Senate.
- Points out that initial identified goals, included in this legislation, are to create a sense of urgency to support hiring, make informed hiring decisions, and to emphasize data capture during lay-off events to better facilitate the job search process and to faster transition people from UI to employment.

Dislocated Worker Program

During Program Year 2011, the dislocated worker enrollments in WIA was 8,866, at an average cost per participant of \$1,633.00, and as we set out to reduce unemployment and place dislocated worker jobseekers in good jobs, the following achievements are noticed:

National Emergency Grants

During late April and early May 2011, Tennessee was hit with straight-line winds, severe storms, tornadoes and associated flooding. Due to the severity and magnitude of the damage, Governor Haslam requested that President Barack Obama declare many counties as major disaster areas. Over half of Tennessee's counties were included in the final number (59). The continuous rains and tornadoes across the state caused rising waters, infrastructure damage and dangerous roads. In Memphis the river was expected to crest breaking a record set in 1937. It was estimated that the flooding would continue to destroy as many as 3,075 properties in Shelby County alone. A massive clean-up effort was needed to bring normalcy to disaster-hit areas in parts of the East, Middle and West Tennessee.

The local workforce investment areas, in these disaster-stricken counties, estimated 490 people would need stop-gap employment, through the clean-up effort, until they were able to return to their previous employment. Services through this grant have provided temporary employment to clean, repair, renovate and reconstruct structures, facilities, and lands damaged or destroyed by flooding, high winds and tornadoes. Funded activities will also include humanitarian assistance for disaster victims, job-search assistance, and dissemination of information on how to access unemployment insurance and supportive services including transportation. The Division of Workforce Development was awarded a National Emergency Grant (\$3,589,704) to meet the needs for recovery.

NEG – General Motors

General Motors, located in Spring Hill, Tennessee, was idled for an undetermined time, beginning in November of 2009. It was anticipated that this would affect 5,000 General Motors workers and an additional 850 GM suppliers. The Tennessee Department of Labor made plans early to give hope to the employees by offering retraining for other industries in Tennessee for future jobs. The first step was to establish a one-stop center at the layoff site and encourage employees to sign for unemployment insurance and for training. These employees had a better

chance for employment by taking these steps early while they were drawing their unemployment insurance.

The closure of the GM Spring Hill Assembly Plant, coupled with an already weakened manufacturing industry, forced LWIA 10 to unemployment heights not seen in recent years. LWIA 10 led the state with over 16,000 unemployed workers for an overall unemployment rate of 16.3%. Traffic in the Career Center more than doubled with over 800 daily in 18 months and continued to increase each month. The plan is to continue training for high-growth occupations, not offered anywhere else in the area, such as Solar Photovoltaic Installation and Repair; Green Jobs Technology; Heating/Ventilation Air Conditioning & Refrigeration, Computer Systems Technology, Practical Nursing, Health Information Technology, Residential Wiring & Plumbing, and Teacher's License Math/Science.

To meet the needs of these employees, the Division of Workforce Development was awarded a National Emergency Grant (\$8,397,127).

National Emergency Grant for On-the-Job Training (OJT)

Tennessee applied for and received \$1.1 million for the NEG-OJT grant to support prolonged unemployed, dislocated workers. This grant ends on June 30, 2012. The department's goal is 512 participants. Through August 2011, the department had served 232 participants in this program. We short-dated all participating LWIA contracts to end June 30, 2011. Since that time, the department was able to reissue its contracts and make modifications to support the LWIAs that were using their allocations effectively.

Rapid Response and Dislocated Worker

To get another view of the seriousness of these indicators, one need only look at the Tennessee's Rapid Response Unit activities, during the PY 2011 reporting period, as follows. While improvements can be seen, the level of Rapid Response meetings and assistance efforts are still troubling. The recession appeared to be continuing during the major parts of the program reporting period. The chart below shows improvements, however, to the overall incidence of rapid response events.

During this past year, 146 companies received services and 10,882 displaced workers received assistance in making a career transition. There were 15 Trade Assisted events in which 934 workers were trade certified with Dislocated Worker Coordinators being involved in the TAA activities and job service registrations along with the department's partners.

Youth Services

In continuation of Program Year 2010's comprehensive review of WIA Youth Programs, Program Year 2011 renewed state and local efforts to ensure two main objectives; local areas were in compliance with all federal and state regulations and youth programs were providing the best services possible. The state accomplished this by continuing to provide technical assistance and guidance to local areas to complete and update resource sharing efforts. The state assisted local efforts to identify opportunities to leverage funding and partner with existing agencies for referrals to services which would directly benefit WIA youth participants.

In addition, the state provided a review of Request for Proposal practices within LWIAs, and it provided guidance and training to improve this process. This technical assistance took place both within individual LWIAs and as part of the statewide youth-lead team meetings. Accomplishing this training helped LWIA staff members by strengthening their working knowledge of federal and state procurement policies and by fostering an open, competitive environment. The foundation of Program Year 2011's technical assistance efforts will lead into additional procurement trainings for Program Year 2012.

Also during Program 2011, WIA Youth Services participated in a departmental-wide effort, Top to Bottom Review, which identified strengths and weaknesses of the system. Opportunities for improvement were identified. As a result of this effort, historical evidence from LWIAs' previous Youth Request For Proposal and Resource Mapping cycles were reviewed to identify gaps experienced continuously across the state when providing the Ten Youth Program Elements. Tennessee has previously obtained waiver authority for local administrative entities to directly provide supportive services, follow-up services, and paid/unpaid work experience. During the Top to Bottom Review, the following areas received attention: leadership development, adult mentoring, tutoring, study-skills training, instruction leading to secondary school completion, and dropout prevention strategies. All of these areas were identified as often not receiving adequate responses during the procurement process. As a result, the state drafted a waiver, which will be submitted with the State Plan, asking for additional waiver authority.

Division of Workforce Development staff continues providing leadership to the LWIAs, as well as maintaining partnerships with other state and local agencies. As part of these efforts, the Youth Program Manager serves on the Youth Transitions Advisory Council. This council, established by the state legislature in Public Chapter 415, includes all strategic youth-vision partners and many state and non-profit stakeholders dealing with youth having the greatest barriers. In 2011 a major accomplishment of the council was securing passage of the Fostering Connections Act. This legislation increased, from 18 to 21, the age for youth (in state custody) to receive services from the Department of Children's Services. This allows each youth to continue receiving support and stability needed for a successful transition into adulthood. This also increases the amount of Federal IV-E funding from which the state can draw to help serve this population. The additional Federal IV-E funding provides youth with housing support, independent-living services, life-skills instruction, and leadership training. In addition, youth can receive Chafee-funded Education and Training Vouchers to fund their post-secondary education. By increasing the funding available to the Department of Children's Services, Local Workforce Investment Areas can leverage WIA funding to help address the barriers that these at-

risk youth have. Success in this partnership has been seen specifically when Federal Chafee dollars provide Training Vouchers; this allows local areas to partner and to provide support services for transportation needs.

During Program Year 2011, the year-round program served 7,788 youth participants at an average cost per participant of \$2,055.00, with 4,256 exiters. Local Workforce Investment Areas reported \$16,008,704 WIA Youth Formula expenditures, while the state met its negotiated common measures for youth-performance targets.

Name	Goal	Actual	Percent of Goal
Placement	61%	73.7%	121%
Attainment	63%	76.3%	121%
Literacy & Numeracy	36%	48.6%	135%

Eligible Training Provider List (ETPL)

WIA ETPL – General Overview

As part of the infrastructure to carry out the mandates of the 1998 Workforce Investment Act, states are required to maintain a list of training providers and programs that are certified to receive students using WIA funds. WIA students are only permitted to use their Individual Training Account (ITA) funds in programs that appear on the Statewide ETPL.

All of the institutions and programs that comprise the Statewide ETPL have been approved by a Local Workforce Investment Board (LWIB) in Tennessee. Each of Tennessee's 13 LWIBs **makes** initial eligibility decisions regarding what programs to add to the ETPL. After the LWIB makes the initial eligibility decision, subsequent eligibility decisions are made on an annual basis by the Tennessee Department of Labor **and** Workforce Development based on institutional performance data.

All of the institutions that appear on the Statewide ETPL supply Quarterly Performance Reports that are then used to compile the WIA Annual Subsequent Eligibility Report. Any program that fails to meet the state determined performance minimums, as far as completion and placement rates, is subsequently removed from the Statewide ETPL.

WIA ETPL - Improvements

During the PY 2011 reporting period, the Eligible Training Provider **website underwent** major enhancements in functionality. There were two major tasks involved in the enhancement: 1) the electronic submission of all vital forms and application materials; and 2) the online submission of quarterly performance reports by providers across the state. The six primary business objectives of the web enhancement project were:

- 1) *Increased security in processing sensitive information.* The Workforce Investment Act mandates the gathering of vital performance data that is linked across data systems by an individual's social security number. The enhancement strengthened our security efforts in handling such information.
- 2) *Improved communication among state and local WIA officials.* Changes are made daily to the ETPL and the local representatives working in the career centers are not always aware of the changes. The enhancement will permit instant notifications to local officials when changes are made to the ETPL.
- 3) *Improved accuracy in reporting performance data.* In the new web application, the quarterly reports submitted by the training providers are screened for common errors as indicated by TDLWD staff. Providers will not be permitted to submit their reports with errors, which will ultimately result in more accurate and reliable performance data.

- 4) *Increased staff efficiency.* Automated forms and processes, as well as various pre-screenings and mandatory fields, will reduce the time staff will need to verify and correct information received from providers.
- 5) *More user friendly ETPL process and interface for providers and constituents.* The web enhancements will make the ETPL process easier to navigate for training providers. It will also improve communication between WIA constituents and the state.
- 6) *Reduction in environmental and administrative costs.* With the electronic submission of forms, there is no longer a need to print certain materials. Thus, the elimination of printed materials reduces the state's environmental footprint and results in a reduction in administrative costs by saving supplies such as ink and paper.

WIA ETPL – Technical Assistance

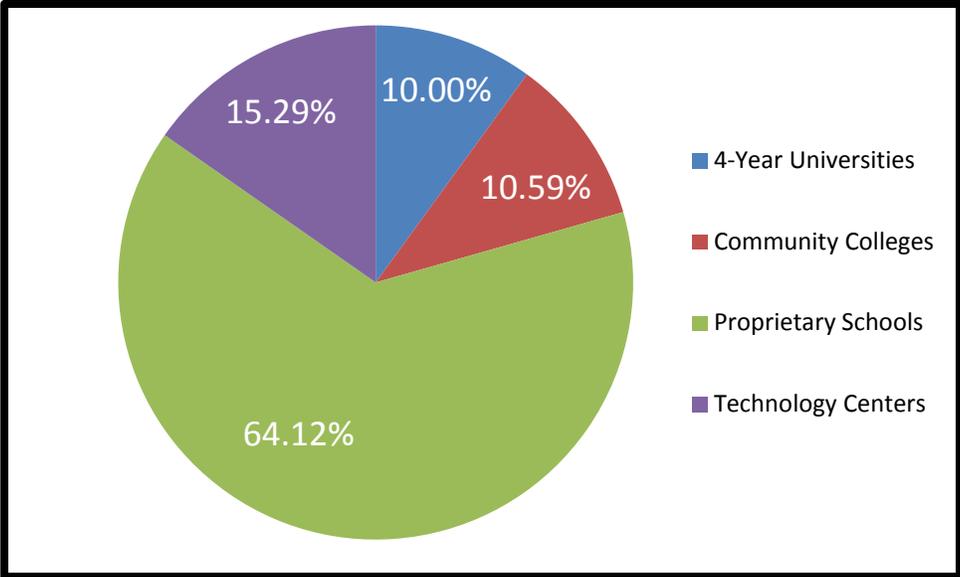
TDLWD sponsored eight regional workshops across the state to provide technical assistance to all of the ETPL providers on navigating through the new web application. Additional topics at the workshops included: performance and reporting requirements, explaining data validation, reports (annual and quarterly), and collaboration with other state agencies. Each institution on the ETPL was required to send at least one representative. In all, there were over 600 attendees from approximately 200 facilities on the ETPL.

WIA ETPL – Growth and Breakdown

In program year 2011, the WIA Eligible Training Provider List (ETPL) added 13 new training providers bringing the total number of institutions on the list to 200. In addition the ETPL also added 213 new training programs.

Measure	Annual Change
New providers added to the ETPL	13
Providers removed from the ETPL	11
Programs added to the ETPL	213
Programs removed from the ETPL	257

The breakdown of the providers on the ETPL, by type of training institution, is as follows:



Senior Community Service Program

Tennessee Department of Labor and Workforce Development (TDLWD) has taken a position to help seniors continue maintaining a sustainable life. One way the department is doing this is by providing useful community services and employment opportunities to low-income people who are 55 years old or over and who have poor employment prospects. Such individuals are those aided by the Senior Community Service Employment program (SCSEP). SCSEP services include:

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

Community service assignments also include the following:

- Social, health, welfare, and educational services (particularly literacy tutoring)
- Personal assistance, including tax counseling and assistance-and-financial counseling
- Library, recreational and other similar services
- Services with the goals of conservation, maintenance, or restoration of natural resources
- Services with the goals of community betterment or beautification
- Services with the goals of anti-pollution and environmental quality
- Weatherization
- Economic development
- Activities essential to the community as the Secretary of the Department of Labor, by regulation, may prescribe.

It is intended that community-service training serves as a bridge to unsubsidized employment opportunities; SCSEP's goal is thus to place 30% of its authorized positions into unsubsidized employment annually. SCSEP fosters economic self-sufficiency through training, job placement, and guidance in unsubsidized jobs.

The U.S. Department of Labor (USDOL) funds and monitors SCSEP through the Older American's Act Title V Program. Currently, there are three (one State Grantee (TDLWD) and two National Grantees) administrators or grantees—TDLWD, National Council of Aging (NCOA), and Senior Service of America, Inc. (SSAI), in Tennessee. TDLWD currently has six (6) sub-grantees that implement the SCSEP program. They are located in part of West, Middle, and East Tennessee. NCOA and SSAI are assigned several counties and co-manage the program with the state in several counties.

TDLWD-SCSEP has implemented several changes in PY 2011. The changes include, but are not limited to, the following:

- SCSEP program staff was reduced from three positions (Grants Program Manager, Coordinator, and Program Support Staff) to one position (Grants Program Manager) due to funding reduction.
- Former Grants Manager received the opportunity to move to a more affluent position with the Department, and a new Grants Program Manager was hired.

- A monthly meeting was established to enable the Grants Program Manager and sub-grantees to engage in dialogue that involves program updates, agency and funding status, technical assistance, etc.
- Wages were standardized across the state which ensured that TDLWD served as many participants as funding allowed. Participants were paid the highest applicable minimum wage (state or Federal).
- TDLWD-SCSEP committed and moved to the SCSEP Performance and Results QPR System (SPARQ), which resulted in accurate and real-time data. In addition, the switch to this new system allowed each sub-grantee to monitor its own performance based on its own data entry.
- National Grantees worked side-by-side with TDLWD to write the 2012 SCSEP State Plan
- SCSEP adopted the WIA process of Goal Negotiation and SCSEP sub-grantees were included in the WIA Annual Goal Negotiation session. The negotiated goals were included in each sub-grantees' Program Narrative. Each grantee was required to state how it will meet its negotiated goals for PY 2012.

Performance and accountability are vital to the success of TDLWD. SCSEP grantees are measured by six core measures and two additional measures. SCSEP's goal is to place 30% of its participants. Below is a highlight of the TDLWD PY 2011 SCSEP Performance Result:

CORE PERFORMANCE MEASURES		
MEASURE	GOAL	Actual (As of 9/19/12)
1. Community Service	50.0%	78.7%
2. Common Measures Entered Employment	31.6%	42.0%
3. Common Measures Employment Retention	54.0%	74.5%
4. Common Measures Average Earnings	7247	6197
5. Service Level	100.0%	155.9%
6. Service to Most in Need	2.20	2.41
ADDITIONAL PERFORMANCE MEASURES		
1. Retention at 1 Year	*	72.3%
2. Customer Satisfaction	*	*

TDLWD congratulates all of its sub-grantees for the accomplishments seen in the PY 2011 Performance Result, and says "thank you" for all of the hard work and flexibility. Below are highlights of participant-and-sub-grantee accomplishments across the state:

Alliance for Business and Trainings, Inc. - Serving my generation

Thomas is a "Peer Coach" for the Generations on Line. The Generations on Line [provides] free computer sessions for people 55 and older to learn the basics of the Internet. Sessions are taught by a tutorial on a computer. "Peer coaches" are there to

assist. Generations on Line is a program of the First Tennessee Human resource Agency in conjunction with Senior Service America.

