

# **Tennessee Workforce Investment Act**

## ***Draft Strategic Plan***

### **LWIA 1**

#### **I.**

**1. What are the industry targets for your area? Include industries that will add a substantial number of jobs to the economy, have a significant impact on the overall economy, industries that have an impact on the growth of other industries or industries that are being transformed by technology and innovation that require new skill sets for workers or new and emerging industries that re expected to grow. Discuss rationale for targets.**

The NETWIB is committed to the continued analysis of economic conditions affecting the local labor market and to the identification and emphasis on targeted industries that are critical to the local economy in high growth/high demand occupations. The NETWIB's strategies for meeting the challenges and opportunities of our regional workforce needs are aimed at assisting employers in finding and retaining qualified workers, and preparing workers with the skills necessary to secure employment and have opportunities for career advancement.

The NTCC system utilizes multiple resources to continuously analyze current and projected employment opportunities. The NETWIB accesses standardized labor market information (e.g., The Source, O-Net, and others) provided by the Department of Labor, as well as, local and regional sources available through Chambers of Commerce, Economic Community Development leaders, industrial development organizations, business associations, the State of Tennessee Statistical Research Department, the Tri-Cities Economic Development Alliance, the local secondary school systems and vocational systems, the National Bureau of Economic Research, the University of Tennessee Bureau of Economic Analysis, the Tennessee Board of Regents, and East Tennessee State University. These internet and other technology-based information sources are used to broaden applicability of information gathered.

The changing socioeconomic characteristics in LWIA 1 have many important implications, including changes in the labor force, shifts in competitive advantages, changes in the demand for public services, and modifications in the industrial structure of the economy. Repercussions from socioeconomic factors are reflected in the demand occupations in our LWIA and how the resulting labor shortages need to be addressed. A higher level of educational attainment and increased availability of technical skills training will be crucial in addressing a situation that is detrimental to economic growth and undermines the potential of unemployed and underemployed workers in LWIA 1. Three-quarters of the new jobs that will be generated within the next ten years will require advanced skills and at least some post-secondary education. Basic or minimal skill level requirements are projected to account for less than 25% of new job creation.

Current and projected growth trends validate the gradual ageing of LWIA 1's population. One of the key labor market challenges for the next decade will be a decline in new labor force entrants to replace the "baby boomer" cohort as they age and enter retirement. Even if this large demographic segment continues to work past the age of 65, as is predicted, there are insufficient

numbers of workers born between 1965 and 1979, the “Generation X” workers, to fill the projected levels of new jobs created and the job openings which occur through structural attrition as the “boomers” leave the workforce. In 2004, nearly 61% of the total population was in the workforce age group of 25 – 59. The age group 60 and over represented slightly over 20%.

LWIA 1 continues to see the seeds of change with new and emerging occupations. This area is experiencing an increase of knowledge-based, technology-based industries and services and the decline of traditional labor intensive industries. This movement from low-skill, low-tech work presents challenges for both workers and the workforce development system. Technology, demographics, business trends, educational levels, and shifts in consumer demands are among the list of factors that play integral parts in shaping the dynamics of today’s demand occupations.

The NETWIB collaborates with numerous regional economic development entities and agencies which are currently engaged in comprehensive analyses of the LWIA 1 labor market, including interstate regions in Southwestern Virginia and Western North Carolina. Initial efforts by these groups (Tri Cities Economic Development Alliance (TCEDA), TN Department of Economic and Community Development, Networks/Sullivan County Partnership, JC/Jonesborough/Washington County ECD group, and many others) have supported earlier efforts by the NETWIB and its partners. TCEDA recently completed a comprehensive Industry Cluster Analysis which includes emerging industry sectors that are projected to have the potential for significant growth. An executive summary of their results lists the following as targeted clusters:

- Aviation
- Health services
- Information technology and related services
- Pharmaceuticals
- Printing & publishing
- Call centers
- Appliance manufacturing
- Engine equipment manufacturing
- Logistics, distribution, warehousing and transportation
- Motor vehicles-related manufacturing
- Non-durable industry machinery manufacturing
- Chemical-based products and related manufacturing
- Machine tools manufacturing
- Precision instruments manufacturing
- Plastics and rubber manufacturing
- Tourism/hospitality

TCEDA’s analysis confirmed and supported other labor market information resources, including The Source.

Through it’s ongoing research, LWIA 1 has also identified other skills and employee shortages. Critical needs of advanced and precision manufacturing employers include graphic

design to manufacture printed packaging and printing machinery, graphic arts manufacturing, explosives and ammunition manufacturing employing highly sophisticated processes in both development and production, and specialized highly technical skills required for computerized and “lean” process operation in the production of paper, chemicals, plastics, and fibers. Documented needs within the health care industry include LPNs, RNs, Cardiovascular Technicians, inpatient and outpatient hospital care, mental health and behavioral health services, vocational rehabilitation, substance abuse, and orthodontics. Identified telecommunication needs include service and network support on digital and analog copiers and facsimiles, information technology, and voice and data services to customers ranging from residential to major corporations. Other recognized training needs include truck driving, customer service representatives, call center representatives, credit counselors, welders, electricity/electronics, maintenance and repair, machine tool technology, software/computer skills, International Standards (ISO) and Lean Manufacturing, team development, and supervisory skills.

In addition, LWIA 1 has identified the following priority employment needs through information obtained from focus groups, anecdotal research and employer requests for assistance:

1. Linkages through the Governor’s Fast Track program LWIA 1 has committed to support this effort (which targets new and expanding business opportunities) as needed. These initiatives bring additional training resources into the region and support enhanced relationships between the workforce system and other regional entities.
2. Health care and related occupations, including one year and two year nursing programs
3. Financial services, including call center expansions and customer service specialties
4. Creation of a k-12/post-secondary pipeline for manufacturing workers skilled to fill projected vacancies and skill shortage areas created by anticipated retirements and/or work load reductions of workers in the “baby boom generation”. These areas crosswalk a broad array of occupational areas and position categories, including manufacturing, welding and related technical competencies
5. LWIA 1 is researching potential efficacies of joining other LWIAs in the use of job specific WorkKeys technologies and human capital assessment and remediation needs. The WorkKeys system includes assessment, identification of occupational skills gaps and instructional modules which train to bridge that skills gap. As a result of use of this system, individual clients may attain skill certificates which are portable and transferable in the workplace across a broad range of employers and occupations. Through the issuance of these certificates which document the competence of the workforce, the economic development competitiveness of the State of Tennessee and LWIA 1 will be enhanced.

For purposes of workforce analysis and allocation of resources, LWIA 1 will utilize TCEDA’s cluster analysis/segmentation in addition to employer, community, state, and national information sources to identify priority approaches for targeted training opportunities for job seekers and to promote increased utilization of the Career Center system by regional employers. Analysis of data is allowing the NETWIB to strategically approach local workforce challenges using market-driven approaches. By targeting high growth, high-demand industries, the NETWIB

is facilitating viable solutions to address the workforce challenges through partnerships, collaboration, and the leveraging of all available resources.

