Local Workforce Investment Area 8

Baldridge Written Narrative Strategic Planning Phase 1 Cover Letter LWIA 8

SUMMARY

Partners Meeting November 28, 2011
11:00—1:00 p.m. at the Administrative Office
Workforce Essentials in Clarksville

Meeting Roster attached

Baldridge Written Narrative: No modifications required

Strengths, Opportunity, Weakness & Threat analysis attached

Non-Discrimination and Equal Opportunity survey attached

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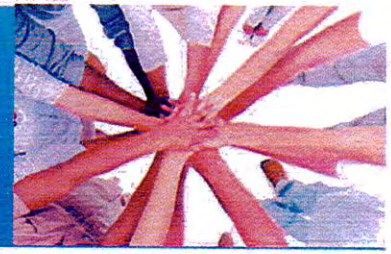
WorkForce Essentials Inc.
Solutions that work.

North Tennessee WorkForce Board Inc.

LWIA 8
2011-2012 Strategic Plan
Phase 1



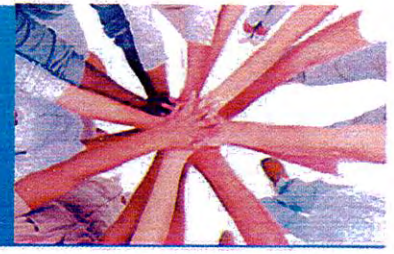
TENNESSEE CAREER CENTERS

North Tennessee WorkForce Board Inc.

WorkForce Essentials Inc.
Solutions that work

Submitted:
December 15, 2010

5) 2011 - 2012 Plan Update
ARRA Summer Youth Service



TENNESSEE CAREER CENTERS

North Tennessee WorkForce Board Inc.

WorkForce Essentials Inc.

Solutions that work.

Local Workforce Investment Area 8
2011 Plan Document

I. Leadership:

WorkForce Essentials, Inc. (WEI) is a private 501(c)3 non-profit corporation that was originally chartered as the North Tennessee Private Industry Council (NTPIC) in 1992 to provide education, employment and training in eleven Middle Tennessee counties by administering the Job Training Partnership Act (JTPA). In 1995, in response to opportunities, needs and niches identified by customers, employees and market analysis, the company began offering for-fee services to businesses in the community. The organization changed its name to WorkForce Essentials, Inc. on July 1, 2000, when it began providing education, employment and training in nine Middle Tennessee County Career Centers by administering the Workforce Investment Act (WIA) which replaced the JTPA. Workforce Essentials was selected as the fiscal agent and administrative entity of WIA funds by the Consortium of County Mayors in the nine-county workforce area. Workforce Essentials also serves as staff to the North Tennessee Workforce Board, who has oversight of WIA programs and services.

The leadership team in LWIA 8 consists of:

Leadership Team	Team Leader
North Tennessee Workforce Board	John Zobl, Chair
Workforce Essentials Board	Roy Apple, Chair
Workforce Essentials, Inc.	Marla Rye, President
Consortium of Elected Officials	Mr. George Clark, County Mayor
Career Center Consortium	Partner Members

I.a.

Being aware of customer attitudes and the ever-changing business environment so we can quickly respond to changing customer and market needs is critical to our success. Aligning our leadership system to keep pace with fluid marketplace conditions is a solid part of our history and our ability to meet customer demands. Leading to achieve the mission and vision of the Workforce Area, the senior leaders have established strategic goals and objects by first conducting a thorough SWOT (Strengths, Weaknesses, Opportunity and Threats) analysis. Based upon our SWOT, the senior leaders developed action plans to improve upon the weaknesses, take advantage of our strengths, maximize our opportunities, and minimize our threats. This analysis is updated on an annual basis.