East Tennessee Human Resource Agency - Retraining is possible

Betsy left the program in April of 2012 to go to work at the Department of Correction in Wartburg, TN with the help of the skills she acquired during her training at the Morgan County Career Center. Betsy is now working full-time and making over \$11.00 an hour. The reports from her supervisor have been what a great job she is doing.

Upper Cumberland HRA - Almost there Carrie

Carrie after reaching her durational limit was hired by her Host Agency site (Macon Co. Government) to continue as an archive assistant.

Upper Cumberland HRA - Operator Steve

Fifty-eight year-old Steve, who trained at a senior center doing maintenance, found a full-time job (forty hours a week as a forklift operator through a temp agency) at \$8.00 per hour. Steve overcame multiple barriers and found employment.

TN Community Service Agency - A New Start for Justine

Justine did what every adult child would like to do when an elderly parent needs care. She left the city to return to a small town to care for her mother. Recently divorced, Justine had quit work to return to school. After the move, everything was put on hold. Her mother died within 20 months, and Justine had limited savings. Unfortunately, this all occurred during the recession; she could not find a job. She depleted her savings, lost her car, and was homeless, until her daughter allowed her to have a room at her house, but could/would not feed her or take of her otherwise.

Justine would tell you, as she told us, that she was at the end of her resources and had used up almost all of her hope. She was enrolled at a charitable organization that provides services to the needy in the community. Shortly after her assignment started, she shared her thoughts [about] people in need. Justine admits to being a person who thought less of people who needed assistance. Since being on the receiving end, as well as seeing and hearing about the lives of the people being helped, she realizes that the “welfare problem” is not just people who don’t want to work, and she hopes to be trained and get an unsubsidized job working with an agency that provides such services.

Southwest Human Resources Agency: Going Strong

Dorothy who is now 89, just two months short of her 90th birthday, and Helen who recently celebrated her 84th birthday in August are still working and going strong. Dorothy has worked in the program 18 years and Helen 13 years.

What is remarkable about these ladies is that they had never typed on a computer and had limited typing skills. With the assistance of the SCSEP Program they have been very instrumental in organizing the Archive Room at the McNairy County Records Commission Office in Selmer, Tennessee. When Dorothy came, the records room was just

a big pile of paper that had not been organized or filed. She was able to compile old warrant and newspaper clippings and put them in order. Three years later Helen came and the two have been working cooperatively ever since.

The two ladies have learned how to bind books, code files, search the internet, put old files dated back in the 1800s on the computer, document and transcribe more than 20 government records and more than 40 years of school records. They have compiled and made books on the various cemeteries in McNairy County and transcribed books on births from 1881-1882.

They have filled more than nine cabinets with documentation of records and have completed more than 100 years of marriage records for the county. They were featured in the Independent Appeal Lifestyles in 2008 as the Administrative Professionals Winners. Supervisor, Nancy Kennedy, nominated these two ladies to receive the Administrative professional awards by writing an essay on the work and accomplishments they had completed with the records room. Ms. Kennedy stated in this article, "Yes I think they are the greatest administrative professionals in McNairy County." "We owe them a lot."

If you happen to come to Selmer, just look up Dorothy and Helen... I'm sure you'll find them there hard at work.

Meritan - It happened for D.P

D.P first learned about Meritan several years ago while seeking services for her ailing mother. After she was downsized, she was told about the Title V Program. D.P attended an orientation session for the program and [learned] how the program worked and what they could do to assist her with getting back into the workforce. Soon after orientation, she met the staff and had a one-on-one session with the Project Coordinator. Several days later, she was placed at a host agency assignment.

During this time, Meritan was holding mini-job fairs. These job fairs included an attorney's office looking for...experienced office staff. D.P's resume was submitted. Even though she had done administrative work...in churches and daycare, this was a totally new experience for her. Out of the five resumes, D.P was interviewed and offered the job on the spot. Her life has improved because she has learned new skills and [has begun] interacting with people that would have never crossed her path.

As can be seen, SCSEP's sub-grantees have been very busy this year. TDLWD hopes that all of the new changes implemented in PY2011 will make processes easier for the sub-grantees. And, with the current support of the National grantee and sub-grantees, TDLWD hopes that PY2012 will result in good partnership, processes, and performance.

The following are highlights of what SCSEP (National and State Program) hopes to accomplish from in PY2012-2015:

- Standardization of all forms and handbook.

- Implementation of a taskforce that will leverage opportunities and best practices that will increase full-time unsubsidized employment.
- Provision of tools on each grantee's Web site for sub-grantees and older-worker jobseekers. Such tools may include resources and supportive services targeted for older Americans, resume help (tips, templates), information on starting a business, interviewing aids, job-search strategies for older workers (highlighting employers who hire older workers), etc.
- Implementation of an annual state-wide continuous-improvement training of sub-grantees, with topics including: performance measures, data validation, budget management, Most-In-Need barriers, job search strategies, etc.
- Encouragement of One-Stop Career Centers to hold job fairs targeted for older workers during Hire Older Worker Week in September.
- Encouragement of SCSEP sub-grantees to reach out to employers to educate them about the value of hiring older workers.
- Encouragement of the use of sector strategies to assist lower-skilled workers with skill attainment and job placement.
- Encouragement of further education, such as GED, higher education, and technical training.
- Encouragement of SCSEP sub-grantees to form local employer advisory boards.

Statewide 5% Funding Activities

Tennessee faced a challenge as a result of losing the option to retain the full 15% state set-aside during Program Year 2011. Leveraging of statewide funds had previously provided local areas with additional on-the-job training opportunities, including those with Incumbent Worker training. The 15% set-aside funds also afforded Local Workforce Investment Areas more opportunities in need of additional funds to support local programs promising to reduce unemployment and increase training services. Using statewide funds, LWIAs were encouraged, and able, to serve a larger number of people across the state, thus serving as a response to the ever-changing economic trends of local areas.

In spite of the reduction of set-aside funds, the state remained committed to job creation by seeking a waiver to use Rapid Response funds to increase the funding availability for Incumbent Workers through layoff aversions. Also, a waiver was approved to include the use of a percentage of local funds, from adult/dislocated worker, to support Incumbent Worker projects.

In addition, Workforce Development sought a waiver and was approved to remove the statewide requirement of providing local area incentive awards. However, the state established a policy that local incentive awards would be provided if the state received an Incentive Grant. Fortunately, Tennessee did receive an Incentive Grant award, and local incentive funds were provided for seven local workforce investment areas meeting or exceeding Performance Standards negotiated in Program year 2010.

Two statewide projects were still funded with the 5% funds under administration, which benefitted participants and employers; these funds also added value to the statewide data-collection system. These two projects concerned Career Readiness Certificates and the University of Memphis, respectively.

Fiscal Compliance

A critical component for operating effective local and statewide programs, as expected, is fiscal compliance. Maintaining a strong relationship between program and fiscal divisions is not only a necessity but an essential function for effectively managing formula, statewide, and rapid response contracts. The function of the Compliance Unit includes interaction with other program-based units within the Workforce Development Division. The Compliance Unit complements other units because of its responsibilities for allocating WIA funds for activities which other units manage. The Compliance Unit assists in providing the analysis of expenditures and obligations; it also compares funding reductions or increases occurring each program year due to formula allocations. The issuance, of both the State's Monitoring Guide, according to the WIA finance regulations, and the WIA Supplemental Financial Management Handbook, provides additional guidance to LWIAs and to contractors regarding contractual agreements, procurement, and reporting requirements.

In Program Year 2011, the Compliance Unit of Workforce Development generated reports for use by the State Workforce Board, as well as by departmental staff. Such materials included the analysis of monthly and quarterly expenditure reports, monitoring reports, corrective action

plans, as well as the yearly-formula allocations. These analytical reports reflect, each LWIA's spending percentages and patterns, by using graphs, charts, and spreadsheets. As a result, the department has created additional mechanisms for setting, maintaining, and comparing benchmarks for expenditures and obligations across the state, allowing for effective management of local and statewide funds.

In addition, analyses of respective reports have been instrumental in helping maintain fiscal compliance. These reports have helped the Workforce Development division to make more informed decisions as to whether to accept or to reject LWIA requests for additional funds; the reports have also helped to determine technical assistance needs of LWIAs/contractors. Fiscal reviews were held throughout the year to help LWIAs identify regulations which may have been overlooked and thus have resulted in compliance/noncompliance with WIA funds.

Unlike previous years, 10% of the set-aside funds for 2011 were equitably distributed to the LWIAs. These additional funds have definitely helped the LWIAs which otherwise may have received even less formula funding due to the overall 3.7% reduction of WIA funds to Tennessee. Upon further analysis of funding allocations distributed to the LWIAs during PY2011, the department was able to identify and to share, with all stakeholders, the amount and percentage increase or decrease of funds for each LWIA. This analysis of allocations was also broken down to the county level. This breakdown helped provide technical assistance, regarding management of local budgets, and it also helped staff to make informed decisions as to whether the allocation formula needed to be revisited due to criteria such as plant closures, declining industries, and unemployment numbers.

As a part of program and fiscal compliance, the annual Monitoring Plan was issued, providing guidance to the Program Accountability Unit (PAR) which conducts monitoring of WIA contracts issued by the Fiscal Division of TDLWD. By the end of the program year June 30, 2012, the Compliance Unit reviewed and approved Corrective Action Plans submitted by LWIAs in response to the monitoring visits. In turn, the Unit had an opportunity to provide technical assistance and to share best practices to reduce the number of corrective actions required of the LWIAs to ensure program and fiscal compliance.

B. Local Initiatives and Capabilities

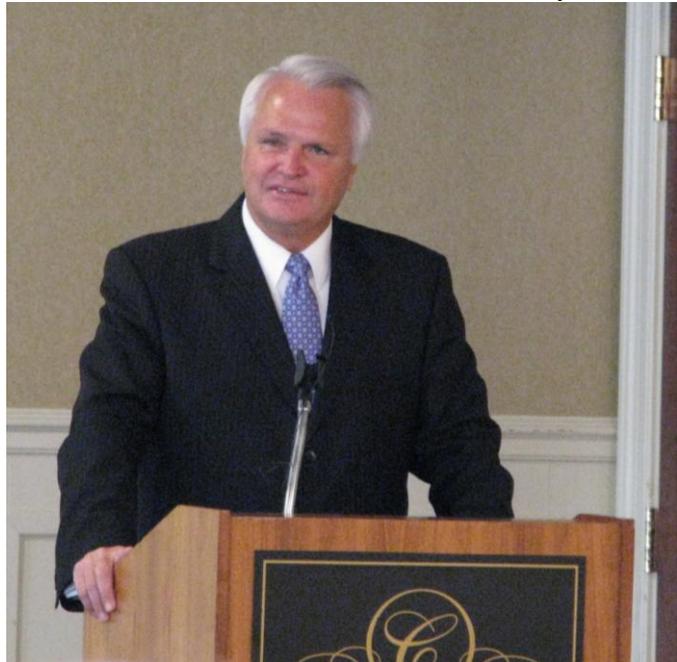
LWIA One Annual Report and Commitment to Excellence Review



During 2011-2012, Northeast Tennessee continued to develop solutions to address unemployment and to deploy resources enhancing economic development for job creation.

LWIA 1 achieved required expenditure levels for WIA Formula funding. These dollars were targeted toward skill training and employer profitability through development of occupational and on-the-job training opportunities to assist local business and industry to create and sustain regional jobs.

The Alliance for Business and Training, the administrative entity for LWIA 1, has 27 years of experience in providing employment, education, training, job placement, and economic development services in the Northeast Tennessee area. During its history, more than \$120,000,000 has been invested in human capital and business development. Other achievements during AB&T's history include: attainment of Level 3 (of the Tennessee Center for Performance Excellence Award) designation as National Service Delivery Area of the Year in 1991; continuous achievement of program performance measures; and 27 years of audit reviews with no findings!



Pictured is Lieutenant Governor Ron Ramsey addressing the Northeast Tennessee Workforce Investment Board to update members on the 2012 accomplishments of the Tennessee General Assembly.

ENHANCED PARTNERSHIPS

During PY 2011, LWIA 1 has focused on deepening relationships with economic development initiatives. This approach has included increased outreach to both local economic development organizations and professionals. It has also included the establishment of a more direct connection with officials at the Tennessee Department of Economic and Community Development Regional Jobs Base Camp. Iliff McMahan, Director of the Northeast Tennessee Jobs Base Camp, has joined the Northeast Tennessee Workforce Investment Board. In addition, all economic-development staff in the region attended a strategic planning retreat sponsored by the Board of Directors of the Alliance for Business and Training; the retreat's purpose was to align the process for resource allocation to regional and local ECD goals established by Governor Haslam. As a result, these ECD professionals were honored at the June meeting of the NETWIB for outstanding service to the Workforce Development System.

FOCUS ON RESPONSE TO ECONOMIC CHALLENGES

- ❖ ***Dislocated Workers:*** LWIA 1 continues to customize Career Center services to address needs of the increasing numbers of Dislocated Workers in the area. Since the “great recession” began, partners in the Northeast Tennessee Career Center system have seen a sharp increase in the long-term unemployed and those who come to Career Centers for assistance. Many are mature, with good work records but whose skills have not kept pace with labor market needs. Program options, including specialized job searches, resume writing and interviewing services, are in place with an emphasis on the use of electronic technology to access available job openings.
- ❖ ***Education:*** The Northeast Tennessee Workforce Investment Board (NETWIB) continues to partner with regional K-16 educational systems. This partnership reinforces the importance of individual attainment of higher-level skills and credentials to remain competitive, especially in view of current economic conditions. WIA funding was awarded through competitive bids to local, post-secondary institutions to provide highly-motivated high school students the opportunity to pursue a more challenging academic program in high school. LWIA 1 engaged in a pilot program which used the ACT/WorkKeys/Career Ready 101 assessment/remediation/certification system to enhance academic performance and raise ACT scores. The overall purpose of this program was to enable WIA students to have access to resources, such as HOPE (lottery) scholarships and Educate and Grow scholarships, which might not otherwise be available to them. Special incentive programs were developed to encourage goal attainment, as well as to reinforce soft skills.

LWIA 1/AB&T staff have also joined the Regional P-20 Council which promotes partnerships between the Tennessee Technology Center, Northeast State Community College, East Tennessee State University and regional high schools. Moreover, LWIA 1 has initiated ongoing discussions with higher-education officials to promote attainment of rigorous performance criteria which have resulted from passage of the Complete College Tennessee Act.

Incumbent Worker

The ability to attract and retain high-growth industries and to expand existing businesses, in LWIA 1, relies on the capacity to offer a skilled labor force. The purpose of the Incumbent Worker Training Program is to support training which results in either lay-off aversion through skill attainment for employees, or lay-off aversion through process improvement that contributes to the competitiveness and productivity of a business.

Incumbent Worker program funding, of \$90,000, was awarded to train employees in areas such as Auto Cad, CMA Intermediate & Advanced Operation, PcDMiss Coordinate Measuring Machine (CMM), Basics of CMM, Inspection Principles of CMM, Lean Six Sigma Green Belt and Black Belt, Lean Overview, Lean Training Within Industry (TWI), Lean-Process Mapping & Kaizen Improvement Training, PED Weld Certification, and other Advanced Manufacturing demand occupational skills.