The NETWIB's strategies for meeting the challenges and opportunities of our regional workforce needs are aimed at assisting employers in finding and retaining qualified workers, and preparing workers with the skills necessary to secure employment and have opportunities for career advancement. In summary, through these partner-led strategic planning workgroup activities, the Career Center system plans to target those employment sectors which are applicable across a wide range of occupations, use of technology (both emerging/advanced as well as new applications of mature technology, such as that required in the expanding call center sector. In addition, the NETWIB has established the development of employer recognized workplace competencies as a key strategic objective. Finally, the system partners have specifically requested that the Career Centers maintain the agility to deploy specific resources on an ad hoc basis to accommodate rapid changes in employer training needs.

## **2. Describe the local vision for increasing training opportunities through on-the-job training, customized training and Incumbent Worker training.**

Over the last 5 years, LWIA 1 has demonstrated success in administering and distributing both state and federal WIA funds to provide OJT and incumbent worker training. The matrix provided in Figure 2.1 (see below) tracks funding streams, workers trained, employer support and instructional outcomes. In terms of direct economic development support for the region, these funds and related initiatives can be said to have enabled the retention and/or expansion of more than 25 local businesses. Using the standard multiplier of 8, the net impact is estimated at more than \$ 40 million dollars in employment support. Continued receipt of these dollars and the resulting economic impact is contingent upon the willingness of local employers to participate. To date, these private sector partners working in conjunction with Career Center partners have been critical to the success of the incumbent worker system.

The Career Center system, including all partners and the NETWIB, remain committed to increasing the use of on-the-job training, customized training and incumbent worker training throughout PY 07 and PY 08. Through ongoing marketing and communication targeted toward Chambers of Commerce, WEOC members, and ECD liaisons, it is anticipated that the number of employees receiving training through statewide incumbent worker funding can be maintained or increased by at least 10%. TDOLWD continues to demonstrate commitment and support for this approach through execution of USDOL waivers which permit realignment of statewide resources to ensure availability of incumbent worker training resources. This program has been documented as one of the most successful and critical components of employer-based training. Regional employer and economic development groups are vocal advocates of increasing and enhancing the levels of incumbent worker funding and staff support while expressing frustration with the burdensome paperwork and tracking procedures.

In addition to WIA resources, other Career Center partners have agreed to research funding formulas, distribution processes and administrative requirements which may permit access to on-the-job and customized training opportunities through non-WIA program development streams. These resources may also include Governor's Fast Track initiatives,

generalized economic development funding, and employee-based ECD efforts by Northeast State Community College the Tennessee Technology Center. The leveraging of other resources may mitigate barriers to strategic use of OJT and customized training which are created by system constraints imposed by focus on management of WIA performance measures.

Figure 2.1

**FEDERAL INCUMBENT WORKER**

COMPANY	AWARD	# TO TRAIN	COUNTY
Aerojet Ordnance	18,714.70	9	Washington
Amerace Microporus Products	67,869.77	111	Sullivan
American Water Heater	59,406.83	43	Washington
BAE Systems	189,018.47	101	Sullivan
Best Manufacturing	9,178.65	14	Washington
Exide Corporation	39,017.13	67	Sullivan
Frontier Health	35,165.55	74	Washington
Intellithought, Inc.	597,650.93	97	Sullivan
Modern Forge	10,208.57	79	Sullivan
Morrill Motors	33,203.50	53	Unicoi
MSHA/JCMCH	63,622.76	70	Washington
N & N Ball & Roller	33,565.72	30	Unicoi
Nuclear Fuels	94,720.53	91	Unicoi
Portola Packaging	15,243.43	53	Sullivan
Siemens Energy & Automation	172,151.09	210	Washington
Snap-On Tools	12,496.59	47	Carter
Tele-Optics, Inc.	689,951.22	146	Sullivan
Traco Windows	63,992.21	208	Washington
Weyerhaeuser	264,028.80	119	Sullivan
<b>TOTAL</b>	<b>2,469,206.45</b>	<b>1622</b>	

**FEDERAL H-1B**

COMPANY	AWARD	# TO TRAIN	COUNTY
Appalachia Business Communication	58,580.00	4	Sullivan
BAE Systems	247,131.27	106	Sullivan
BANTA Southeastern	54,872.88	100	Washington
Crown Pharmaceuticals	65,371.89	18	Washington
Eastman Chemical	197,542.35	*0	Sullivan
Frontier Health	128,036.71	1,456	Washington
MSHA/JCMCH	462,999.40	376	Washington
Mullins, Sean, DDS, Orothodontics	21,000.00	2	Sullivan
Net-Choice	57,355.00	3	Sullivan
Sprint	714,785.06	300	Sullivan
The Robinette Company	91,074.34	30	Sullivan
Weyerhaeuser	430,759.10	186	Sullivan
Funds to Redistribute-Other Line Items	4,804.83	0	
<b>TOTAL H1B GRANT</b>	<b>2,534,312.83</b>	<b>2,581</b>	

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#### 04-05 STATE INCUMBENT WORKER

COMPANY	AWARD	# TO TRAIN	COUNTY
BANTA Southeastern	32,000.00	58	Washington
Eastman	49,981.00	104	Sullivan
National Textiles L.L.C.	19,375.00	62	Johnson
Tarkett, Inc.	21,100.00	45	Washington
Weyerhaeuser	49,394.00	41	Sullivan
Wilson Pharmacy	7,578.00	17	Washington
<b>TOTAL</b>	<b>179,428.00</b>	<b>327</b>	

#### 05-06 STATE INCUMBENT WORKER

COMPANY	AWARD	# TO TRAIN	COUNTY
Appalachia Business Communications	24,000.00	7	Sullivan
American Water Heater	50,000.00	68	Washington
Superior Industries International, Inc.	29,800.00	49	Washington
TeleOptics, Inc.	49,914.00	15	Sullivan
The Robinette Company	19,709.00	23	Sullivan
Morrill Motors, Inc.	37,759.00	437	Unicoi
<b>TOTAL</b>	<b>211,182.00</b>	<b>599</b>	

#### 06-07 STATE INCUMBENT WORKER

COMPANY	AWARD	# TO TRAIN	COUNTY
Exide	49,708.00	46	Sullivan
Intellithought	30,065.00	21	Sullivan
Weyerhaeuser	49,815.00	66	Sullivan
Edwards & Associates	50,000.00	248	Sullivan
NN, Inc.	20,413.00	8	Unicoi
<b>TOTAL</b>	<b>200,001.00</b>	<b>389</b>	

### **3. Beyond your local workforce investment areas, what efforts are being undertaken to ensure a regional approach to addressing industry targets, sector strategies and career advancement for job seekers.**

The NETWIB is ideally positioned to further explore a regional approach to these issues. In FY 2003, the NETWIB introduced the concept of inter-state collaboration to its partners in Southwest Virginia and Western North Carolina. At that time, partners delayed joining in a direct regional labor market strategy; however, with the emergence of additional education, training and technical skill development capacity as well as improvements in transportation systems, it appears that an expanded regional approach to include these partners may be appropriate. NETWIB and LWIA 1 already maintain a collaborative service delivery method with LWIA 2, which is contiguous to LWIA 1 and is a naturally aligned labor market in terms of commuting and employment patterns.