LWIA 1 On-the-Job Training (OJT)

- ***WIA Formula Adult & Dislocated Worker OJT*** – AB&T has worked with three employers and contracted to train 14 new-hire employees in the Adult or Dislocated Worker WIA programs. At this time, seven have completed training and retention.
 - ***National Emergency Grant On-the-Job Training:*** On-the-Job Training targeting “prolonged unemployment individuals” was fully implemented. LWIA 1 was awarded \$148,500 in NEG Program funds to prepare dislocated workers through on-the-job training for re-entry into the labor force and to offer training to those facing serious barriers to productive employment. Program funds have been extended through September 30, 2012. To date, OJT contracts have been executed with nine employers and have served 46 people with an average entered-employment wage rate of almost \$25.00 per hour.
 - ***NEG Dislocated Worker OJT*** – AB&T has worked with nine employers and contracted to train 46 new-hire employees in the NEG Dislocated Worker program. At this time 27 have completed training and retention.
- ❖ ***Northeast Tennessee ReEntry Collaborative:*** Tennessee Transition Prison to Community (TTPC). The Alliance for Business and Training, along with the Career Center Partners and System, works closely with the Prisoner ReEntry Program in Northeast Tennessee. Workshops are conducted in conjunction with the pre-release classes at the Northeast Correctional Complex. These workshops deal with employability skills such as: completing applications, writing resumes, expressing correct attitudes, interviewing, and learning where to seek employment. LWIA 1 provides information concerning the Work Opportunity Tax Credit available to employers who hire ex-offenders and the Federal Bonding Program. Inmates are provided Career Center locations in the state where they will reside. Several area employers are willing to work with ex-offenders and thus help to link the employer to the job seeker. Questions from instructors or inmates are encouraged, and assistance is provided in acquiring information/resources to aid in employment.
- ❖ ***National Emergency Grant for Disaster Relief:*** LWIA 1 has completed its NEG Disaster Relief program. The National Emergency for Disaster Relief served eight dislocated workers in Sullivan County which suffered extensive storm and water damage. The program was completed in March 2012, and seven participants have entered unsubsidized employment.

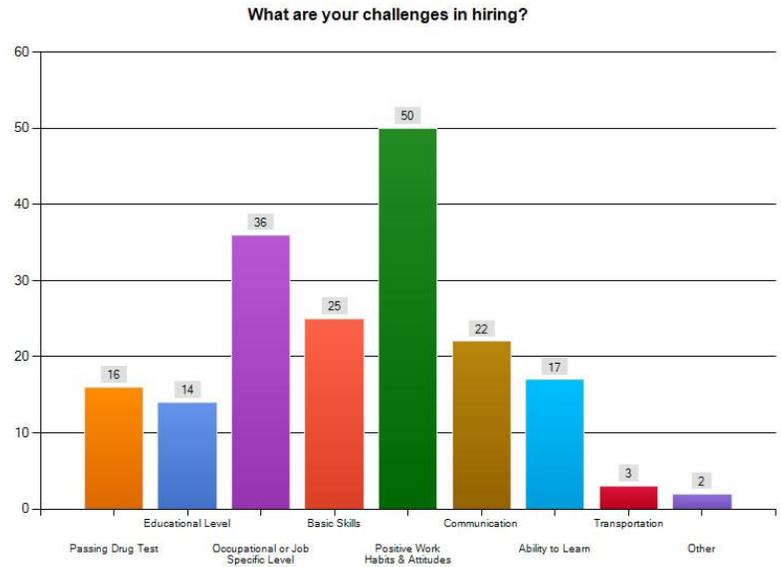
FOCUS ON EMPLOYER SERVICES AND THE CAREER CENTER SYSTEM

- ❖ ***WIA/AB&T & Career Center System*** – As a result of this focus on training and support of the Career Center system infrastructure, LWIA 1 has consistently performed in the top tier in achievement of its Common Measure metrics.

- ❖ LWIA 1 conducted a survey of 600 employers and also implemented a survey for Career Center customers. As a result of information received, employers noted their various needs (as seen in the following graph):



- Consequently, AB&T/LWIA 1 has implemented a new program of Career Center service options designed to meet the needs of both employers and applicants.



❖ ***SPECIAL RECOGNITIONS FOR WIA PARTICIPANTS:***

Ten WIA participants received special honors and recognitions from local training institutions:

Northeast State Community College

- ❖ **Cheri Kuzio** – keeping a 4.0 GPA, received a degree in business management technology. Cheri was recognized as the outstanding student in business management and also received a \$15,000 scholarship to attend American University in Washington, DC.
- ❖ **Darlene Brooks** – keeping a 4.0 GPA, received degree in computer information sciences. Darlene was recognized as an outstanding student in internet and Web development. She already has a job!



- ❖ **Jared Ledford** is pictured here with NETWIB Chair Carol Trahan. He received a degree in medical technology and continues to attend Northeast State to earn two more degrees: electrical technology and electro-mechanical technology. Jared was recognized as the outstanding student in the electrical technology program and, as an entrepreneur, has begun his own HVAC business.



Tennessee Technology Center at Elizabethton

- ❖ **Eric Wheeler** was recognized for outstanding character and achievement and was elected to the national technical honor society. Eric also received an LPN certificate.
- ❖ **Chris Adkins** received a licensed practical nurse degree and graduated with the highest GPA in his class.
- ❖ **Roman Walters** graduated Cum Laude with LPN certificate.

Virginia Highlands Community College

- ❖ **Kimberly Henty** – Graduated Cum Laude with a degree in human services.
- ❖ **John Widener** – Graduated Cum Laude with a degree in drafting and design.
- ❖ **Sheila Young** – Graduated Summa Cum Laude with an R.N. Degree and had highest GPA in the program.

LWIA 1 2011-2012 Incumbent Worker 2012 Calendar

The ability, to attract and retain high-growth industries and to expand existing businesses in LWIA 1, relies on the capacity to offer a skilled-labor force. The LWIA 1 Incumbent Worker program funding provided layoff aversion and continued employment to regional businesses in areas such as: Lean Process; Maintenance, PLC Programming; Pipe Mill Setup; Radiation Safety; R8 CLO2 Operator & Maintenance, Overhead, Rigging, Sling and Overhead Crane; AS9100 Quality Training; ShopTech E2; Bearing Training; Electrical Control Troubleshooting; Six Sigma, and other Advanced Manufacturing demand occupational skills.



At the NETWIB Meeting in October, 2011, Mr. Jay Richardson from Master Model Craft, an area employer in Bristol, addressed the NETWIB members for a second time to thank them for the opportunity to participate in WIA programs. Mr. Richardson reminded the Board that in 2009 his company was forced to reduce its labor force by 30%. During that period,

MMCI was informed, by one customer, that MMCI could no longer compete for future contracts because MMCI lacked a certified Quality Management Program. (MMCI had had a

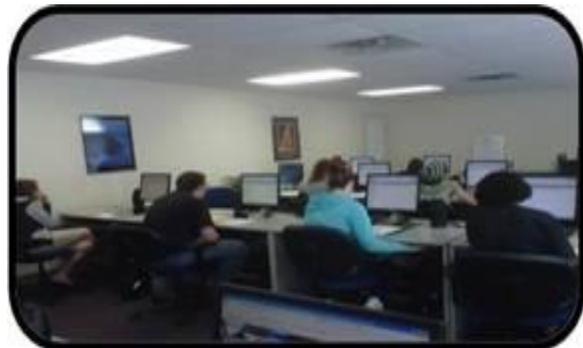
twenty-year relationship with this customer so the customer still wanted to purchase parts and assemblies from MMCI.) Yet, the customer was governed by new corporate rules; most government contracts require a third-party, quality certification. With more jobs outsourced offshore, the need to have a certified quality system had become a minimum standard to be considered as a supplier. Like most small manufacturing companies, MMCI invested in new equipment to remain competitive. With new equipment, purchased over the last five years, MMCI became able to produce better parts at a lower cost and to become more competitive. MMCI had been caught off guard when it was first informed that it would lose future business because of not having the certified quality system. “We did not want to reduce the MMCI workforce because we do not have a certified quality system. Our strategy to maintain and create new jobs is simple. Train our workers and give them the skill to implement a certified, quality-management system. We identified this lack as a potential risk to our company and its employees. The AS9100 training we received through the Incumbent Worker Program will help maintain our ability to compete on future work. This certification was one way to avert loss of jobs, and, with the help of the Incumbent Worker Program, we were able to avert a layoff and possible plant shutdown.”

LWIA 1 National Career Readiness Certificates (NCRCs)/WorkKeys

LWIA 1 provides business and industry with real-time, job-skills assessments that measure portable work skills. This is possible because of the National Career Readiness Certificate (NCRC). Job seekers who master the WorkKeys’ assessments are awarded a National Career Readiness Certificate. The NCRC provides a “common metric of communication” among job seekers, employers, and educators. It allows LWIA 1 to remain responsive to workplace needs, and it helps to address the assessment and training needs of current, transitional, and emerging workforces in the Northeast Tennessee region.

The NCRCs are a culmination of multiple local initiatives which include Eastman Chemical Company, Domtar Paper Company, Aerojet Ordnance, Seamans Corporation, BAE Systems, Nuclear Fuel Systems, Mountain Electric, Northeast State Community College, Tennessee Technology Center at Elizabethton, Job Service and the Adult, Dislocated Worker, and Youth Workforce Investment Act programs.

In 2012, AB&T’s staff attended the ACT’s National Workforce Conference held annually to discuss needs and solutions for employers, and adult and youth job seekers. The staff was able to bring several new and timely concepts back to Northeast Tennessee, and the staff will provide these services to our local area; an example of these efforts is “*ACT Tomorrow Now.*”



Tomorrow’s Workforce Now will help LWIA1 build a skilled workforce and help employers secure a pipeline of talent for the future. The program, introduced by ACT, Inc., uses the

evidence-based National Career Readiness Certificate (NCRC) Plus to demonstrate the power of certified foundational skills in predicting job performance

- ❖ The **LWIA 1 Coordination Team**, composed of Career Center partners, continues to develop service upgrades for the local workforce system and provides the opportunity to coordinate and enhance all customer services. Service delivery elements are provided to increase: attention to client assessment; advanced-skill training; job club/job development/job placement initiatives; and, enhanced information technology capacity. The Coordination Team (including its partner cross-training) has been recognized by the state as a Best Practice and has been replicated in other areas. The Tennessee Department of Labor and Workforce Development invited Coordination Team partners to present the results of their collaboration to a statewide conference in December 2011.

Career Center Partners have created an excellent example of a “one-stop” approach, with a “no-wrong-door” philosophy, to serve customers in Northeast Tennessee; this approach has received state and national attention and has been used as a benchmark for other regions of the state and country. The LWIA 1 Coordination Team conducts ongoing in-service training for staff and also conducts a quarterly update meeting, held in each Career Center, to ensure that all staff remain up-to-date concerning program initiatives and service changes.

- ❖ **Senior Community Service Employment Program** -- The Senior Community Service Employment Program (SCSEP) is a community service and work-based training program for older workers. The SCSEP Program is authorized by the Older Americans Act and provides subsidized, service-based training for low-income people 55 or older. Participants have access to both SCSEP services and other employment assistance through the local career centers.

The AB&T SCSEP Program provided an average of 20 hours of work a week and also work-based training services to 26 older workers at 22 host agencies throughout Carter, Johnson, Sullivan, Unicoi, Washington, and Hawkins counties.

- ❖ **Governor’s Fast Track Support** -- LWIA 1 continues to support the recruitment of new businesses and industries and the retention of existing business through this program. AB&T continues to work, with local and state Economic & Community Development, with a goal of improving public infrastructure to create new jobs and business investment.

FOCUS ON YOUTH

In the absence of a substantial federally-funded YouthBuild program for out-of-school youth, AB&T instituted a small scale YouthBuild-model replica program, “Renewed Generations.” AB&T partnered with the



First Tennessee Development District's (FTDD's) Emergency Repair Program for the Elderly. The purpose of the program is to stabilize the elderly homeowner's residence by making rapid, essential repairs to make the home livable. Funding for the materials was made available through the Tennessee Housing Development Agency; out-of-school youth participants provided labor for the construction projects. Elderly applicants are required to provide matching resources for emergency repair work. AB&T is a valuable resource for elderly homeowners not having the means to provide that match.

- ❖ Out-of-school participants were also required to attend 18 hours per week of classroom instruction that included basic skills upgrades and workplace basics.
- ❖ Participants were also placed in several community service projects, a required program component. Many students accumulated 300 – 500 hours of community service throughout the year. On several occasions, the out-of-school youth program was highlighted in local newspapers as a result of the numerous service-learning projects provided to communities in the local area. Projects included: building and remodeling for Carter County Tomorrow/Chamber of Commerce; a local women's center; food distribution for the Salvation Army and United Way; and, building a raptor cage for Bay's Mountain State Park.



- ❖ The local out-of-school youth program also worked to sort donations that were distributed to the area's disadvantaged families. Volunteering together as a class reinforced the concept of

teamwork and also built a sense of community service and pride. Students bonded and created lasting memories. Youth are offered a number of resources to help foster the spirit of giving within their own homes and providing opportunities to give back to others.



Local Area 2
SMOKY MOUNTAINS AREA WIA BOARD

Center for Workforce Development
Walters State Community College



Smoky Mountains WIA successes included: Kevin Hardy, OJT participant; new R. N. Thomas Talley; Cheryl Harold, winner of Tennessee's first WIA Customer Award; and Jose Sanchez, Outstanding Youth Participant. An NEG grant helped Cocke and Greene counties recover from very damaging tornados.

Local Area 2 responded successfully to many challenges in 2011-2012 and used new techniques, such as social media, to reach and assist more job seekers and youth. Two Facebook pages were launched – one page for adults and dislocated workers, and another page for youth. These pages include information about the programs, upcoming events, and they also allow job seekers to ask questions. Staff assist in answering questions and in generating discussions. These pages are growing in popularity and should enable staff to help a new group of job seekers.

On-the-job training (OJT) continued to grow as the economy improved. OJT has been a valuable tool in securing employment for job seekers and also in helping employers remain competitive. For example, Donaldson Company, manufacturers of filtration products for highway trucks, used OJT to improve the skills of its fabricators/assemblers, group leaders, inspectors, and its supervisors. The company retained all its OJT-trained employees.

National Career Readiness Certificates were used by employers, such as Lear Seating, as an additional tool to screen prospective employees. Lear used many career-center services and worked effectively with partner staff to screen, interview, and hire employees. Lear staff discussed their experiences with the Smoky Mountains Area WIA Board at its second quarter meeting held at Talbott's regional career center.

WIA funds continued as an invaluable support source for training in the local area, especially in the healthcare field. One of the outstanding participants this year was Thomas T. A dislocated worker, Tally lost his job as a mortgage banker in 2008. Adding to his trials, his brother's sickness was diagnosed as a rare, terminal illness.

However, his brother's illness directed him to a new career. While caring for his brother, he saw health professionals in action – their impact on his family, and the positive difference they made in his brother's last months.

Talley's experience with WIA began when he visited the regional career center at Talbott. WIA Career Specialist Cheryl Harold, later recipient of Tennessee's first WIA Outstanding Customer Service Award, worked with Talley. "I knew Walters State's nursing program had an excellent reputation. That's how I got started," Talley said. While taking prerequisites, he also investigated the college's physical therapist and respiratory-care programs. Finally, he decided on nursing.

Cheryl praised Talley: "Thomas jumped into school, excelled in his classes, and prepared for a new direction in life." Talley received his Associates of Applied Science in 2012. Reflecting, Talley now believes that losing his job was the best thing that could have happened to him. With a new career, Thomas says he now has a new mission – to introduce more males to the nursing career.

The Smoky Mountains WIA youth program continued to meet and exceed performance goals. An Employer of the Year Award, as well as a Participant of the Year Award, is presented each fall. The winners of these awards are selected from employers and participants nominated each quarter. This year's award winners included WIA Youth Participant of the Year, Jose Sanchez, and Youth Employer of the Year, Jerry Sullivan.

When tornados devastated several counties in the local area (in East Tennessee), the state applied for and received a National Emergency Grant. Donna Stansberry, Director of WIA Services, coordinated the grant for Cocke and Greene counties. Seventy-four workers were hired with the grant (successfully concluded on schedule). NEG workers helped the counties quickly recover from the tornado damage.

Other highlights include:

Career Center Services

- Continued to provide services to a comparable number of participants despite severely reduced funding in the first quarter of 2012, less carryover funds, and a total cut for the year
 - ✓ 858 adults (including all funding streams)
 - ✓ 456 dislocated workers, plus an additional 74 funded with a National Emergency Grant
 - ✓ 758 youth including 369 out-of-school youth
- Hosted over 22,700 visits to the career centers
- Provided training for 481 adults and 268 dislocated workers, including 156 incumbent workers and 44 in on-the-job training
- Invested \$495,373 in targeted-sector training at 19 training providers

- ✓ 71% - Healthcare
- ✓ 13% - Manufacturing
- ✓ 10% - Other (auto technology, education, truck driving, etc.)
- ✓ 7% - Business Services (including IT)
- Increased services to the new career center in Sevierville which combined two smaller career centers in Sevier County

Youth Program

- Developed options to help compensate for funding reductions in the youth program
- Implemented on-site certification of youth participants in the counties
- Adopted green practices for youth files

Budget and Performance

- Reduced operating expenses to allow more funding for participant training
- Reduced staff by 10.5 positions
- Negotiated new goals and experienced improved performance in adult and dislocated worker entrance into employment and average wages

Economic Development

- Assisted chambers, including the Morristown Area Chamber of Commerce, to retain and staff existing businesses and to recruit new businesses
- Provided staff support for meetings of the East TN Agribusiness Marketing Authority, and hosted a meeting of East Tennessee counties to set goals for the organization
- Worked with TDLWD and the TN Department of Economic Development to establish a more effective working relationship

Smoky Mountains Area WIA Board

- Held or had: quarterly meetings of the Smoky Mountains Area WIA Board (featuring a visit and tour of the career center at Talbott); a discussion of how to benefit from career-center services by a local employer; a presentation on the role of WIB's (by a former WIB chair from Virginia who served as the governor of Virginia's advisor on workforce development and who was a board member of the National Association of Workforce Boards); and a strategic goal-setting session with board members and county mayors
 - Developed new policies for use of social security numbers, and revised the maximum training costs to allow more participants to receive training funds
-

Grant Funding

- Coordinated National Emergency Grant to Cocke County and Greene County trying to recover from severe losses (in area counties) resulting from 2011-spring tornados
- Applied for two USDOL grants for innovative approaches to training with Columbia State and Dyersburg State and with Workforce Connections and partners in Area 3

Participation in WIA Discussions at the National Level

- Participated in discussions with congressional staff concerning the draft of a proposed WIA reauthorization bill
- Invited to meet with Congressman Rubén Hinojosa's staff to identify rural issues and ways of incorporating adult literacy into WIA
- Invited to participate in discussions on the workforce needs of rural areas by the National Association of Workforce Boards
- Hosted a visit of the chairperson and executive director of the National Association of Workforce Boards

Staff Awards

- Presented staff WIA Pro awards to four staff exhibiting outstanding professionalism, proficiency, and productivity. Cheryl Harold, one of the staff recognized with a WIA Pro award, was selected as the first recipient of the Tennessee WIA Outstanding Customer Service Award.

LWIA 3 Annual Report Information Program Year 2011 – 2012

Our Goals

The mission of Workforce Connections (LWIA 3) is to promote individual self-sufficiency and to foster community economic growth through local workforce development. While the year (2011-2012) brought some improvement in the economy, many people (and businesses) continue to struggle. LWIA 3 continued to focus on providing quality services to a diverse customer base and to focus on capitalizing by means of partnerships – effective partnerships are a key in providing opportunities for individual job seekers as well as for promoting business and economic development.

Providing Services to Customers

- Through the Career Center system, Workforce Connections and LWIA 3 partners offered job search resources to people through 25,932 customer visits.
- Despite continued economic challenges, LWIA 3 had a placement rate of 90.7 % for adults and 96.6% for dislocated workers.
- 33 low-income, at risk youth, successfully graduated from high school.

Promoting Business and Economic Development

LWIA 3 -- Workforce Connections and the Tennessee Career Center continue to work with the Knoxville Chamber of Commerce and regional economic development organizations. This collaboration was to identify and address existing industry needs in the local workforce area; the collaboration also provided information and assistance to prospective employers considering locations in LWIA 3. The Career Center works with multiple employers who use the Career Readiness Certificate as part of their hiring process.

The CRC is an important search tool for job seekers as well as an effective way for employers to assess skill levels of potential employees. During 2011-2012, the following CRCs were issued through the Career Center:

Gold Certificate:	272
Silver Certificate:	729
Bronze Certificate:	194
Total:	1195



Combined totals, from prior years (2008-2011), show that LWIA 3 has issued CRCs totaling:

Gold:	1884
Silver:	3219
Bronze:	1036
Total:	6139

Capitalizing on Partnerships for Customer Service and Economic Growth

Workforce Connections continues to collaborate with adjacent workforce areas to address the needs of job seekers and employers in the region. LWIA 3 and its workforce neighbors, East Tennessee Human Resource Agency (LWIA 4), Walters State Community College (LWIA 2), the Alliance for Business and Training (LWIA 1), and the Southeastern Development District (LWIA 5) pursue a regional approach to workforce development. This approach includes improving customer service through joint-staff training and professional development, as well as through collaboration on regional economic-growth projects and initiatives. LWIA 3 continued to make Career Development Facilitator training available to staff; this effort increased the number of WIA and Career Center staff holding the Global Career Development Facilitator (GCDF) credential.

Ongoing partnerships with the Knoxville Chamber of Commerce, the United Way, Pellissippi State Community College, the Tennessee Technology Center, and with multiple employers and community organizations provide for many of the successes included in this information. The Tennessee Career Center entered into a partnership with Knox Area Rescue Ministries' LaunchPoint Program. The program is geared toward reintegrating the chronically homeless into the community. The Career Center's role in the program has been to address the employment and training needs of LaunchPoint participants by introducing them to the services offered, conducting assessment testing, and providing customized workshops. The collaboration has provided the Career Center with an outlet to an underserved population often hesitant in taking the first step to access services.

Workforce Connections continues to grow existing, and develop new, partnerships within the disabilities community. WFC partners with the Cerebral Palsy Center and Knox County Schools in The Knoxville Seamless Transition Project to help youth with significant disabilities transition from high school to successful employment. Workforce Connections and the Career Center continue as members of the Knox Area Employment Consortium, a collaboration of service providers dedicated to the successful employment of those with disabilities. Workforce Connections has provided leadership to the workforce component of the K-Town Youth Empowerment Network; this network is a community partnership providing a "System of Care" for youth with serious emotional and behavioral challenges. Building on these partnerships, Workforce Connections and the Career Center in Knoxville are participating in Tennessee's Disability Employment Initiative; the Career Center was designated as an Employment Network under the Social Security Administrations Ticket to Work Program.

Serving Customers -- Seeing Success

The Resource Center in the Tennessee Career Center at University Avenue saw another busy year – over 25,900 customer visits. While signs of economic improvement are visible, many job seekers continue to struggle and benefit from the Career Center's Job Search resources. Resume Writing and Interviewing Skills workshops, along with the Center's business center, and library of resources, are popular with job seekers needing support.

In 2011-2012, LWIA 3 enrolled nearly 400 participants in a variety of intensive job search and employment activities. Numbers alone cannot capture the successes of the program and the enormous impact made on families, households, neighborhoods, and communities.



Participant Stories

Ewa N-L. told Career Center staff how she and her family escaped from Poland and moved to the United States. She was an administrative assistant in her country and decided that she would pursue her life's dream here, but limited English created a communications problem for her. Also, she had two small children (ten months and two years). While working part-time to assist her family, she obtained her Nursing Assistant license. Next, she completed her prerequisites and was accepted to the Roane State Community College's Nursing Program. This year, Ewa obtained her Associates of Science in Nursing as well as her Nursing License and immediately secured a position paying more than \$20 an hour. She credits the Career Center's help for this opportunity to reach the career of her dreams.



Latrice C. came to the Career after being laid off. She had always dreamed of being a nurse, but with a three-year-old daughter and with two-year-old, twin boys, she was not sure of being able to meet this challenge. Latrice set a goal of getting a Practical Nursing License *before* her daughter started kindergarten. With the Career Center's assistance, she enrolled in a CNA program and became a licensed Nursing Assistant within two months.

Latrice was accepted into the Licensed Practical Nursing Program and began confidently meeting her next goal. Despite the challenges facing this single mother, Latrice excelled academically and in clinical placement. With her daughter only months from starting kindergarten, Latrice graduated from TTCK and waits to take her licensure exam. She has already been approached by a number of facilities ready to make her their newest LPN.

Youth Services and Successes

The Workforce Connections Youth program continued to serve approximately 130 in-school youth during this year. This was made possible by maintaining strong relationships with Knox County Schools and personnel in four, local high schools. In-school staff have become integrated with regular high school staff and work extensively with community providers for the purpose of delivering a range of services to low-income youth. Services available to youth in

LWIA 3 include leadership and work readiness training, tutoring, an incentive program, assistance with transportation, college visits, financial support for necessary school supplies and uniforms, and other social services to insure that youth graduate from high school. Over 60 youth participated in college tours, career fairs, and community service projects this year, including making care packages for U.S. troops and baking cookies for the homeless shelter. The summer provided work-experience opportunities for over 50 youth; they also received a week-long summer enrichment program, SNAAP (Science, Nature, Arts, Adventure, and Proficiency). During this action packed week, youth explored their own communities by focusing on careers in the area and on building skills needed for a successful future. Thirty-three low-income participants - who entered the program as being “at risk” of dropping out of high school - graduated in the spring of 2012.



Youth involved in SNAAP activities



Achievement for Jordan



Jordan enrolled in the WIA youth program when he was a sophomore in high school; at that time he was behind in his credits and at risk of dropping out of school. Through the youth program, Jordan was given an opportunity to attend tutoring and then to work as a farmhand at Beardsley Farms. He also became very involved in the leadership team where his artistic talent blossomed; he helped design t-shirts for the youth program. During his senior year, Workforce Connections assisted Jordan in attending an ACT prep class so that he could prepare for the college entrance exam; he had never dreamed of going to college before this program. Jordan graduated from high school in May 2012. He is completing a paid-work experience as a graphic design intern with Tribe One before attending The Art Institute of Chicago.

LWIA 4 Success Stories

Cumberland County Career Center

Jason felt secure in his job as a computer technician in Louisiana until the economy downturn impacted the business and he was laid off. He returned to Tennessee to be near family and to look for work. Jason was able to find work in Lebanon; however, he was laid off in January 2009. Then he began visiting the career center where he received assistance in preparing a resume and with job-search strategies and skill assessments.

Jason was referred to the Tennessee Technology Center to research enrollment in the Electronics Technology program. This program caters to those seeking careers in the fields of Industrial, Computer, and in Telecommunication Electronics. With his prior work-related experience, this was a sound, career choice. He enrolled at TTC in May 2010, and WIA assisted with monthly support-service payments for transportation and his ITA helped with required tools and supplies. Jason's strong interest in this field was evident in his excellent grades and attendance. According to Instructor Stacy Johnson, "Jason strives to get all he can out of the program by completing extra tasks."

In September 2010, Jason joined the Student Leadership Council. He participated in Council activities including: a blood drive, the Veterans Day Program, a coat drive, a canned-food collection, and an angel tree. Jason was among five nominated in October 2010 as Student of the Year.

In April 2011, ten TTC students were selected to compete in the state SkillsUSA competitions (in Chattanooga). Jason, and four others, placed in the top ten and received medals at the state level. In June, he competed at the national level in Kansas City and placed eighth in Electronics. He was also honored as the 2011 Summer Student of the Term.

Jason graduated in December 16, 2011, with three specialties: computer electronics, telecommunications, and industrial electronics. He is currently employed with Research Electronics in Cookeville as an Analyst and earns \$36,500 per year.

Morgan County Career Center

Eleven years ago Loretta was a freshman high-school dropout and was also pregnant. She had no hope of a decent future for herself or her baby. Loretta remembered hating school and skipping class as often as possible.

She married James and eventually had another child. When Hurricane Charley came, ripping apart their Florida home, Loretta and her family moved to Tennessee.

While glancing through her children's school books, she found a renewed interest in education. With the goal of improving her education, she visited the Morgan County Career Center; and, by

2007 she had earned a GED. Purpose-driven and confident that she would make a difference in someone's life, at 26 years old Loretta returned to school.

She began classes at Roane State Community College and first took several developmental courses. Her teachers were supportive and made Loretta feel proud of her accomplishments. By graduation, her grade point average was 3.84.

WIA was able to assist Loretta with the cost of scrubs, testing fees, and with an occupational license. Loretta graduated from Roane State Community College where she received an Associate Degree in Occupational Therapy and also the President's Award.

Loretta and her family are moving to Dandridge, Tennessee. She has accepted a job as an occupational therapist at a nursing facility and will be assisting patients with physical, mental and emotional disabilities.

ETHRA SYTP Serves 290 Youth

ETHRA's Summer Youth Employment and Training Program for 2011 provided paid summer-work experiences for 290 youth (ages 16-21). These youth worked for 153 non-profit and private-sector employers during the eight-week program from May 31 through July 22. During this summer, the WIA (Workforce Investment Act) youth program paid more than \$450,000 in wages and support services for youth training in Local Workforce Investment Area 4 (serving nine counties: Anderson, Blount, Campbell, Cumberland, Loudon, Monroe, Morgan, Roane, and Scott).

All youth participants attended the Academic Enrichment Week of training from May 31-June 3 at local career centers; this experience consisted of a WIA youth-program orientation, team-building workshops, safety training, skills for interviewing, resume preparation, Myers-Briggs personality assessments, money management, career planning, and examining community resources. During June and July, the youth were placed at training sites (fitting their particular career interests) for a seven-week work/training program. Working 30 hours per week, the youth earned a training wage of \$7.25 per hour.

The summer program concluded with 36 youth attending the area's Seventh Annual Youth Leadership Academy; this event included an educational trip to Washington DC (July 28-31). Many of them will continue in LWIA 4's year-round WIA youth program as high school students; post-secondary students in the program will be attending college and technology-center training programs as well as participating in employment activities at local career centers in each county. This will help to prepare these youth for full-time employment. Congratulations to LWIA 4's youth customers and employers for a successful summer of Employment and Training.

LWIA-5 2012 Annual Success Stories

Mann + Hummel Job Fair



Mann + Hummel, a newly located, German-owned, automotive supplier, announced its decision to open a manufacturing plant in rural Sequatchie County in November 2011. They requested assistance with a mass application intake event. In partnership with the Southeast Industrial Development Association and the Tennessee Career Centers, a regional Job Fair was held in Dunlap on December 15.

Mann + Hummel representatives provided presentations about the company, its products, and the expected hiring timeline. Job candidates were required to have a high school diploma or a GED, be eligible to work in the U.S., and to pass a drug test. Approximately 925 applications were completed by job seekers throughout the region and hiring began in March 2012. Mann + Hummel, based out of Ludwigsburg, Germany, has its U.S. headquarters in Portage, Michigan. The Dunlap location will produce air-intake manifolds and air cleaner systems.

Extreme Entrepreneurship Tour for Youth

During December 2011, Tennessee Career Center staff, in partnership with the Southeast Tennessee Development District's Economic Development Division, co-sponsored an Extreme Entrepreneurship Tour -- a nationwide entrepreneurship tour that inspires young people to start and operate their own businesses. Approximately 90 Youth participants, aged 17-21, from the local area attended the half-day, high-energy event which was facilitated by successful, young entrepreneurs from around the country.



Each of the Extreme Entrepreneurship speakers was under the age of 30 and each had earned at least a million dollars in revenue as the result of starting a business. They shared stories of their start-up process, their challenges, and the advantage of being an entrepreneur. Their message centered on three major points: setting goals, conquering adversity, and overcoming discouragement.

Several local community leaders participated as panelists. They fielded questions from youth participants about how to locate resources, find a niche, and to network within the local area. The panelists included: a Chattanooga City Councilman and entrepreneur; a business startup consultant from The Company Lab; and an entrepreneurial expert from the Southeast Tennessee Development District.

The Extreme Entrepreneurship Tour was the first of its kind for Chattanooga and the local area.

The event provided regional youth with an exciting and unique perspective to the process of becoming an entrepreneur; it also demystified what it takes to be a successful self-starter.