With the advent of the Career Readiness Certificate program which has already been adopted by the States of Virginia, North Carolina and Kentucky, assessment and inventory of a regional skill database may come to fruition. Such efforts are particularly critical to address employment needs for the more rural areas of the LWIA.

In addition, LWIA 1 is committed to achieving Governor Bredesen's strategic vision for economic development. Specifically, economic development coordination initiatives are in place through the NETWIB's ongoing sponsorship of regional economic collaboratives and liaison with regional Chambers of Commerce, economic and community development entities and local elected officials to ensure satisfaction for constituents and employers. Mirroring the Governor's Jobs Cabinet initiative, LWIA 1 has a regional coordination team composed of representatives of partnering public agencies. This approach results in efficient networking and coordination of both human and financial capital, as well as ongoing information sharing, to enhance labor market knowledge and timely targeting to address short and long term economic development needs.

The Northeast Tennessee Workforce Investment Board continues to serve as a key leader in organizing and convening opportunities for workforce stakeholders to identify strategic issues, develop action strategies and share information concerning best practices and areas for improvement to insure health and growth of the local economy. Representatives from all local economic development organizations, workforce partners from both public and private sectors, including representation from area staffing services, American Society for Training and Development, Tennessee Society for Human Resource Management, Tennessee Society for Health Care Human Resource Administration, Tennessee Departments of Labor and Workforce Development, Human Services, Economic and Community Development, Board of Regents, and local independent industrial development organizations, and Chambers of Commerce participate in roundtable efforts to drill down labor market information, local employer staffing and training needs, etc.

Ongoing use of information gathered during previous Asset Mapping partnerships between East Tennessee State University and NETWIB continues to guide both policy development and tactical operations.

The NETWIB and LWIA representatives participate actively in all of the local Workforce Employer Outreach Committees convened by the Commissioner of the Tennessee Department of Labor and Workforce Development and local staff. As an outgrowth of LWIA 1's long standing Coordination Team, Career Center Consortium, and other informal information sharing groups, this region continues its leading edge approach to proactive problem solving to address workforce issues and to strengthen relationships and positive outcomes between employers, job seekers and the entities that provide liaison and networking opportunities.

The NETWIB co-sponsored the "Creating Our Own Economic Future" symposium which brought together more than 260 representatives from regional governments, businesses, educational institutions, and Chambers of Commerce to explore new and emerging trends and marketplace influences that need to be considered in aligning strategies for positive economic change in our region.

In January, 2005, LWIA 1 took an additional step toward regionalization with a familiarization tour conducted for representatives of LWIA 2 in the State of Virginia. These cross-border initiatives further ensure non-duplication of services, maximization of resources and increased alignment of mutually beneficial labor market efforts.

Repeatedly, experts in the field of economic development and community leadership reiterate that the workforce investment system must become a catalyst that links employers, economic development organizations, public agencies, and the education community to build and deliver innovative answers to workforce challenges. In past years, LWIA 1 has played an active role in the USDOL e<sup>3</sup> initiative, an effort to bring together employment, education and economic development initiatives in the state and the region. Workforce investment systems serving youth in LWIA 1 are also positioned as strategic partners in the development and deployment of the emerging labor force.

Finally, as has been references previously, Northeast State Technical Community College is widely regarded as one of the primary regional leadership institutions in terms of creating innovative and easily deployed employer-based training programs. Current efforts include the Career Fast Track program for manufacturing which is designed to populate a "pipeline" of new workforce entrants skilled to replace retiring "baby boomers". A new focus of NSTCC for future growth and development is the next generation of health care training curricula and provider partnerships which is positioned to address current and future human capital and skill shortages into the next decade for the 21<sup>st</sup> century. The Career Center system provides career advancement opportunities to each of the client constituencies represented by the partners.

**4. Discuss and submit rationale for Career Center locations and partner involvement within each of the centers.**

- a) In the event the State acquired additional funding to support addition or expansion of centers, what would be your recommendations? (Assume a 10% increase for Career Center infrastructure)**

Initial approach would entail increasing funding amounts and pro-rata numbers of individual training accounts as well as enhanced customized training programs developed in conjunction

with input from area employers to ensure outcomes of increase resources meet employment and skill level demands.

Additional efforts would be directed toward enhanced partnerships between K-12, post-secondary applied education programs and employer task force development. The NETWIB has retained its vision of attaining a credential level in the region wherein 100% of the workforce would have at least a high school diploma or a GED. Further, all applicants would be provided computer competency training and instruction in use of innovative training delivery methodologies, e.g., podcasting of training simulations “on the factory floor.” Should the State receive additional funds, these resources would be utilized to drive better regional business results as evaluated by a business-led employer advisory committees, similar to those workgroups which directed deployment of LWIA 1’s federal H 1B and Incumbent Worker grant programs. These “feedforward” approaches built in employer ownership and partner accountability.

Further value added would be increase in the number of VR counselors housed in each Career Center. This increase in infrastructure accessibility and capacity to assist a more diverse work pool has been demonstrated to reap exponential returns on the investment.

Finally, the deployment of any additional assets/resources would be a function of a fact-based, data driven decision making process outlined in the discussion of the LWIA 1 Coordination team and Career Center Consortium.

**b) In contrast, if the State were to receive a substantial decrease in funding, how would you consolidate offices in order to reduce operational costs? (Assume 10% decrease for Career Center infrastructure)**

This issue would be difficult and we do not have specific recommendations at this time. In LWIA 1, the staff of TDOLWD and the Alliance for Business and Training, as the administrative entity, is completely co-located. This task of complete co-location was accomplished at the on-set of the Workforce Investment Act.

Each office is strategically located at this time and, thus, would take a systemic analysis to determine how consolidation would be best accomplished in LWIA 1. In the event that funding decreases continue the following factors would have to be considered and weighed in the consolidation process:

1. Service levels and customer base of each Career Center and/or affiliate site
2. Facilities cost of each center
3. Number of personnel that could be carried with reduced funding levels
4. Technology available.

In summary, the State would serve as the lead agency in this endeavor and we would assume a local task force would be appointed consisting of partners and other interested parties.

WIA staffing has varied in the last five to six years according to the funding available to the local area.