Global Career Development Facilitator Training



Seven Career Service Coordinators with the Tennessee Career Center at Chattanooga recently completed the training requirements for the Global Career Development Facilitator (GCDF) credential. The 120-hour training opportunity included 80 classroom hours and 40 hours of homework over a five month period. This certification is awarded by the Center for Credentialing and Education, a corporate affiliate of the National Board of Certified Counselors and a leader in the professional credentialing field.

The group's completion of this certificated professional training underscores the Southeast Tennessee Development District's commitment to provide appropriate educational training opportunities for its staff. Such personal and professional development is evidence of LWIA 5's commitment to provide highly-qualified staff to deliver programs and services on behalf of member governments and funding agencies. This brings the total percentage of Career Service Coordinators who have completed the GCDF training to 76%. Several WIA administrative staff have also completed the training. These staff join a rapidly growing group of professionals specifically trained to provide career and workforce development services in public and private agencies. The certification allows these individuals to better serve regional job seekers and employers, with their employment and training needs, through the Tennessee Career Center System.

2012 Spring Job Fair

A major outreach event designed to engage regional employers and job seekers was held during May 2012, at the Brained Crossroads in Chattanooga. It was sponsored by the Chattanooga Area Chamber of Commerce, the Southeast Tennessee Development District, the Tennessee Career Center at Chattanooga, and the Chattanooga Chapter of the Society of Human Resource Managers. This 2012 Spring Job Fair involved 60 employers, two training providers, and over 1,600 job seekers; it was also covered by local newspapers and television stations.



Preliminary results, from 30 of the companies, revealed:

- 400 job seekers were expected to be hired within approximately two weeks (after the job fair).
- Employers indicated that over 520 job seekers are expected to be hired within six months

(after the event).

Follow-up with the remaining 30 employers continues. It is anticipated that the number of job placements will increase as more employers submit their job-fair data via the exit forms.

2012 Summer Work Experience



The 2012 Summer Work Experience Program consists of 140 youth participants throughout the nine-county region in Local Workforce Investment Area 5. The primary focus of this year's Work Experience program is transition-age youth -- those who have recently graduated high school and are entering post-secondary education and/or the workforce. The summer program emphasized the importance of budgeting and financial planning, workplace punctuality/timeliness, and the world of work in general.

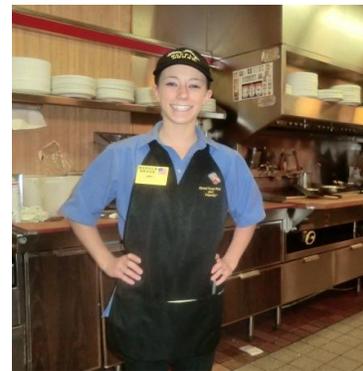
Group orientation was held on June 1, and the program ended July 20 with participants fully engaged with their respective jobs during the six-week period. In addition, four adult-program monitors began working on May 30. The program monitors are responsible for quality assurance, oversight, and ensuring participants' success during the program. On July 20, a capstone event for participants was held providing an opportunity to share points success and for them to receive recognition from their peers and mentors.

LWIA 6

Workforce Solutions participates in the Franklin County Chamber of Commerce Mock Interviews for seniors at both Franklin County high schools twice a year. Susan Carver is interviewing a Workforce Solutions client who plans become a Registered Nurse and has applied for the dual enrollment class for CNA at Franklin County High School this spring.



This excited student completed a GED and got her first job at Waffle House (with just a few hints from Grundy County's WIA Youth Program).



This Coffee County/Tullahoma Adult Education participant was able to obtain her GED. Now she is working at Steak n' Shake in Murfreesboro while she attends the nearby Tennessee Technology Center. She will finish Phlebotomy in December 2011. She plans to continue her education to become an LPN and then later to become an RN.



Tennessee Career Association (JTG club) attends Career Day at Cracker Barrel headquarters in Lebanon, TN.

At-Risk students at Tullahoma High School participate in a Work Based Learning class. A student, at Builders Supply, works at his post-secondary goal of construction. This youth had quit school a few weeks before Thanksgiving. The Work Based Learning program's counseling and pay check were incentives to help him refocus on his goals, reassess his decision, and returned to school with a renewed motivation. He graduated in May.



Tullahoma High School also has a graduation incentive program that offers incentives for attendance, passing end-of-course tests, and graduation. This student recently graduated and is proudly displaying his check. He is now attending Motlow State Community College.

Tennessee Technology Center at Shelbyville recently graduated a student from its Computer Information Technology class where he secured a job paying \$18 an hour.



A current Warren County High School Annex student met a former LWIA 6 youth participant, who remains employed at the McMinnville/Warren County Chamber of Commerce. (The latter participant had worked there during the 2009 LWIA 6 Summer Program and Job Training thru the Year-Round program.) He also had an opportunity to talk with various community leaders and learn more about the McMinnville/Warren County Chamber of Commerce.



**Local Workforce Investment Area 7
2011 Annual Report**

Career Readiness Certificate Program

During the past year, more employers have recognized the value of the Career Readiness Certificate (CRC) Program. The CRC credential requirement, as a condition of employment, has enabled employers to create greater community awareness, as well as, to increase the number of certificates awarded. G & L Manufacturing, Yates Nissan, Tutco Inc., PrePak Systems Inc., and J & B Trucking are major employers in our area who are driving this process. One of these companies has been the recipient of Incumbent Worker Training grants which have contributed to that company's success. LWIA 7 completed 366 CRC assessments during Program Year 2011.

Incumbent Worker Training

During PY 2011 three companies in LWIA 7 were awarded Incumbent Worker Training grants as follows:

Company Name	Types of Training	# Employees Trained
Overstreet Hughes/Fabricated Tube Products	Six Sigma Implementation Training Program	17
Moeller Marine, Inc.	Rapid Solutions/Value Stream Mapping	168
Flowserve	ESPRIT-2011 CAD Machining Software Training, Autodesk Inventor 3D CAD Software Training	10

Training

Training for medical occupations continues to lead to higher paying jobs in our workforce area. During the past year, LWIA 7 assisted 438 students in nursing and other medical training, 141 of whom are Registered Nurses while two are Nurse Practitioners. The average hourly wage for students of Registered Nursing in our area (during PY 2011) was \$20.54. In addition to assisting nursing students, LWIA 7 has also assisted 70 allied health occupation students in various training programs. Some of these programs have been for the position of: Medical Office Secretary, Medical Coding, Patient Care Technician, Pharmacy Technician, Nurse Practitioner, Paramedic, Radiology, Physical Therapy Assistant, etc. LWIA 7 continues to aid Adult, Youth, and Dislocated Workers in attending nursing, allied health and/or high-demand occupational training which helps meet employers' needs as well as those of individuals.

Employment Network

LWIA 7 has been designated as an Employment Network (by the Social Security Administration -- SSA) to assist those, receiving Social Security Disability benefits, to gain employment. The partnership of one-stop community-level representatives and the Integrated Resource Team provides communication and collaboration resulting in enhanced coordination of services. Some of these services are: training, education, setting employment goals, and supporting jobseekers with disabilities. LWIA 7 is beginning to generate outcome payments from the SSA for having placed persons with disabilities into substantial as well as, gainful activities. These payments are received for those who no longer receive cash disability benefits. WIA funding, Vocational Rehabilitation funding, Employment Network earnings, and possibly private funds will be leveraged to maximize opportunities for employment of those with disabilities.

Summer Youth



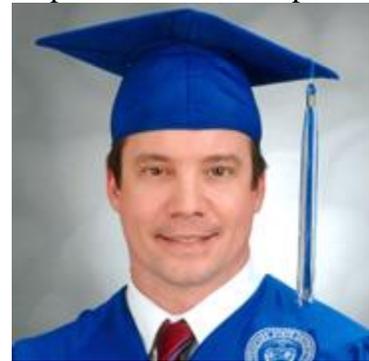
During the last few summers, the Tennessee Department of Labor and Workforce Development has awarded LWIA 7 Incentive Funds for exceeding its performance goals. These funds were used to pay the expenses for the President's Academy for Emerging Technologies. When the academy's future was threatened by budget cuts, Tennessee Technological University (TTU) was able to find enough money to keep it going. LWIA 7 took applications for the academy; of eighty-four (84) applicants, 36 high school students from the 14 Upper Cumberland Counties were selected. Their selection, to attend the academy, was based on grades and a teacher's recommendation. At the end of the camp, students had a better idea of the kinds of mathematical high-tech fields that are available and how they should prepare for a STEM (Science, Technology, Engineering, and Math) career. The academy is a one-week camp held on campus at TTU.

Success Stories

Thirty-six year old Donnie N. found himself in a minimum wage job where he was barely assigned forty hours of work each week. After graduating from high school, he worked as an upholsterer in a small business near his home in rural Jackson County (Tennessee). When the economy started to decline in the upholstery business, Donnie realized that his livelihood was in danger due to his obsolete job skills. He began checking on training opportunities in the medical field.

Donnie enrolled in the pre-nursing program at Volunteer State Community College in the fall of 2006. He received grants, scholarships, was assisted with training expenses while he worked whenever possible. In early 2008, Tennessee State University accepted Donnie into its Associate

of Applied Science Degree Nursing Program. The grants and scholarships continued to help with his training costs; however, he was unable to work as much and was incurring additional commuting expenses. That is when Donnie checked on assistance from the Workforce Investment Act (WIA) Program. Betty Smith, WIA Case Manager in Jackson County, immediately enrolled him in the program which assisted Donnie with travel expenses.



The WIA program also assisted Donnie with case management services and with job searches. In May 2010, Donnie received his Nursing Degree. In July he passed the state boards and is now employed at a local hospital as a Registered Nurse. In that position he is earning a substantial wage. "Donnie had the determination to succeed but just needed support and financial assistance to aid in continuing his education," stated Betty Smith.

When Ashley C. came to the Tennessee Career Center in Cookeville, she was 21 years old and was working as a childcare assistant at a local daycare. She had graduated from high school but had no other education or training. Ashley had always wanted a nursing career but was unaware of available training programs; she was also financially unable to quit her job to begin training.



Quickly to her aid came the Workforce Investment Act (WIA) Program. In April 2009, her Case Manager, Bonnie Clinton, enrolled Ashley in the Licensed Practical Nursing (LPN) program at the Tennessee Technology Center in Livingston. WIA provided financial assistance to help Ashley pay for books and uniforms during her training.

During 2010, Ashley completed the LPN program in April, passed her state boards in June, and by November began working as a LPN at an Urgent Care facility. Ashley hopes to further her nursing career as a Registered Nurse. "WIA is a great program. It

has given me the opportunity to go to school for practical nursing, which has always been my dream career. 'Thanks' to Bonnie Clinton and everyone at the Tennessee Career Center for making that dream possible."

National Emergency Grant

From May 2011 through March 2012, LWIA 7 served 27 Dislocated Worker participants in the 2011 NEG Program. These participants worked in temporary jobs at public agencies. Some of their jobs included providing: clean-up, demolition, repair, renovation, and reconstruction. Their efforts concerned destroyed public structures, facilities and also lands within communities affected by the severe storms, tornadoes, straight-line winds, and associated flooding (which took place in April 2011). Involved worksites included Fentress County Solid Waste, Fentress County Highway Department, Jackson County Highway Department, Pickett County Highway Department, and the Town of Carthage.

SUCCESS STORIES

WorkForce Essentials, Inc. and the North TN Workforce Board (NTWB), under the guidance of the TN Department of Labor & Workforce Development, have had a very **SUCCESSFUL** year. Despite the tough economic times, LWIA 8 has achieved extraordinary results by using innovative approaches making a positive difference in our communities and people's lives. Please allow us to share a few of the Success Stories from PY 2011:

*"Success is not final,
 failure is not fatal;
 it is the courage to
 continue that
 counts."
 Winston Churchill*

Our Numbers Speak for Themselves...

Job Seeker Opportunities...

Career Center Customers...

7/1/11 – 5/31/12

- Clarksville-Montgomery County 62,863
- Dickson County 34,898
- Humphreys County 13,307
- Robertson County 26,979
- Sumner County 26,407
- Williamson County 18,429



Workforce Opportunities...

Company Results 2011...

- **245,103** received services in 9 County offices
- **90.22%** Placement Rate – Overall
- **1,475 WIA Adults & Dislocated Workers**
- **\$13.35** Adult Placement Wage
- **\$14.94** Dislocated Worker Placement Wage
- **89.12%** Youth Placement Rate
- * **2,491** Enrolled in various DOL programs (WEInc)
- * **\$12.98** Placement Wage - Overall
- * **91.10%** Adult Placement Rate
- * **90.00%** Dislocated Worker Placement Rate
- * **852 Youth Served**
- * **\$10.35** Youth Placement Wage

President Marla Rye and Vice President Robin Dunn were asked by the **US Department of Labor's Employment and Training Administration** to be presenters at the **2011 Business Services Summit** held in Atlanta during early November. The summit theme, **Taking Care of Business... Tools for Success**, highlighted some of the best employer engagement-and-service strategies in our system; these strategies stimulate thinking (at all levels) about how best to engage and to meet the needs of the business community. The presentation received rave reviews and the presenters have been invited to participate in the USDOL Business Services Conference set for August 2012. Marla Rye currently serves on USDOL's Regional Planning Committee.



Local Workforce Investment Areas 8, 9, and 10 conducted regional meetings with members of Congress in March 2012. Area Directors Jan McKeel, Paul Haynes, and Marla Rye, along with a delegation of Workforce Board members and elected County

Mayors/Executives, attended the annual meeting of the National Association of Workforce Boards in Washington, DC. The group held meetings with Tennessee's Congressional leadership concerning the impact, in middle Tennessee, of the Workforce Investment Act.

Workforce Essentials was awarded funding for the **Disability Employment Initiative (DEI)** to improve education, training, and employment opportunities and outcomes for adults who are unemployed, underemployed and receiving Social Security disability benefits. There are other aspects which are included in this grant. One such aspect involves developing outreach and collaboration with other agencies working with those who have disabilities, as well as; another important aspect is developing an **Employment Network** to administer the **Ticket to Work program** in our area. Success, for this program, came early with a recent customer who was unable to work since 2006 due to her disability. With the help of the DEI program, the person received intensive counseling and employability skills which enabled her to secure a full-time position paying \$23.00 per hour!



U.S. Representative Blackburn and **U.S. Representative Roe** held a **Veteran's Town Hall Meeting** on **April 13, 2012**. The purpose of the meeting was to highlight organizations and agencies that support our former military personnel. Marla Rye was selected to give a brief overview of the Clarksville/Montgomery County Career Center. Rye stated, "We love to praise our Local Veteran Employment Representatives (LVERS) and Disabled Veterans Outreach Program (DVOP) for the outstanding job that they deliver at the Career Center. In 2011, nearly **3,000 Veterans** were served out of the Tennessee Career Center in Clarksville. Just over **1,900** were referred to employment opportunities with a **53% entered employment rate** and a **77% retention rate.**"

AgCareers.com Rewards High School Student with Trip to JAG National Student Conference in D.C.

Jobs for America's Graduates (JAG) and AgCareers.com partnered for the third annual "What Does Agriculture Mean to Me" essay contest. As a reward for her winning essay, Sarah Maccaro received a trip to attend the JAG National Student Leadership Conference held in Washington D.C. in November.

This one-of-a-kind opportunity allowed Sarah, a senior at Fairview High School, to attend many career-building and life-skills workshops. It also permitted her to network with other students and to tour the nation's capital. "I've never been to Washington, D.C., so I'm excited to visit somewhere new, and see all the important sites and buildings," said Maccaro.

Maccaro's essay "Why Agriculture is Important to Me" received the highest marks out of entries from across the United States. For winning the essay contest, Maccaro received an all-expense-paid trip to this year's JAG annual student conference.



Sarah Maccaro

Sarah Maccaro's story is atypical in the agriculture industry: "I'm not the average farmer. I'm a seventeen-year-old girl who was born in Long Island, New York. My family never owned a farm and a lot of my childhood was spent in the suburbs, but for some reason I have always been enchanted by agriculture," wrote Maccaro in her essay. Now living in rural Tennessee, Maccaro raises Nubian milking goats as well as rabbits and chickens. "Agriculture teaches you lessons that you can't learn anywhere else," stated Maccaro in her essay.

Sarah started with the JAG program in August. She attended Fairview High School classes which are part of the Jobs for Tennessee Graduates (JTG) program. "I'm learning a lot about leadership and hands-on training about running a business," said Maccaro. Sarah plans to major in animal science in college, become a veterinarian, and open her own large-animal practice.

Touching Lives Each and Every Day



Sumner County Executive Anthony Holt, NTWB Chairman John Zobl, and other members of the Board congratulate Wayne and June Holcombe on their achievements.

The Holcombes received the "Customers of the Quarter" at the May 10th North TN Workforce Board meeting held in Sumner County. WEI Vice President John Watz said that it is *difficult* for families when one parent loses a job, but *devastating* when both parents lose their jobs *simultaneously*. After Mr. and Mrs. Holcombe both lost their manufacturing jobs, they turned to the Career Center to obtain new skills and careers to turn around their family life!

Senior Career Services Director Phyllis Copenhaver shared the Holcombes' story. She said it was her pleasure to introduce the Holcombes to everyone and she was proud of their accomplishments. Wayne and Judy Holcombe had worked at Albany International in Portland, TN – Wayne for 13 years, his wife for 17. When the company announced its closure and its move to Canada, the Holcombes were laid off in early 2010. (The couple had a three-year-old son at the time.)

Hearing about Career Center's services, the two visited with counselors and decided on new careers. Wayne hoped to become an Automotive Technician, while June decided to train as a Respiratory Therapist. Having taken advantage of this life-changing opportunity, they will both graduate this year and both intend to find employment in their recently-chosen fields. Copenhaver and the NTWB also thanked Mr. Holcombe for his service to our country as a former Marine.

In February, Jodi Southern was laid off from Gaylord Opryland, an experience she now refers to as a blessing in disguise. Soon after losing her job, she noticed a sign outside the Montgomery County Career Center about LPN classes, a career she had thought about pursuing for many years. After applying for the program, she learned that she was one of 28 applicants (out of 100) to be given an



opportunity to attend LPN School. Jodi said that nursing school was very challenging for both her and her family, but she successfully graduated and received her license. Since graduating, Jodi has been working in Home Healthcare, private duty for Complete Care Choice. In addition, she has been working part-time for Clarksville Nursing and Rehab as a Charge Nurse and Educator. She thanks God first for her many blessings, and she is thankful for the Career Center staff and her husband for ongoing support while she obtained her lifelong dream of becoming a nurse.

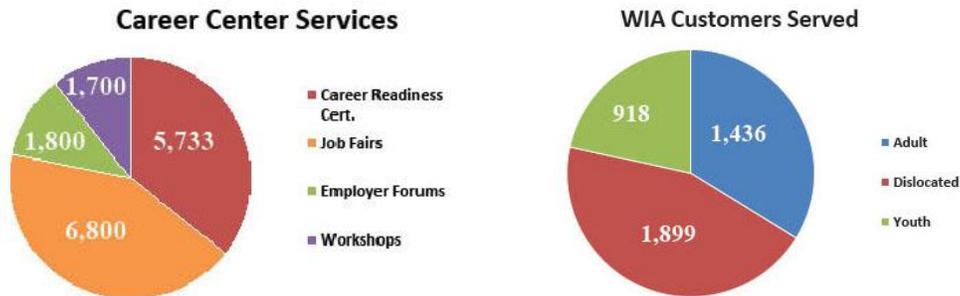
Serving Businesses

A cornerstone of the Workforce Investment Act is to ensure that businesses remain competitive in tough economic conditions. By means of the incumbent worker training grant, Workforce Essentials was able to award over \$100,000 to companies such as Bath Fitter, Hendrickson, Linatex, NIC Global, and R&F Communication to upgrade the skills of their existing workforce. The funds assisted companies to implement layoff-aversion strategies helping them maintain their viability and improve their bottom line.



"If there is a way to do it better...Find it." ~Thomas A. Edison

125,500+
**Total number of Job Seekers Served through the Tennessee Career Centers
 and NCAC's Partnership in 2011**



PROGRAMMING HIGHLIGHTS

100+

Employers presented at NCAC Career Connections Networking Meetings

170

Workshops took place with an average of 10 people attending

36

Employer Forums took place with an average of 50 people attending

1,463

Customers found employment

5,733

Jobseekers were tested for National Career Readiness Certificates in order to be interviewed for positions at Yates Services/Nissan



Career Connections

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

Ed Condon speaks about Linked In for your job search during a Career Connections Meeting.

Workshops

In addition to Career Connections, NCAC offers a variety of workshops allowing job seekers to learn different and effective job-search strategies. NCAC addresses issues facing current challenges in finding employment and offers information about how to overcome obstacles in job seeking. Below are a few workshops that NCAC offers:

- Networking
- Interviewing
- Resume Writing
- Linked In
- Stress Management
- Online Applications



Participant uses an Interviewing Workshop at the Rutherford location as a great opportunity to network with employers.



Participant asking a question related to his job search during a Financial Forum hosted by the Workforce Campus location.

Industry Employer Forums

Industry professionals are invited to NCAC to participate in interactive panel discussions with job seekers regarding opportunities and growth areas in specific industries. The forums provide job seekers with the opportunity to develop professional networking while conducting conversations with employers. These forums would not be possible without the agency's partnerships with area employers. Industry Employer Forums are offered once a month at the Workforce Campus and in Rutherford County. Below is a quote from a past Industry Forum panelist.

"I really enjoy being able to participate in these type forums. Not only do I get to meet great people who are interested in hearing about the opportunities at my company, but I also get to meet HR people from other organizations and learn about their practices and opportunities."

**-Angie Thompson, HR Manager
CVS Caremark**

Youth Services



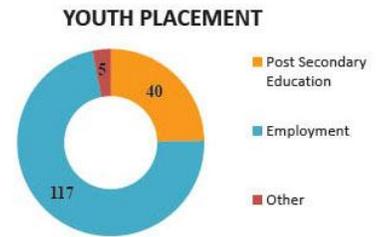
"I found out that I enjoy certain tasks that I thought wouldn't be interesting."

-Elizabeth L.

Elizabeth L. gained valuable skills and knowledge during her summer internship with Adult Education through a partnership with the Nashville Career Advancement Center.

Currently, 56% of the young people served are Out of School Youth. Out of School Youth can be high school dropouts, or can be high school graduates who are unemployed or underemployed.

All Youth served in the program, both those Out of School and those still attending secondary school, must meet the basic eligibility requirements of being low income and having a barrier to employment.



Employer Services

Top Two Employers with the Largest Numbers of Jobs Announced in Each County

Company	New Jobs Created
Davidson	
Asurion	500
HealthSpring Inc.	300
Rutherford	
Nissan	4,000
Saks Fifth Avenue	250
Wilson	
Amazon	700 (450 Part-time)
TMSI Logistics	120

Diversity Forums

NCAC serves as a proud partner for the Middle Tennessee Diversity Forum (MTDF). The MTDF is a public-private collaborative effort devoted to building and benchmarking workforce diversity issues. The collaboration promotes resources from a variety of community organizations, academic institutions, businesses and individuals, all of these result in opportunities for under-represented populations. The forums allow them to benchmark their company’s internal, diversity initiatives and to develop an understanding of how “best practice” companies excel in diversity.

NCAC Employer Services Director, Jacky Akbari serves as the MTDF Chairperson. NCAC, along with various sponsors, hosted the 2011 Supplier Diversity Forum as well as the 2011 Healthcare Diversity Forum (both are pictured below).

2011 Supplier Diversity Forum

Stimulating job growth through small – minority-owned business development



2011 Healthcare Diversity Forum

Sponsored by Baptist Hospital, Starbucks Coffee, Saint Thomas Health Services, CareerBuilder



Performance

The following are the 2011 required performance measures along with the negotiated performance goals and outcomes:

Performance Measure	Performance Goal PY 11	Outcomes PY 11
Adult (18 & over / unemployed or underemployed)		
<i>Entered Employment</i>	67.9%	90.1%
<i>Employment Retention</i>	74.5%	88.4%
<i>Average Earnings (6 months)</i>	\$13,716	\$17,267
Dislocated Worker (laid off or homemaker)		
<i>Entered Employment</i>	79.2%	91.8%
<i>Employment Retention</i>	84.1%	89.2%
<i>Average Earnings (6 Months)</i>	\$13,299	\$17,519
Youth (14-18)		
<i>Placement in Employment or Education</i>	59.2%	86.6%
<i>Attainment of a Degree or Certificate</i>	59.6%	76.7%
<i>Literacy/Numeracy Gains</i>	33.0%	32.3%

Economic Impact *	
WIA Direct Expenditures	\$7,944,767
Total Economic Impact	\$14,485,818
State & Local Taxes Generated	\$461,861
Federal Taxes Generated	\$1,265,232

* Supplied by The University of Memphis/Bureau of Business and Economic Research

NCAC Served	
Apprenticeship Trainees	194
Incumbent Workers	253
On the Job Training Trainees	209
CRC Tests (Career Readiness Certificates)	5,733
Scholarships	2,084

**In 2011 NCAC trained 2,084
Adults and Dislocated workers**

**91% of 1,474 Adult and Dislocated
workers exited to employment**

**89% of 1,102 Adult and Dislocated
workers retained employment for
at least 3 quarters after exit with
an average annual wage of \$34,818**



South Central Tennessee Workforce Alliance (SCTWA)
Annual Report
July 1, 2011 – June 30, 2012

- **NEG On-the-Job Training Campaign Initiative.** “100 Jobs 100 Days”

Rolled over to “The BIG Hire!”

On January 14, 2011, The South Central TN Workforce Alliance, in partnership with the Tennessee Career Center of Columbia, kicked off a new On-The-Job Training campaign called “100 Jobs 100 Days.” The initial plan was to serve 124 people over an eight-county area. At the end of June 2011, LWIA 10 was awarded additional money to extend the initiative through September 2012. As of June 2012, 142 slots have been filled with 34 employers using the benefits of this program. At the time of the extension, this initiative was titled “The Big Hire,” and the program has been expanded so that approximately 177 people can now participate.

Success Story



Lisa W. is one of the many, formerly-dislocated workers who has benefited from “The Big HIRE” initiative. For over two years, she had been unemployed from her former job of twenty five years at Fisher in Linden. During that time, she obtained a diploma from the Tennessee Technology Center in Waverly for Medical Administration Assistant.

Accurate Energetic Systems, LLC in McEwen secured Lisa for the position of “Administrator of Transportation” through “The Big HIRE” initiative. At the conclusion of her training, she was given a permanent position with the company. “I truly feel blessed for my new job and enjoy everything I have learned through my training process,” she explained.

- **NEG \$8.4M for Automotive Workers**

NEG 8.4 -- 1128 enrollments (as of June 15, 2012)

NEG 8.4 enrolled in training -- 296 (as of June 15, 2012)

NEG 8.4 completing workshops -- over 2500 (a duplicate total which includes some attending more than one workshop)

NEG 8.4 Training Success Story



Regina H. was laid off from Spontex in May 2010 and became eligible for the NEG 8.4 grant. She finished the first trimester at Tennessee Technology Center-Pulaski and was awarded a Quality Assurance Technician Certificate. Regina’s hard work and diligence paid off because she was able to start work in February 2012 at IB Tech in Mt. Pleasant as a Quality Assurance Technician.

- ***Partnership with Centerstone***

SCTWA partnered with Centerstone in providing training, supportive services, and internships. Centerstone received a grant to train eligible customers in health occupations. To date, 116 referrals have been made from SCTWA to Centerstone for the grant. Centerstone has partnered with the Tennessee Technology Center at Hohenwald and with SCTWA to conduct an LPN class at the Northfield Workforce Development and Conference Center.

Success Story



Tommy C. worked at Johnson Controls, Inc. on the General Motors-Spring Hill site until he became a displaced worker in November 2009 (when assembly ended at that location). In November 2010, he was accepted into the LPN program that Centerstone was funding through a USDOL grant; this grant was to provide healthcare-occupation training in distressed automotive manufacturing communities at the Workforce Development and Conference Center in Northfield. Tommy started training in March 2011 and graduated a year later. He

had a “high B average” and was hired by Complete Care Choice in Spring Hill as an LPN.

“Without the help of the career center, I would probably be working in a factory or even worse still be unemployed,” stated Cummings.

- ***Special Classes***

Over 300 dislocated workers entered/completed training between January 2010 and June 2012 in Local Workforce Investment Area 10. Nine special classes were offered; all were based on the demands of dislocated workers in the area; however, only one of these classes was held during the past year (July 2011 -- June 2012). All of the pre-activities and the training were paid for by the following: Workforce Investment Act (WIA) formula funding; Tennessee WIA Statewide Activity funding; Pell Grants; the GM Tuition Assistance Program; Centerstone’s \$5 Million ARRA Healthcare grant; the WIA ARRA funding; and, by the 8.4 NEG Grant.

The class offerings and results were:

Computer Information Systems – Skills obtained in the Computer Information Systems Technology program could be applied in a variety of occupations including computer support, networking, programming, Web designing, administrative assistance, office managing, software specializing, and project coordinating.

Maury County -- 15 recent graduates (possible wages: \$13.02 -- \$40.05)

- ***Jobs for Tennessee Graduates***

For the academic year, falling within July 2011 -- June 2012, the South Central Tennessee Workforce Alliance made the "Five of Five" Award for the seventh consecutive year at the state level. Five of Five Awards are based on the Performance Outcomes JAG is challenged to meet every year. There are five categories.

Success Story



Alessia C. is a 2012 senior from Lewis County High School where she was enrolled in the Jobs for TN Graduates class. She was also a member of the school's Drama Club and she volunteers at the Strand Theater and the local Food Bank. She has been accepted to The Art Institute of Nashville, where she will be majoring in photography. "Alessia is always the first to volunteer to help anyone and is very driven in her goal to be a photographer. She is kind, pleasant, and works well with the other students," stated Lewis County Jobs for TN Graduates instructor Michele Williams.

- ***Summer Youth Employment Program***

The goal of the Summer Youth Program is to prepare the emerging workforce with career readiness skills, work ethics, and other necessary skills for success in the workplace. Paid internships enable young adults to have a job, gain valuable work experience, earn a wage, and reinvest their wages into the local economy. To allow this program to operate this year, LWIA 10 sought employer donations at a suggested amount of \$1,000 (as a show of commitment to creating jobs for the youth of South Central Tennessee). In exchange for the \$1,000 sponsorship, employers received up to \$2,000 in wages and SCTWA provided Workers' Compensation and Payroll for the youth workers. For the 2011 program year, 16 youth were placed in work experience. Of those, three were hired by the Summer Youth Employer, three found other employment, and seven became involved in post-secondary education.

Marvin B. is a 2009 graduate of Columbia Central High School and a former member of a gospel group "The Hush Boys." He participated in the "Hire YOUth" Summer Youth Employment Initiative in 2009 and again in 2011. While in the 2011 program, he worked as a teller for First Farmers & Merchants Bank of Columbia and he also attended Columbia State Community College and majored in Computer Information Systems. At the conclusion of his time there, the bank offered him full-time employment and most recently promoted him to the position of IT Technician. "The summer youth program presented me with the great opportunity to work at the bank and get my foot in the door," stated Brooks.

Success Story



Success Story



Latasha is a 2010 graduate of Columbia Central High School where she participated in "FCA" (the Fellowship of Christian Athletes) and was also a cheerleader. She participated in the "Hire YOUth" Summer Youth Employment Initiative in 2011 where she worked as a teller for First Farmers & Merchants Bank of Mt. Pleasant. At the conclusion of her

time there, the bank offered her part-time employment and most recently promoted her to the position of a full-time teller at the Campbell Plaza location. “The whole experience has been such a blessing. I am really enjoying my work and attribute the jump-start to my career to the summer youth program,” stated Latasha.

- ***Adult Success Story***

By early 2008, Jim D. had completed all the procedural requirements to qualify him for WIA assistance. By the end of June, he had received his CDL and was beginning a career as a truck driver. At that time, Jim was *one of the youngest drivers* trained by Superior Driver’s Institute in Columbia. He worked in several different positions and locations over the next few years. In 2010, he received his “dream run” with a local company. Two years later, when he was almost 25 years old, Jim took his place at the front of a new class of students beginning a new career as – *Certified CDL Instructor* -- one of the *youngest* in the state of Tennessee.