**5. UI telephone claims will be implemented statewide. How will this impact your local Career Centers, and how will you utilize your partners to improve services?**

Partners will review customer needs, center usage and outcome statistics, etc., to propose resource allocation strategies to address a best case scenario approach. This realignment of service approach is seen as an opportunity to improve services and to utilize available capacity to increase access to computerized assessment. In addition, staff resources previously dedicated to UI-related activities may now be re-deployed to address employer needs and positive trainee outcomes. The transition to centralized call center approach to filing and administration of unemployment insurance claims presents several positive outcome areas and challenges :

- ◆ Customer impacts:
  - More individualized attention
  - Promotes dedication of time and resources to targeted job search
  - Local office managers have increased employer involvement in the activities of each Career Center, focusing on recruitment and screening of applicants for new and/or expanding local business (Wal-Mart, etc.)
- ◆ Financial resources:
  - Occupied space may decrease which will impact MOU
  - Centers may need to be reconfigured
  - Staff may require re-assignment
- ◆ Facility utilization
  - The movement of staff to call center has created space capacity which may be seen as an opportunity to enhance Career Center services through additional computer resource labs, training rooms, interview rooms, etc.
  - The movement of staff to call centers provides co-location opportunities for additional partners which will result in more customers accessing the Center and increase the service delivery menu for employers and for job seekers.
  - Resources have been deployed in the procurement of additional software (Occubrowse+, etc.) which will assist with assessment, pre-employment skills, and job search activities.
  - The movement of staff to call center may impact MOU resource allocations and funding strategies
  - Facility capacity may be able to be reconfigured to maximize effectiveness of services. Prior to move, some centers were “maxed out” in terms of space, computer terminal availability, resource room capacity, parking, etc.
  - The new system will be the need to motivate UI recipients to continue to participate in directed job search and to make the connection to employer shortages. Current labor shortages may require examination of systems to require UI recipients to make good faith efforts to find employment. Planning workgroup members have recommended that the state assume a leadership role in promoting re-alignment of the UI system to discourage long term disconnect from the labor market.

- ◆ Human Resources/Staffing:
  - Each Center has fewer staff available to provide direct client service.
  - Remaining staff are being called upon to provide more service and have opportunity to expand customer interaction with Chamber of Commerce and other employer/business led organizations.
  - Call center approach has not resulted in a decrease in walk-in client traffic.
  - Technology deployment for call center approach may result in service interruptions, delays, customer dissatisfaction. Issue: determine time remaining until smooth operation of system
  - Training, particularly potential of inter-departmental cross training, may emerge as necessary strategy.
  - Staffing assignments may need to be reviewed

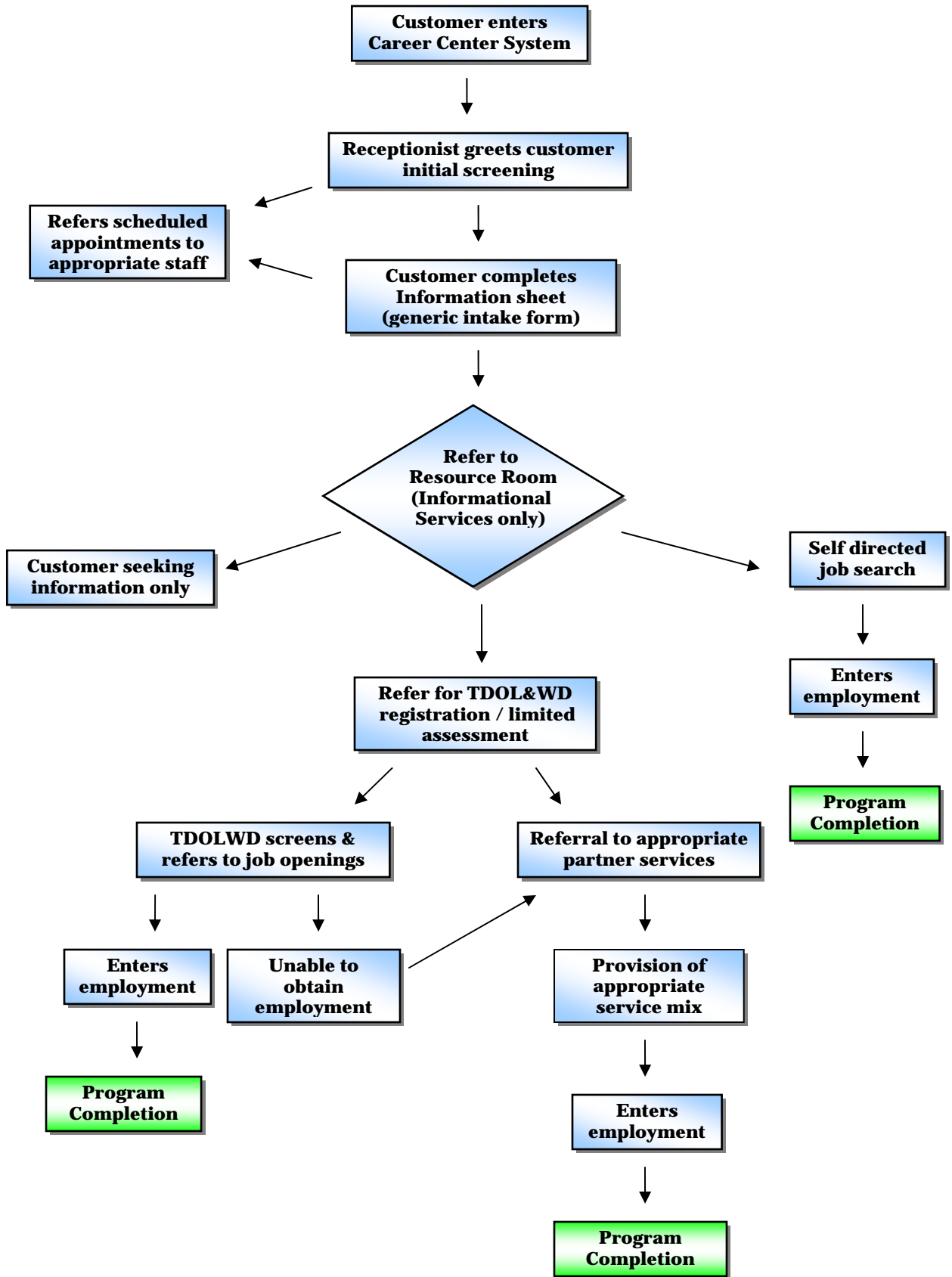
**6. Conduct analysis of the customer service process in a Career Center by development of a flowchart including all partner services within the Career Center. Identify any local policies or procedures that prohibit integration and consistency of services amongst the partners. Provide flow chart and listing of policies/procedures and plans to address these issues.**

LWIA 1 organized a regional Coordination Team during the implementation of WIA composed of representatives of all the mandated Career Center partners and other strategic entities engaged in or connected to workforce development. This team has as its goal to meet quarterly to engage in substantive review of the Career Center System to ensure that customer needs are being met, that communication channels are enhanced and that all partners have opportunity to share information and provide technical assistance for member agencies.

In addition to quarterly meetings, partners housed in the Career Centers meet regularly to evaluate client flow and system effectiveness. Any recommendations or concerns are then brought to the full Coordination Team for refinement and presentation to the Career Center Consortium.

Finally, in order to sustain this front line, partner led strategic planning process, the partners who execute required memorandum of understanding agreements have agreed to compare actual system activities with those documented in this Plan. During this evaluation component, policies and procedures of workforce partners will be reviewed to enumerate integration points, potential overlaps and/or inconsistencies, and specific areas which may obstruct integration.

# LWIA 1 - CAREER CENTER SYSTEM CUSTOMER FLOW



**7.How does your local area plan to continue to enhance the partnerships between the mandated partners?**

LWIA 1 served as the model for the State through the implementation of a Regional Coordination Team which is composed of representatives from all of the partnering entities. This group provides ongoing in-service training and technical assistance to each of the Career Centers in LWIA 1 as well as serving as the “first line” policy development and problem solving forum. Joint projects and continued coordination have been and will continue to be beneficial in educating the community as to the diverse applicant pool available to area employers through the Career Center System and its partners.

The implementation of Common Measures requires that we explore new ways to coordinate and communicate. Area 1’s positive working relationship among partners allows for efficient ease in sharing information. Now that multiple partners are utilizing eCMATS, basic procedures such as reviewing a partner’s existing participant data for errors when dually enrolling, not only benefits the partners but insures that the state has accurate elements for data validation. Joint training sessions continue to provide a format for comparing best practices among partners.

Below is a chart that briefly bullet points each agency’s service accountabilities. Please refer to the complete MOU plan documents for a more detailed account of partner services. Also provided is an expanded grid which indicates whether or not the service is available on-site or in the county through referral.

<b>Partner</b>	<b>Services provided by partner</b>
Vocational Rehabilitation	Services to individuals with significant disabilities Evaluations & Diagnostics Funding for Training Placement Services Corporate Connections Employer Supports (ADA, Recruitment) Tennessee Rehabilitation Centers TRC Employer Services (Recruitment, Outsourcing) Vocational Evaluation, Work Adjustment Training, Community Employment Evaluation Support and Referral to the Career Center System
Workforce Investment Act	Aptitude, Interest, and Educational Assessment Job Skills Assessment Transferable Skills Assessment Vocational Counseling Career planning Determination of eligibility for Title I Facilitation in developing an Individual Employment Plan by the customer Case Management Training to Adults, Dislocated Workers, and Youth On-the-job training Customized training Relocation assistance Resource Room Vocational Counseling Career Advancement Counseling

	<p>Employability Skills and Retention Counseling  Job Seeker Assistance  Support Services  Employment retention services  Follow-up services  Referrals to community support services  Incumbent Worker Services/Training  Rapid Response Team member</p>
TN Department. of Labor & Workforce Development	<p>Operate Basic Labor Exchange (Wagner-Peyser)  Assistance to Job Seekers (Computerized Job listings, Skill Assessment, Job History, Resource Room)  Employer Services (Recruitment (mass intakes), Pre-Screening, Testing, Referrals, Assessment,  State of TN Department of Personnel Civil Service Testing  Rapid Response Team Member  Veterans Programs  Trade Adjustment Assistance  Workforce Employer Outreach Committee  Provide Unemployment Insurance Information  Operate Food Stamp Employment Training Program  Profiling  Labor Market Information</p>
Adult Education	<p>GED Preparation  Second Language Prep (ESOL)  Assessment for TDOL  English and Math Prep  Basic Computer Skills Training  Literacy Classes  Families First  GED Testing</p>
Jacobs Creek Job Corps	<p>Recruitment  Educational and vocational training  Social skills development  Work experience  Counseling  Healthcare, meals, dormitory housing, clothing allowance and other supportive services.  Referral Services</p>
Upper East Tennessee Human Development Agency – Senior Community Service Employment Program	<p>Services for low income individuals 55 and older  Assessment, testing and counseling  On-the-job training  Referrals for additional classroom training  Referrals to employers</p>
Disability Program Navigator	<p>Facilitates greater access to private employment for people with disabilities  Develops advanced staff skills and knowledge of disability issues  Enhances program accessibility and assure inclusion for job seekers with disabilities  Works with employers to identify accommodations, emphasize abilities and match individual skills with available jobs</p>

<p>Statewide Independent Living Council of Tennessee (SILC) Benefits Planning and Outreach (BPAO)</p>	<p>Collect data on individual's current benefit status          Provide critical analysis of the impact of work and earnings on these benefits          Make recommendations to the individual as to safety nets and benefit management plans          Evaluate the array of service delivery plans that may be coming together to support an individual          Ensure a comprehensive plan has been developed          Share information with individuals and groups regarding SSDI and SSI</p>
<p>Tennessee Technology Center at Elizabethton:</p>	<p>Financial aide information          Vocational counseling          Instruction in diploma as well as certificate programs          Placement assistance of graduates</p>
<p>Upper East Tennessee Human Development Agency /Community Services Block Grant</p>	<p>Emergency Services: Services designed to assist individuals to overcome unforeseen emergency situations, which may result in homelessness, job loss, etc.          Emergency Employment Services: Services designed to assist individuals experiencing barriers to employment</p>
<p>Youthbuild of Northeast Tennessee</p>	<p>Provide remediation classes and GED classes          Provide pre-employment instruction          Provide construction skills and occupational skills training          Provide career planning and employment</p>
<p>CHP, International</p>	<p>Provides marketing and outreach for five Job Corps sites in Tennessee and Kentucky          Provides Job Corps orientation and vocational/training counseling</p>
<p>ASTI</p>	<p>Provides job placement assistance for all Job Corps participants returning to this area          Provides follow-up and retention services</p>

LOCAL WORKFORCE INVESTMENT AREA 1 NTCC MOU/PARTNER SERVICE LOCATION AVAILABILITY	Adult Education	WIA - Alliance for Business and Training	TN Department of Labor and Workforce Development *	TN Department of Human Services - Vocational Rehabilitation	TN Department of Human Services - Families First	Jacobs Creek Job Corps	Upper East Tennessee Human Development Agency - Community Service Block Grant	Upper East Tennessee Human Development Agency - Senior Community Service	Disability Navigator Program	Statewide Independent Living Council/ Benefits Planning Assistance & Outreach	The Arc of Washington County	Tennessee Technology Center at Elizabethton	University of Tennessee Corporate Connections	YouthBuild of Northeast Tennessee	CHP, International	Applied Technologies System, Inc.
Northeast Tennessee Career Center - Johnson City	X	X	X	X	Y	X <sub>1</sub>	Y	Y <sub>1</sub>	X	Y	Y	Y	Y	Y	X	X
TCC at Bristol	Y	X	X	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		
TCC at Elizabethton	X <sub>2</sub>	X	X	Y	X <sub>2</sub>	Y	Y	Y	Y	Y	Y	X <sub>2</sub>	Y	X		
TCC at Kingsport	Y	X	X	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		
TCC at Mountain City	Y	X	X	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		
Erwin**																

X - Indicates service is available on-site

Y - Indicates the service is available in the county through referral

\* - TDOLWD includes Wagner Peyser, Veterans Programs, Trade Act, Food Stamps and Labor Market Information

\*\* - Not co-located.