- ***Dislocated Worker Success Story***

Amy W. had been working for her husband in his business when he suddenly passed away and she was left with nothing but her children. Amy came to the career center in November and began researching information about becoming an LPN. With the support of the career center, she was able to complete the LPN program at the Tennessee Technology Center-Pulaski in February 2012 and was hired soon after graduation into a full-time local LPN position. She is currently completing classwork to prepare her to enter an RN program.



- ***Dislocated Worker Success Story***

Joseph E. came to the career center after being laid off from C.S.S. Plumbing. He wanted to improve his life and gain new skills. In January 2010, Joseph enrolled in Project Learn Educational Center to obtain his General Equivalency Diploma (GED); he then completed the program several months later in April. After career center staff counseled with him, he chose Industrial Maintenance as the program he wanted to pursue. Joseph worked closely with his career advisor to complete his FAFSA, enrollment application, and job readiness skills to equip him for the future. Joseph was accepted into the Industrial Maintenance program at Tennessee Technology Center in Hohenwald and started his classes in June 2010. He worked hard and his instructor gave him information about a job opening at Columbia Machine Works in Columbia. After completing the program, Joseph was hired as a welder at Columbia Machine Works in June 2011.

- ***NEG Disaster Grant Success Story***



After taking early retirement to care for an ailing relative and then after experiencing the death of several relatives, David W. wanted to reenter the workforce. An NEG Disaster grant, used by the TN Career Center – Centerville, helped him find employment as a water plant technician with the Bon Aqua Lyles Utility District. SCTWA had received an estimated \$700,000 from the NEG Disaster funds to assist in the clean-up and restoration efforts needed because of recent flooding and tornados in seven area

counties. At the conclusion of the program, David was hired as a full-time employee with the company.

- ***Employer Services Success Story***



Kanson Electronics develops innovative solutions for specific contract assembly problems. The company relocated to Hohenwald in 1998 and has established itself as a reliable supplier for small businesses; it is also a Fortune 200 company. Kanson currently employs 20 people from the area and has earned the status of being a Certified Woman Owned Business. This company uses the Tennessee Career Center for its job orders as well as for hiring new employees through the NEG OJT program. (Kanson has been reimbursed \$1,080 for half of the employees' training wages and has also been awarded two Incumbent Worker Training Grants totaling \$5,180 to upgrade the skills of six of its current employees.) In addition, the company participated in the 2011 Summer Youth Program.

LWIA-11 ANNUAL REPORT / 2011-2012

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

Participants Served

This year has been a 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 1,185 adults, including 279 served through the Incumbent Worker Training Program. The dislocated worker program in LWIA 11 served 670 participants this program year. LWIA 11 also served 269 youth in in-school and out-of-school programs.

LWIA 11 Summer Youth Work Experience Program

LWIA 11 currently has a Summer Youth Work Experience Program involving 100 youth in eight counties for a six-week work experience program. These youth were interviewed by potential employers and then selected by the employers. The purpose of the program was not only to assist these youth financially, but also to give them meaningful work experiences including soft-skills instruction and work-ethic training.



Norlecia Harris is working at Monogram Refrigeration, LLC, as a switchboard operator and an HR assistant. She will be handling important administrative duties; one of her main projects is to help the HR team compile a directory and photo book of employees doing their jobs.

Gang Prevention Summer Work Experience

LWIA 11 was asked by the City of Jackson and Madison County to operate a Gang Prevention Summer Work Experience Program. Forty-two (42) youth with gang affiliations were identified by Madison County Juvenile court as participants for this program. The program provides specially-targeted youth (15-18 years old) with an enriching and constructive summer youth experience (through subsidized placements in private and public sectors, governmental agencies, and in non-profit organizations). This eight-week program includes one week of classroom activities, including team-building exercises, career exploration, guest speakers, soft skills, decision-making skills, resume writing, corporate culture, communications, conflict resolution, and the learning importance of a sound work ethic. The remaining seven weeks consist of on-the-job work experience. At the conclusion of the

program, a recognition reception will be held for participants, their families, employers, program-committee members, and supporting agencies.



Gustavie “Rocky” Miller, Personal Development Coach, addresses a group during a week of classroom activities held at the Jackson Chamber of Commerce.

National Career Readiness Certificates

In January 2004, six states, including Tennessee, formed a Career Readiness Certificate (CRC) consortium. This consortium was created due to a serious need for portable skills, credential-based on a common language easily understood by employers, educators, and citizens. LWIA 11 was selected to participate, with Tennessee’s local areas 2 and 10, in the Employability Credential Pilot using the National Career Readiness Certificate (NCRC). Since the program’s inception, LWIA 11 has issued more than 3,280 NCRCs.

Jim Alford Memorial Award



From left to right are John Greeter, State Workforce Dev. Board, Chad McAllister, Monogram Refrigeration, and Jimmy Bell, Director, LWIA 11

The Jim Alford Memorial Award is given in memory of Jim Alford, Director of Employer Services for the Tennessee Department of Labor/Workforce Development. The award publicly acknowledges the outstanding efforts of a Tennessee business that has provided a good mixture of training which enhances job skills and personal development. This training must also be for a demand occupation and must result in a certification; the training must help with layoff aversion, the creation of new jobs, the prevention of relocation (while increasing the profitability of the company); the training must also improve the short-term, as well as, long-term wage levels of the employees being trained.

Monogram Refrigeration in Selmer, Tennessee, was the 2011 recipient of this award which was presented at the Tennessee Department of Labor and Workforce Development's State Workforce Board Meeting in Nashville on December 2, 2011.

The Incumbent Worker Training Grant was secured through Local Workforce Investment Area 11 from the Tennessee Department of Labor/Workforce Development.

Local Workforce Investment Area 11 has secured four Incumbent Worker Training Grants for the current program year -- one each at Design Team (Savannah), ThyssenKrupp (Middleton), Monogram Refrigeration (Selmer), and Gerdau (Jackson).

LWIA 12

ADULT/DISLOCATED WORKER EXITED



At the Annual 2011 Meeting, Vice President of Workforce Development, Margaret Prater, "Mark" Williams, and Career Center Coordinator, Mike Whitson, participate in the Participant of the Year presentation.

WILLIAMS NAMED DYER COUNTY PARTICIPANT OF THE YEAR FOR 2010-11

The Northwest Tennessee Workforce Board recognized outstanding participants during the Annual Meeting held in August. Richard "Mark" Williams was awarded Outstanding Participant of the Year for Dyer County.

Williams worked at Excel Polymers for 20 years before being laid off in May 2009. The Northwest Tennessee Workforce Board awarded Williams a Workforce Investment Act (WIA) Needs-Based Scholarship to enroll in the Information Technology program at the Tennessee Technology Center Ripley. Through Individual Training Accounts, eligible dislocated workers, attending approved post-secondary training programs, enter into training for in-demand occupations and are thus eligible for travel stipends.

Williams began the 1,296-hour program in May 2010 and earned several certifications and completed a diploma as an IT Specialist by April 2011. The certifications he achieved included: Cisco Certified Network Associate, A+ Hardware troubleshooting, Net+ Network troubleshooting, and Security+ Network Security.

Mike Whitson, Career Center Coordinator said, "Mark completed his training quickly and was a pleasure to work with. He was very appreciative of the assistance he received from the WIA Dislocated Worker program."

Mark works as a Network Administrator/Database Administrator for SRG Global in Portageville, Missouri. He lives in Dyersburg with his wife, Sara.

PARTICIPANTS JULY 2011- JUNE 2012



GREGORY PATRICK NAMED TENNESSEE TECHNOLOGY CENTER OUTSTANDING STUDENT OF THE YEAR FOR 2011-2012

Gregory Patrick of Halls, Industrial Electricity graduate of Tennessee Technology Center Ripley, was named state winner of the Tennessee Technology Center Outstanding Student of the Year award. This announcement came during the Seventh Annual SkillsUSA Tennessee State Conference held in April 2012. As winner of this state title, awarded for excellence in leadership as well as for technical skill, Greg was received the grand prize -- a new Chevrolet Sonic!

The TTC Outstanding Student of the Year program not only spotlights the importance of a technical education in today's world of work, but it also recognizes outstanding achievement by students of the Technology Centers. To be considered for this

award, students must be nominated by their instructors and then interviewed by a panel of community leaders. Two representatives were chosen from each of the state's three Grand Divisions.

Greg has come a long way since November 2010 when he was laid off from Dyersburg's World Color where he had worked for more than 20 years. In May 2011, Mr. Patrick inquired at the Tennessee Career Center at Ripley about pursuing a new career and continuing his education as a non-traditional student.

"Greg wasn't sure about going back to school after being in the workplace for so long," states Tonya McKellar, Career Advisor. "However, receiving recognition at the Silver Level on the National Career Readiness Certificate boosted his confidence, and he enrolled in the Industrial Electricity program at Tennessee Technology Center at Ripley." Greg received financial assistance from a Workforce Investment Act Needs Based Scholarship along with a travel stipend; when approved for Trade Adjustment Act, he also received assistance with his tuition.

A dedicated student, Greg quickly earned an Electrician Helper certificate and the Electrician Apprentice Class I diploma. Greg realized that to market his skills, he needed further licensure. So he first passed the Tennessee Limited Licensed Electrician (LLE) examination. Not satisfied with this accomplishment, Greg then earned an Electrician Apprentice Class II diploma, and in April 2012, he received his Industrial & Construction Electrician diploma.

After earning his diplomas, Greg immediately began a new career with Marvin Windows & Doors of Ripley where he worked through an On-the-Job Training contract through the Tennessee Career Center at Ripley. Upon completion of his 480 hours of OJT, Greg will continue training through the Marvin Windows Maintenance Apprentice Program and then will attend TTC Covington while working full-time.

Greg and his wife Bernice live in Halls with their two children Joshua and Olivia.

YOUTH EXITERS OCTOBER 2010 – SEPTEMBER 2011



Simone Council, 2011 Peer Tutor of the Year, receives congratulations from Margaret Prater, Vice President of Workforce Development, and from Derrick Quinn, Monitor.

SIMONE COUNCIL NAMED PEER TUTOR OF THE YEAR FOR 2010-2011

The Northwest Tennessee Workforce Board recognized outstanding participants during its Annual

Meeting in August. Simone Council of Covington won the Outstanding Peer Tutor of the Year award for the 2010-2011 School year.

The Peer Tutor Work Experience Program is a competitive grant program funded through the Workforce Investment Act of 1998 (WIA); this grant offers employment to academically-successful, economically-disadvantaged high school juniors and seniors who will work as peer tutors. Local Education Agencies (LEAs) and community organizations in 11 rural counties submit proposals that include the provision of service elements legislated for WIA youth activities. The intent of the program is to: hire youth tutors who have significant income barriers yet are still succeeding academically; expose them to a career in teaching; help to improve the overall educational attainment of the students they are tutoring.

Simone Council, a recent graduate of Covington High School, enjoys staying busy. Throughout her high school career, she was engaged in numerous activities while she maintained a 3.95 unweighted grade-point average. She was a member of the National Honor Society, the National Spanish Honor Society, and the National French Honor Society; she also received the Legacy Award. In addition, Simone was selected for the TOTAL Youth Leadership Program -- a program (designed in Tipton County) that not only develops leadership qualities but also creates awareness of how young people can help in the community.

Simone strives to help others and return to her community the good she first received from it. One of her accomplishments has been to help a wish to be granted to a young child through the Make-A-Wish Foundation. She loved being part of that experience and seeing how well it impacted not only her school and classmates but also this child and her family.

In addition, Simone worked after school as a peer tutor helping students with homework and credit recovery. Marlon Heaston, WIA Master Tutor, compliments Simone: "She was respectful, punctual, cooperative, and ever-mindful of her duties as a peer tutor. She is a fine person and has set a great example for other students at Covington High School."

Derrick Quinn, Workforce Board Monitor, commented: "Simone was an outstanding participant in the Peer Tutor Work Experience program. There were eleven schools participating this year, and the decision to pick an honoree is always difficult. Simone was a shining star and

thus, an easy choice.”

Council is attending East Tennessee State University in Johnson City, Tennessee, where she is interested in majoring in Pre-Med. She received scholarships in the amount of \$33,500.

From LWIA 13 Workforce Investment Network

A robust approach to employers

The Business Services Unit here at WIN is brimming with ideas, programs, and partners ready to serve the economic development interests of the entire region. Here is a sampling of efforts to date.

- Administering approximately \$686,000 in On-the-Job-Training (OJT) contracts with 4 new large scale employers in LWIA 13
- Developed a formal due diligence process for assessing small company applications for OJT funding
- Administering approximately \$90,000 in Incumbent Worker Training (IWT) contracts with 4 employers

Business Services has also championed the launch of our new and improved web site (www.workforceinvestmentnetwork.com) designed to share service information for job seekers and businesses served by WIN. This re-branding is our formal announcement to job seekers and businesses alike that WIN in Memphis stands ready to advance your career or provide you skilled and motivated employees. Business Services also launched (www.WINrecruits.com), an online database which houses the resumes of the individual job seekers being served by WIN. Our business unit is an active participant in regional and local economic development activities throughout our two county area of West Tennessee.

Industrial Readiness Training

In efforts to hit the target of providing up to 3,000 new skilled workers in advanced manufacturing, WIN has launched a joint training program with Southwest Community College. The Industry Readiness Training is a four week class for students with low basic skills. The course is designed to prepare students for entry level positions as line operators or line mechanics in industry and manufacturing. Training includes topics related to technical and interpersonal knowledge and skills which have been identified by local industry leaders as critical to long term employee's success.

This program includes 9 hours of pre-assessments and post-assessments and 40 hours of training, for a total of 49 contact hours (4.9 CEU's). The class requires a bronze level CRC to participate in the class. The class requires a pre-test for a mechanical assessment. Each student receives a pre-test and a post-test on both the CRC and mechanical assessment upon completion of the class. Employers evaluate students during the class for attitude, conduct, team behavior, time management, and dress. The Industrial Readiness Training is connecting WIN clients to employment.

Workforce Investment Network approved 119 clients for the Industrial Readiness Training. Individuals must complete KeyTrain Pre-testing at a level four (4) or higher in reading, applied math, and locating Information prior to their acceptance into the class. Once approved clients are scheduled for the WorkKey test at Southwest Community College. **To date, 106 students have finished the IRT program and 86 of them were made offers. This includes six ex-offenders. Leaders at WIN and Southwest are ramping up to about 120 students per month and hope soon to manage 300 per month.**

This course was developed in partnership with a new manufacturer (Blues City Brewery), Southwest Community College, and WIN who provides funding and clients for the effort. WIN currently has engagements with 64 employers and contracts with 43 training contractors or educators. Our emphasis on entry-level manufacturing jobs will bring these parties together to craft training that funnels good employees into jobs with a future.

Made In Memphis

In a burst of economic success, manufacturing is surging once again in Memphis. Electrolux is coming to build expensive appliances. Mitsubishi is coming to build giant electric transformers. KTG/Kruger, the largest manufacturing facility under one roof in Memphis, will double its size in the next year.

Made in Memphis is a response to this success that carries with it a specific workforce objective. The Made in Memphis program aims to prep, equip and employ 3,000 new workers in advanced manufacturing. Using Work Keys and the Career Readiness Certificate (CRC) certification process, the Workforce Investment Network (WIN) in Memphis is building the systems to staff and offer these industries the workers they will need to conduct business in Memphis.

LWIA 13's Made in Memphis addresses local workforce challenges by reengineering service delivery, policies and partnerships to create a public/private workforce solution. The goal is to develop an Advanced Manufacturing sector collaborative that prepares and connects low-skilled workers to high-demand semi-skilled jobs as the first step in a career pathway.