<sub>1</sub> - Available at NTCC on regular basis as determined by need

<sub>2</sub> - Located adjacent to TCC site

## **8.How does your local area intend to further enhance youth programming?**

The realities of today's global economy make it imperative that workforce systems for youth be demand-driven with programs and services aimed at preparing our most at-risk and neediest youth for real job opportunities. Many out-of-school youth are currently being left behind in our economy because of a lack of skills and education. There are also many youth who are at risk of dropping out of school that may never receive the skills and education required to become self sufficient in today's economy.

It will take innovative and flexible initiatives to prepare these youth for current and future jobs. The primary goal in LWIA 1 is to provide these youth who have become disconnected from mainstream education another opportunity to successfully transition into skilled, educated, and productive citizens. To accomplish this goal, current youth programs will be enhanced and new innovative youth programming will be implemented.

At the October 2006 meeting of the Northeast Tennessee Youth Council, a SWOT analysis and Brainstorming Session regarding current and future youth programming was conducted. Creative and innovative ideas were encouraged. Out of school youth target areas were discussed and ideas from this meeting were used as the foundation for a new Request for Proposal for training programs aimed at providing out of school youth the education and skills needed to become self sufficient by preparing youth to obtain a job in a high demand occupation. Creative and innovative ideas were encouraged.

Youth Council priorities focused on four key strategies:

- Serving youth who are most in need
- Providing effective alternative education opportunities
- Meeting the demands of business, especially in high-growth industries
- Improving performance outcomes

Youth programs in LWIA 1 will focus on serving the neediest youth, including out-of-school youth, and those at risk of dropping out of school. The youth program in LWIA 1 will focus on targeting out-of-school populations with increased accountability for secondary and post-secondary outcomes as well as employment outcomes in high demand occupations that will lead to self-sufficiency. Priority will be given to out-of-school youth dropouts and to youth who are currently or have previously been in foster care, and to youth who are offenders or court involved. Specific strategies to serve diverse populations will be explored. LWIA 1 has a growing Hispanic population and more non-English speaking youth as a result. Specific programs and opportunities to serve migrant youth will also be explored.

Priorities and successful strategies to serve youth who are most in need will be developed to serve youth dropouts, youth in foster care (particularly youth aging out of foster care), youth of special needs and diverse population groups, and youth who are offenders or court involved. To do this, LWIA 1 will explore new initiatives and develop new strategies that focus on successful methods to serve this population. This initiative will be accomplished through the development of new partnerships and the expansion of existing partnerships between the

workforce investment system and the educational system, foster care system, juvenile justice system, and the local court system.

Methods to provide basic education services, high school completion, workforce training, and placement services will be implemented to serve dropout youth. Mentoring will be a significant component of this effort to assist these youth to navigate available educational and job training systems while also providing the encouragement, tutoring, and assistance these students desperately need to achieve their goals.

A comprehensive approach will also be developed to serve youth who have dropped out of high school. This approach will include basic skills remediation, help returning to school, or help with attaining a high school diploma or GED. Work readiness skills, leadership skills and mentoring will be provided in conjunction with educational opportunities. Mentoring will be a significant component of this effort to assist these youth to navigate available educational and job training systems while also providing the encouragement, tutoring, and assistance these students desperately need to achieve their goals. Upon successful completion of a high school diploma or GED, further vocational training at a technology center or post secondary training at the community college will be encouraged. Employment opportunities, including internships and apprenticeships, will be provided to assist these youth to become gainfully employed.

Career Centers will be an integral part of the youth system. All Career Center staff will be trained and become more knowledgeable of available services and resources for youth. This will result in employees who are better equipped to make the appropriate connections to specialized youth programs for out of school youth who use the core services available at the career centers but are in need of more intensive assistance. In addition to those youth who have already disconnected from the educational system by dropping out, there are many more youth who are currently still in school but are at risk of dropping out. These are youth who desperately need additional assistance to stay in school and receive a high school diploma. They are in need of individualized instruction in basic skills in addition to tutoring for the classes they are currently taking including Gateway courses. In addition to individualized assistance to overcome their educational deficiencies, these youth also need the assistance, support and encouragement that can only be provided through contact with a caring adult. Mentoring will be a significant component of this effort. This initiative will be accomplished through strengthening the partnerships that currently exist with local school districts in LWIA 1 and working collectively to achieve positive results.

This strategic plan is a work in progress. LWIA 1 has encountered a great deal of success with current in-school programs and may continue many of our current operations for the upcoming year. This will give an additional year to review best practices and to determine more clearly the focus of the anticipated new law.

LWIA 1 is currently attempting to recruit and serve additional out of school youth and attempting to provide appropriate resources to serve the most in need out-of-school youth through a RFP for out of school youth training programs. In addition to recruiting and serving out of school youth through the career centers and providing training services from the State

Eligible Training Provider List, AB&T is seeking to procure other short term training opportunities for high demand occupations.

A comprehensive approach will be developed to serve youth who are aging out of foster care. Mentoring will be a significant component of this effort. This approach will also include basic skills remediation, help staying in school or returning to school, or help with attaining a high school diploma or GED, post-secondary vocational training or enrollment in community colleges. Employment opportunities, including internships and apprenticeships, will also be provided to assist these youth to become gainfully employed. This initiative will be accomplished through the development and expansion of partnerships between the workforce investment system and the foster care system.

LWIA 1 will develop programs to assist youth offenders or court involved youth who have not been incarcerated but may be on probation to get them on the right track before it is too late. This will be accomplished by providing the appropriate combination of services and support needed to obtain effective results with this difficult youth population. Opportunities to assist returning youth offenders who have been incarcerated to reintegrate into and become productive members of their communities will also be developed. Other successful programs will be researched, studied and replicated.

Providing education, job training, and supportive services, such as mentoring, life skills training, and work readiness training, to this population will be critical. In addition to helping these youth attain employment or an education credential, an effort will be made to ensure that these youth offenders become crime-free and remain crime-free. This initiative will be accomplished through the development and expansion of partnerships between the workforce investment system and the juvenile justice system.

The use of faith-based and community-based organizations to train and mentor dropout youth, youth in the foster care system, limited English speaking youth, and youth offenders will be explored. The use of intermediary organizations to connect high growth employers with these youth target groups and, especially with youth offenders, will also be explored through stronger partnerships with these faith-based and community-based organizations.

All youth professionals in LWIA 1 will become more knowledgeable about the local economy (e.g., current status, future projections, high-growth industries, career paths). This valuable information will be transferred to youth in a variety of ways and will enable youth to make better education and training decisions. This will ensure that these youth are exposed to job opportunities in growing occupations, including requirements for further education and training, and possible career pathways.

LWIA 1 and the local workforce investment system will participate in cross-agency approaches and coordinate with local Departments of Education, local Departments of Human Services and Children's Services and the local Juvenile Justice System to more effectively and efficiently serve the youth who are most in need, including special needs and diverse populations.. New strategic approaches and partnership efforts will enhance service delivery and

more effectively leverage available resources. The end result will be better opportunities for our youth to obtain jobs in the changing economy.

High School Personnel need a better understanding of what employment and training services are available for high school graduates and what they can do to help their students in their journey to employment. The Division of Rehabilitation Services plans to organize a conference for Special Education Staff, Guidance Counselors and other school personnel in LWIA 1 to make them aware of the opportunities that are available to their students with disabilities and students who are economically disadvantaged in regards to employment services, training opportunities. AB&T would like to partner in this event to provide additional information and a better understanding of the opportunities available through the WIA In School and Out of School Youth Programs.

The Youth Council will actively continue to explore opportunities to meet the needs of youth most in need in LWIA 1. The composition of the Youth Council will continue to include both NETWIB members and non-NETWIB members in compliance with the Workforce Investment Act. NETWIB members who have a specific interest in serving youth serve on this committee as well as non-WIB members who have knowledge, experience and expertise in serving youth. The Youth Council includes representatives from Local School Districts, the Departments of Human Services, Children's Services and Juvenile Justice, as well as representatives of Faith-Based Initiatives and Community-Based Organizations with a specific interest in youth. Input from community members and other stakeholders of the youth workforce investment system will also be encouraged. The Youth Council provides an important knowledge base to make recommendations on the strategies of the workforce investment system developed and implemented in LWIA 1 to effectively educate, train and employ youth. The expertise of this group of people dedicated to meeting the needs of youth is invaluable.

Providing Effective Alternative Education Opportunities - LWIA 1 will focus on "second chance" alternative education programs to provide educational services to high school dropouts and high school graduates with basic skills deficiencies as well as youth at risk of dropping out of school. Alternative education programs that enable WIA youth to make progress towards the standards for success will be utilized or developed. The components needed to meet the varied needs of out-of-school youth will be targeted. Proven literacy and numeracy strategies targeted to dropouts and those students at-risk of dropping out will be incorporated.

Programs to assist more students to stay in school and graduate will be implemented. Youth served in alternative education programs will receive a high quality education that adheres to and enhances the efforts of the No Child Left Behind Legislation. Additional ways to assist local school districts with state standards will also be explored.

Research has further shown that approximately 46% of the region's youth aged 17-24 take the GED test annually. This statistic is a reflection of the increasing use of alternative education programs which provide productive opportunities to students who are unable to complete traditional high school. Although it is preferable that students remain in school and attain a high school diploma, it has been recognized that the GED test is a valuable measure of academic competence and has validity for use in the workplace as an appropriate credential.

The Youthbuild Program operated by AB&T through a grant from HUD will offer alternative education opportunities for area youth who are dropouts. The program will provide GED instruction for 50% of program hours. Students must participate in the GED instruction to be able to work in the construction program. Wages will be paid for construction hours and a stipend will be paid for GED classroom hours. Incentives are provided for each youth who receives his GED.

LWIA 1 will also ensure that alternative education institutions have and use information on local workforce training programs and available information on the local labor market, including national electronic tools such as “Career Voyages”, public and proprietary career information, and state workforce information. This will ensure that alternative education students are exposed to job opportunities in growing occupations, including requirements for further education and training, and possible career pathways.

Meeting the Demands of Business, Especially in High-Growth Industries - The investment of WIA resources must be demand-driven to assure that youth obtain the actual skills needed by businesses. An important goal in LWIA 1 is to meet the needs and demands of business by providing youth with the necessary educational, occupational, and work readiness skills needed to be prepared for current and future high demand occupations. The focus will be on connecting youth with the education and training needed to provide them with the specific skills required for these jobs and the appropriate employment services to assist these youth to obtain and retain jobs in these high demand occupations.

Youth are an important part of the new workforce “supply pipeline” needed by businesses to fill future job vacancies. LWIA 1 will serve as a catalyst to connect youth with quality secondary and postsecondary educational opportunities and vocational training opportunities in high demand occupations, and subsequent employment opportunities in high-growth fields. Strategies that meet the needs of business must be refined and enhanced to better prepare youth for these high demand occupations.

The workforce investment system must become a catalyst that links employers, economic development organizations, public agencies, and the education community to build and deliver innovative answers to workforce challenges. LWIA 1 will play an active role in the e<sup>3</sup> initiative, an effort to bring together employment, education and economic development initiatives in the state and the region. Workforce investment systems serving youth will be positioned as strategic partners in the development and deployment of the emerging labor force. Possible ways to incorporate successful models of employer-driven youth development programs that combine skills training with meaningful instruction in life skills, work readiness skills, leadership skills, leadership activities and community service will be developed.

LWIA 1 will also ensure that resources are invested effectively to help youth gain the skills necessary for jobs and career pathways in high-demand occupations and high-growth industries. Building connections between the workforce system and community colleges will help to ensure the creation of industry-focused pathways and career ladder programs that are market responsive. Partnerships between local businesses, local workforce and educational organizations, community colleges, and technical schools will be strengthened to allow for the

rapid development of training curriculum to meet changing workforce demands. These partnerships will assist in identifying high demand occupations and high-growth industries and targeting the appropriate resources for training programs that provide workers, particularly out-of-school youth, the skills required to receive an industry certificate and/or a post-secondary credential.

To accomplish this, youth-funded programs and staff in LWIA 1 will become more knowledgeable on what the high-demand occupations and high-growth industries are in the area, what the career pathways are for these jobs, and what options are potentially available for at-risk youth to access these jobs. In addition, staff will become more knowledgeable about strategies that are effective in dealing with the youth population. This will include training on providing a comprehensive assessment of the barriers and needs of youth as well as the development of individual service strategies specifically designed for youth. Also addressed will be the integration of youth services, explicit documentation of services and outcomes, as well as the provision of meaningful youth follow-up services. WIA youth professionals will also ensure that training funds will be prioritized for eligible youth pursuing training in high-growth opportunities and ensure that training investments meet industry-specific requirements leading to an industry-recognized credential, when appropriate.