Programs in the community's interest

South Memphis Opportunities

Funded through the state, this pilot project brings workforce services to the neighborhood level. The focus of the program is to ratchet up programs and the potential for employment in two of the poorest zip code areas in Memphis (38126 and 38106). The simple objective of the program was to identify, train, and employ 50 residents in the neighborhood. In the course of the program, WIN contracted with seven local agencies to provide GED services, Job Readiness classes, Job Club activities, and Occupational Skills training in Health Care industries. Over 130 residents

were enrolled in the program, but even with the efforts of a Job Developer who contacted over 200 local businesses, there have been no job openings in the neighborhood.

While the results have been less than satisfying, WIN has now assessed the capacity of local providers, listened to their needs as small businesses, and gained a new appreciation of what it takes on the neighborhood level to kick start the local economy. The project has ended, but WIN continues to work with enrolled clients as we search the entire city for further job opportunities.

Year Round Youth

WIN totally re-vamped its application process for youth contractors in the year round youth program. Easier to read, easier to respond, and filled with information that contractors need to know on the front end, this document received high praise from applicants. Our very active Youth Council chose 11 contractors for the upcoming year. WIN will follow up during the year with innovative mini-proposals as we gradually start to introduce innovation and new ways to look at providing services to almost 700 area youth. Two areas under consideration for innovation in the coming year will be a Mini-Youth Build project and an effort to open up area youth to the insight and inspiration in becoming an entrepreneur.

H-1B Technical Skills Training

In a joint project with several workforce partners (two community colleges, private firms, Seedco and Bioworks, WIN is part of a DOL grant to funnel dislocated workers into new high paying, high demand careers in Health Care. The project hopes to identify, train, place, and assist 390 workers in the next three years.

Disability Employment Initiative (DEI)

Our new team of two (Disability Navigator and DEI Coordinator) is calling on an extensive network of providers and partners to attract those with disabilities who are seeking regular employment. First results have shown that this group of clients is eager for the chance and excited about being contacted. This grant (one of five obtained through the state) holds great promise for this often hard to place group.

Our House in order

File Work

For the first time in our history, we have conducted an internal audit of our participant files. Members of our Quality Assurance unit, combed through sample files from each of the WDSs and BSAs to determine our compliance and capture of necessary info. The goal of this effort is to keep our files in audit ready shape.

We have also graduated to a Central Filing System for all participant information that is kept in hard copy form. We are hoping to make lost files or incomplete files a thing of the past.

First time incentive award

For the first time in our short history under the Workforce Investment Act, LWIA 13 has hit their performance levels. This will earn us an incentive award, new language and new territory for all of us here in Memphis, Shelby and Fayette Counties

Staff training

In these times of reduced budgets and cautious expenditures, WIN is developing a regional approach to training and conference outings. We are developing a division plan relying more on travel within a 200 mile radius of Memphis and taking advantage of what our regional neighbors offer in technical assistance. We hope to save dollars by driving, encourage teamwork by car pooling, and learning about the workforce activities of our nearest neighbors.

To the next level with public partners

Strong Cities, Strong Communities

SC2 is an initiative of the federal government to bring federal agencies together to assist targeted locales. Over 20 employees from 13 federal agencies set up shop in City Hall this past year and have helped engineer everything from more housing for the homeless to funding streams through the use of social bonds. WIN worked with our Department of Labor reps, and we hope to launch a Transitional Jobs network for ex-offenders in the future.

Memphis Innovation Delivery Team

Funded through a special effort of Mayor Bloomberg of New York, this program was instituted in six selected cities. The Memphis team is well on its way to its two goals: reduce handgun violence among area youth and increase small business neighborhood development. The short to connect agencies, empower existing providers, and craft a long term strategy for such intractable problems as gang violence. WIN works with the team on multiple youth efforts meant to impart hope and direction particularly to out of school older youth.

From WIN Job Seekers

“I just wanted to let you know my first day went very well and that I am feeling very confident starting my career. Until I met you, I felt I would never find anything that suits my personality and skills. I very much appreciate you showing me that there is hope for me. You turned my life around. I can only hope that I make as much of an impact on someone's life as you did mine.”

- from an Adult Program participant

“This message is for several people who have provided me with employment references, guidance and encouragement during my most recent job search process. Your support has made a difficult time more bearable. I have just taken a position and plan to pursue my MBA or Master’s Degree in the near future.”

- from a Dislocated Worker Program participant

“I want to thank WIN for providing a positive opportunity for ex-offenders. The WIN staff was very attentive and provided me with excellent support. In 1992, I was sentenced to 35 years in prison. Throughout my incarceration, I would watch the news and see all the negative things going on with our youth. After serving nearly 14 years, I was released, and within two weeks I started going to churches, schools, and community centers to tell at-risk youth my story to keep them from making the same mistakes I made. With the help of a grant from WIN, I received the training that led to my current job.”

- from a former inmate of West Tennessee State Prison and WIN program participant

From the Memphis Business Community...

“We were launching operations in less than 2 months and had roughly 300 positions to fill. Not only did we need to fill them, we needed to train them. We were literally in for a sprint. It was during this challenging time that we forged a meaningful partnership with WIN. WIN has far exceeded our expectations in terms of their commitment to Memphis and business in Memphis. We look forward to continuing to build our relationship.”

-from the CEO of a riverboat cruise ship company

“I travel across the country frequently and have been to hundreds of cities and career centers. Service has dropped off nearly everywhere since I started several years ago. As a result, we have been less productive in finding solid, qualified applicants, and had come to expect the lack of Career Center service as ‘just the way it is,’ until now. The applicant pre-screening services performed by WIN are just incredible and the post-interview services are amazing! The members of the WIN staff with whom we worked are the type of employees any employer would be blessed to have. My hat goes off to them!”

- from a senior recruiter for a national railroad maintenance company

“As I reflected on the tremendous success of the Job Fair the only word I could come up with was awesome. It is one thing for us as stakeholders in the company's success to participate, but for each of you to sacrifice your time in an effort to help us be successful, that is truly something to take notice of and appreciate. I counted it a great honor to work alongside each of you as we were unified with one single goal and that was to seek out the untapped talent within Tennessee, Arkansas and Mississippi...So with my deepest appreciation, I would like to say thank you for all of your contributions, tireless efforts, professionalism, and excellent attitudes.”

- from a recruiting manager for one of the world's largest optical manufacturers

“I wanted to thank you for your enthusiasm and the way you all work together as a team to assist
in retaining Memphis companies.”

- from the Vice-President and General Manager of a paperboard packaging manufacturer

“In an effort to deepen our applicant pool and improve our outreach (not to mention reducing our
own administrative burden), we partnered with WIN to undertake a thorough and stringent
recruiting process. From the 300+ who tested, we have hired 30. Of those 30, we have had only 1
turnover....We certainly would not have been able to achieve this level of success without the
efficient and enthusiastic WIN staff. We look forward to a lasting partnership.”

- from the senior HR Executive at an industry leading product packaging manufacturer

“I can't speak highly enough of our partnership with WIN. As part of a start-up facility, I relied
heavily on their expertise and guidance to transition to the Memphis area. I was highly impressed
by the response and the attention given to my staffing needs and my timeline. The WIN team
played a direct role in the successful implementation of our facility...we were able to identify
and hire a strong, stable core workforce that continues to build every week. I will always be sure
to keep my connection with WIN because of the superior service that they not only provide to
me as a business partner, but to the greater Memphis community, as well. WIN has provided
over 68 job placements for us and the turnover has been minimal (1-2).”

*- from a senior HR executive with one of the world's largest electronics and industrial
engineering firms*

“Before being served by the WIN staff, a local manufacturer had accepted over 3,000
applications in response to its job postings, had conducted over 600 interviews, and found only
20 candidates who met its requirements. The manufacturer contacted the WIN Business Services
team who developed a 30-Day Customized Recruiting Plan, which resulted in 12 new hires in the
first 15 days of the Plan, and 13 new hires in the following 15 days. WIN met the goal of 25 new
hires in 30 days and added six additional candidates to the manufacturer's employee pipeline.”

– from a WIN Business Services Analyst

C. Waivers and Performance

For Program Year 2011, Tennessee's WIA program received a waiver from the requirement for evaluations as approved by US DOL. Thus this section of the annual report does not contain language regarding evaluations and performance.

Summary of Tennessee's Waivers, 2012

The purpose of the general statutory and regulatory waiver authority is to provide flexibility to States and local areas and enhance their ability to improve the statewide workforce investment system. **20 CFR §662.400**. Tennessee has requested an extension for eight waivers through the State Integrated Plan, submitted September 14, 2012.

- 1) Waiver of the prohibition at CFR 664.510 on the use of Individual Training Accounts for older and out-of-school youth.

The State was previously granted a waiver of the prohibition at 20 CFR 664.510 on the use of Individual Training Accounts (ITAs) for older youth and out-of-school youth program participants. The State is granted an extension of this waiver through June 30, 2012. Under this waiver, the State can use ITAs for older youth and out-of-school youth program participants. The State must continue to make the 10 youth program elements available as described at WIA Section 129(c)(2). The State should ensure that funds used for ITAs are tracked and that the ITAs are reflected in the individual service strategies for these. (Additional elements are pending approval from USDOL.)

- 2) Waiver to permit the State to replace the performance measures at WIA Section 136(b) with the common measures.

The State was previously granted a waiver that allows the State to replace the 17 performance measures under WIA Section 136(b) with the common measures. This waiver permits the State to negotiate and report WIA outcomes against the common performance measures only, rather than the performance measures described at WIA Section 136(b). The State will no longer negotiate and report to ETA on the following WIA measures: WIA adult and dislocated worker credential rates; participant and employer customer satisfaction; older youth measures; and younger youth measures. The State will use the three adult common performance measures to negotiate goals and report outcomes for the WIA Adult and WIA Dislocated Workers programs. The State will use the three youth common performance measures to negotiate goals and report outcomes for the WIA Youth program. Workforce Investment Act Standardized Record Data system (WIASRD) item 619, Type of Recognized Credential, should be completed for each individual as appropriate, regardless of this waiver to report on common performance measure outcomes only.

- 3) Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount (up to 50%) between Adult and Dislocated Worker funding streams allocated to a local area.

The State was previously granted a waiver to permit an increase in the amount a state is allowed to transfer between the Adult and Dislocated Worker funding streams. Under the waiver, transfer authority is limited to 50 percent. This limitation provides states flexibility while ensuring consistency with Congressional intent regarding the level of funding appropriated for the WIA Adult and Dislocated Worker programs. (Transferability of up to 100%, pending approval from USDOL.)

4) Waiver of WIA Section 123 that requires that providers of Youth program elements be selected on a competitive basis.

The State was previously granted a waiver of the requirement for competitive procurement of service providers for three of the ten youth program elements: supportive services, follow-up services, and work experience. The State is granted an extension of this waiver through June 30, 2012. Under this waiver, the State is permitted to allow its One-Stop Career Centers or partner agencies to directly provide youth program elements. In utilizing this waiver, the State and local areas must still meet Office of Management and Budget requirements (codified in 29 CFR 95.40-95.48 and 97.36) and all state and local procurement laws and policies.

5) Waiver of WIA Section 134(a) to permit local areas to use a portion of local funds (up to 10%) for incumbent worker training.

The State was previously granted a waiver to permit local areas to conduct allowable statewide activities as defined under WIA Section 134(a)(3) with local WIA formula funding, specifically incumbent worker training. The State is granted an extension of this waiver through June 30, 2012. Under this waiver, the State is permitted to allow local areas to use up to 10 percent of local Dislocated Worker funds and up to 10 percent of local Adult funds for incumbent worker training only as part of a lay-off aversion strategy. Use of Adult funds must be restricted to serving lower income adults under this waiver. ETA believes limiting incumbent worker training to the specified level and requiring it to be a part of layoff aversion is the best use of funds in the current economic climate where serving unemployed workers is a paramount responsibility of the workforce system. All training delivered under this waiver is restricted to skill attainment activities. Local areas must continue to conduct the required local employment and training activities at WIA Section 134(d), and the State is required to report performance outcomes for any individual served under this waiver in the WIASRD, field 309. TEGL No. 26-09, Section 7A, "Workforce Investment Act (WIA) Waiver Policy and Waiver Decisions for PY 2009 and 2010" and TEGL No. 30-09, "Layoff Aversion Definition and the Appropriate Use of Incumbent Worker Training for Layoff Aversion Using a Waiver" provide policy guidance related to implementation of this waiver.

6) Waiver of WIA Section 134(a)(1)(A) to permit a portion of the funds (up to 20%, as permitted in the letter June 29, 2010) reserved for rapid response activities to be used for incumbent worker training and other statewide activities.

The State was previously granted a waiver to permit use of rapid response funds to conduct allowable statewide activities as defined under WIA Section 134(a)(3), specifically incumbent worker training. The State is granted an extension of this waiver through June 30, 2012. Under

this waiver, the State is permitted to use up to 20 percent of rapid response funds for incumbent worker training only as part of a lay-off aversion strategy. ETA believes limiting incumbent worker training to layoff aversion is the best use of funds in the current economic climate where serving unemployed workers is a paramount responsibility of the workforce system. All training delivered under this waiver is restricted to skill attainment activities. The State is required to report performance outcomes for any incumbent workers served under this waiver in the WIASRD, field 309. TEGL No. 26-09, Section 7A, "Workforce Investment Act (WIA) Waiver Policy and Waiver Decisions for PY 2009 and 2010" and TEGL No. 30-09, "Layoff Aversion Definition and the Appropriate Use of Incumbent Worker Training for Layoff Aversion Using a Waiver" provide policy guidance related to implementation of this waiver.

7) Waiver of WIA Section 134(a)(2)(B)(II) and 20 CFR 665.200(D) to exempt the state from the requirement to conduct evaluations.

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

8) Waiver of WIA Section 134(A)(2)(B)(III) and 20 CFR 665.200(e) to exempt a state from the requirement to provide local workforce investment area incentive grants.

The state was granted a waiver of the requirement to provide local workforce investment area incentive grants to reward regional cooperation, local coordination of activities, and exemplary performance.

D. Webliography and Staff Directory

Administrative Entity & Comprehensive Career Center Web Site

LWIA 1

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

http://www.tennessee.gov/labor-wfd/cc/cccounty_files/washington.htm

LWIA 2

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

http://www.tennessee.gov/labor-wfd/cc/cccounty_files/hamblen.htm

LWIA 3

<http://www.knoxcac.org>

LWIA 4

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

http://www.tennessee.gov/labor-wfd/cc/cccounty_files/cumberland.htm

LWIA 5

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

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

LWIA 6

http://www.tennessee.gov/labor-wfd/cc/cccounty_files/coffee.htm

LWIA 7

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

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

LWIA 8

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

http://www.tennessee.gov/labor-wfd/cc/cccounty_files/montgomery.htm

LWIA 9

<http://www.nashville.gov/ncac/>

LWIA 10

<http://www.sctworkforce.org>

http://www.tennessee.gov/labor-wfd/cc/cccounty_files/maury.htm

LWIA 11

<http://www.westtennesseecareers.org>

<http://www.swhra.org>

LWIA 12

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.state.tn.us/labor-wfd/empwfd.html> This is the homepage of the Division of Workforce Development, Department of Labor and Workforce Development

http://www.tn.gov/labor-wfd/TN_State_Integrated_Plan_2012.pdf The Tennessee Department of Labor and Workforce Development Integrated State Plan (July 1, 2012 to June 30, 2017)

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

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

http://www.tn.gov/labor-wfd/et_services_prog_mgmt_plng.html View Policy and Policy Summaries from Workforce Development

http://www.tn.gov/labor-wfd/TN_State_Integrated_Plan_2012.pdf [See page 46.]

<http://www.tennesseeanytime.org/wiaetpl-app/search.html> View the List of Eligible Training Providers

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

Federal Web Sites

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

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

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

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

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

http://www.whitehouse.gov/omb/circulars_a122_2004 OMB, Circular A-122

http://www.whitehouse.gov/omb/circulars/a133_compliance_supplement_2010 OMB, Circular A-133

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

<http://uscode.house.gov/search/criteria.shtml> Search the United States Code

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

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

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

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

http://www.doleta.gov/Recovery/eta_default.cfm This is the homepage for US DOL, Employment and Training Administration Recovery Act announcements and directives.

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Tamerat, Rubka	Rubka.tamerat@tn.gov	315.741.6786	Nashville
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Appendix A: Annual Report Statistics eSubmitted through EBSS System.