Northeast State Community College (NSCC) began a pilot program to help bridge this gap and increase the supply pipeline to fill current and future jobs in high growth, high demand, high wage jobs. The program is the Career Fast Track Program and recruits high school seniors across LWIA 1 who have met graduation requirements by the end of the first semester to enroll at NSCC and begin classes toward an Associate's Degree in Electromechanical. Tuition, books, fees and transportation assistance are provided through the program. Successful students then have the opportunity to co-op and continue their education. Money for this successful pilot program is provided through TDOLWD, local, Educate and Grow Programs and Hope Lottery Funds. AB&T has partnered with NSCC in this endeavor. Several students have been registered into WIA for additional assistance after the initial semester(s) funded through the Career Fast Track Program. This program will be expanded to include additional students in the Electro-mechanical field and expanded to include Health Occupations.

The construction industry is another high growth, high demand occupation in LWIA 1. AB&T is addressing the needs of area employers in the construction industry by training youth in construction skills through the Youthbuild Program. Youth who are dropouts are provided construction training while earning a wage building a house. These future construction employees are also improving their basic skills and obtaining their GED's while in the program as well as learning the work readiness skills and soft skills needed to become a valuable employee to a future employer.

Improving Performance Outcomes - In order to ensure the success of an increasingly at-risk youth population, the workforce investment system must be committed to utilizing the strategies that lead to higher levels of performance and outcomes. LWIA 1 consistently meets and exceeds performance measures. AB&T is committed to quality principles and continuous improvement. AB&T has been recognized for the use of quality initiatives and practices by the

Tennessee Center for Performance Excellence by receiving the Level III Achievement Award for the implementation of quality processes and results oriented initiatives.

Additional quality initiatives will continue to be implemented in LWIA 1 to ensure that youth programs are focused on results. The youth system will focus on targeting out-of-school populations with increased accountability for secondary and post secondary outcomes and increased accountability for employment outcomes. Positive outcomes and performance will drive the youth system more than ever as we continue to develop a workforce investment system that addresses customer needs, delivers integrated, user-friendly services; and is accountable to the customers and the public.

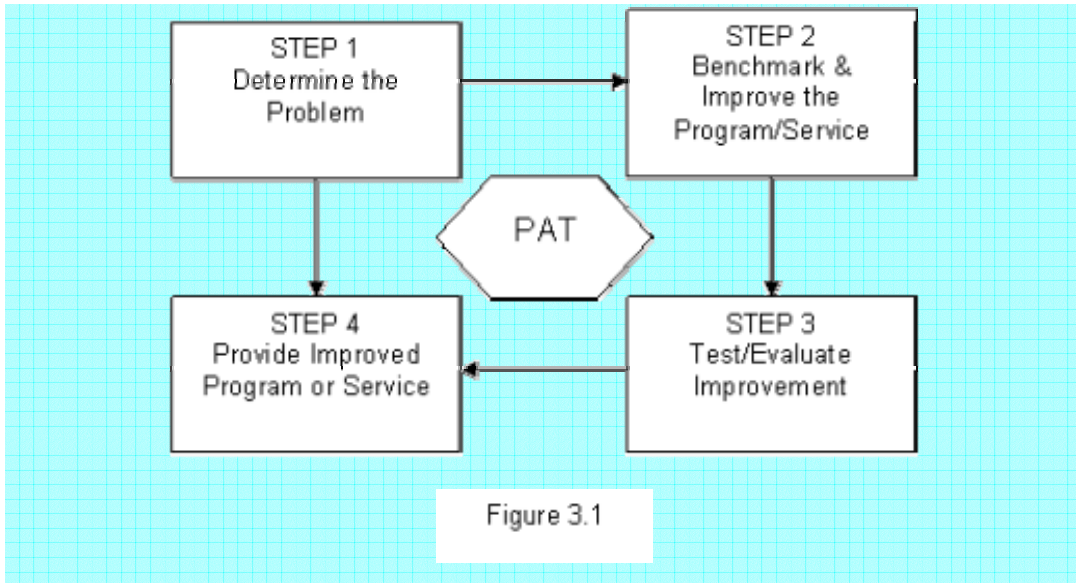
### **9.How does your local workforce investment area measure the success of meeting the needs of its customers?**

Multiple efforts that play directly into measuring the success of meeting the needs of the local workforce investment area are utilized among all Northeast Tennessee Career Center partners. Among those are:

- The NETWIB has a subcommittee structure that facilitates the oversight of different program areas.
- Strategic goals and measures, and a viable framework to ensure they are attained, is an integral part of the LWIA 1 Career Center system and its continuous improvement to the day-to-day program management operations.

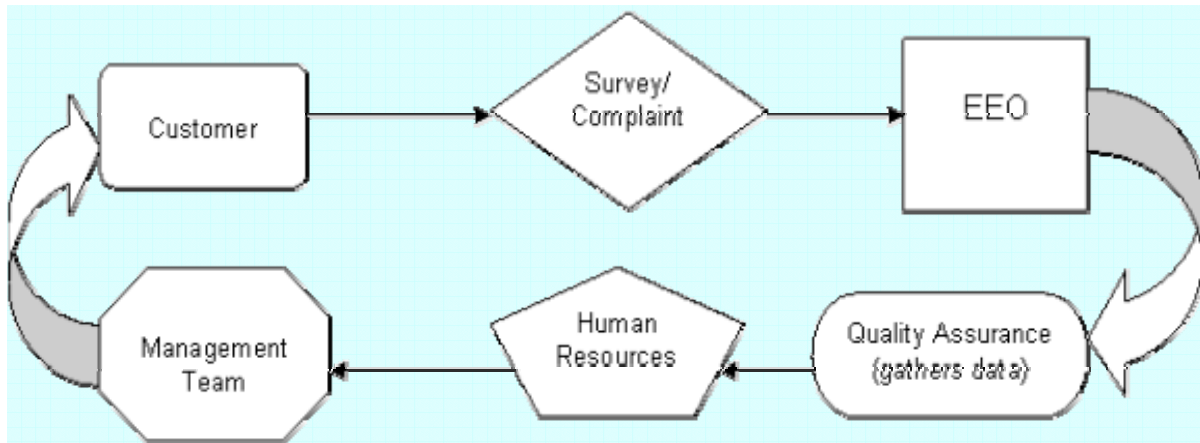
LWIA 1 uses a variety of methods to determine short-term and long-term key customer requirements and expectations, including regular meetings with customers, customer surveys, e-mail contact, customer visits, brochures, mailers, suggestion boxes, one-on-one interviews, interviewing, and follow up procedures. Employer's customer requirements and expectations are also learned by business forums, focus groups, and research and evaluation of current labor market trends. Constant evaluation is necessary because customer groups and their needs constantly change.

### PROCESS IMPROVEMENT MODEL



To emphasize the importance of the coordination and collaboration of partner services, the Career Center Consortium ensures that local supervisors and front line staff, in the form of the Coordination Team made up of all partner managers, are responsible for designing the scope of services for each partner’s respective services. NTCC partner managers are responsible for ensuring that individual staff are adequately trained not only in Career Center issues, but also issues concerning other available outside service and resources. The following diagrams outline LWIA 1’s customer feedback and resolution processes.

### Feedback Process



## Resolution Process