Mission	To maximize human resource capital by using solid business principles, professional staff, effective partnerships and a commitment to continuous improvement and customer satisfaction.
Vision	To provide customers with innovative workforce solutions which promote economic growth.
Values	Visionary Leadership Valued Employees Quality Work & Services Customer Satisfaction Continuous Improvement Innovation & Risk Taking
Brand	Solutions That Work!

The current SWOT analysis can be found in the Table on the following page:

Strengths, Weaknesses Opportunities and Threats
Local Workforce System in LWIA 08

Strengths

- Availability of partner programs, collaboration of partners, experienced partners, outreaching to the community
- Variety/quality of existing resources while reducing duplication
- Good, local support system with elected officials, etc.
- Front line staff desire/commitment to help people
- Better trained in providing services
- Diversity of staff in centers
- Focus on Regionalism with Workforce Area's 9 and 10
- ADA Awareness
- Delivery of Career Readiness Certificates in all counties and increase in CRC numbers
- Partnership with Economic Development agencies along with SHRM and Chambers with Board and partners.
- Working relationship and outreach to small business
- Second lowest unemployment rate among the 13 LWIAs
- Green technology training center
- Arrival of Hemlock Semi Conductor
- TANF and WIA sharing resources and collaboration
- Military work ethic influencing the community
- UI claims in two centers
- Veterans reps and outreach
- RESA
- Outreach to offender programs
- Extension of ABE hours and increased outreach
- Career Coach

Opportunities

- Channel citizens to existing education and training opportunities focusing on Dislocated Workers.
- Raise satisfaction levels of employees and employers (customer focus)
- Establish and cultivate public and private partnerships and relationships
- Community leadership focus on workforce development and quality of life improvements
- Great opportunity with all partners at the same table having influence on economic development
- Leverage funding to serve more customers
- The Strategic Planning Process
- More partner participation outreach to United Way
- Creation of a Career Center scorecard.
- Share/refer customers between partners.
- Vocational training opportunities with the TTC system and focus on low student cost due to lottery scholarships.
- Future planning – demographics, trends – local & nation-wide to include Green job growth
- Construction of HSC and feeder companies
- LEED /green construction qualification
- High health care sector growth
- CMATS training
- Employer representatives connection
- Growth in higher education
- AE to inmates and college transition courses to customers

Weaknesses

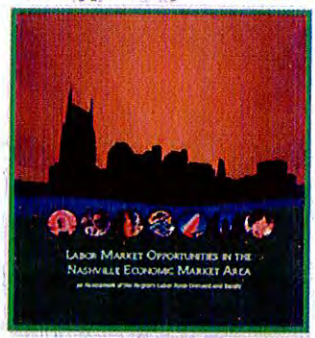
- Mobility of workforce – transportation - people do not want to travel
- Focus on bigger employers – not actively working with smaller businesses
- Future planning – demographics, trends – local & nation-wide
- How do we know we are meeting employer needs?
- Lack of interface and underutilization of existing resources
- Lack of coordination among partners, partner feedback and participation
- No common Career Center goals
- No mechanism to share customers.
- Higher unemployment rates and downturn in the economy
- Lack of Green infrastructure paybacks for green upgrades
- Lack of qualified certified construction workers
- State budget downturn
- Lack of space in some centers
- Quad and Triton closure
- CMATS access and training
- Aging workforce
- Loss of Disability Navigator

Threats

- Lower educational and societal expectations(s) resulting in lower standards
- Public sector's inflexibility may be a threat to Career Center concept/workforce development efforts
- Keeping up with and responding to rapid technology changes
- WIA Law – what's the future with authorization
- Funding – possible closure of local career centers
- Lack of educational outcomes focused on measures like increased graduation rates and employability skill
- Requirements for increased enrollments coinciding with less allocation of funds for higher ed at 6-9%.
- Downturn in the economy with unemployment at 8.1% for LWIA 8.
- Lack of transportation network and services
- Employer expectation of a second summer youth
- Limited opportunities for work for older workers
- Short term bubble in 2010-11 with customers
- Decrease in WIA funding
- High unemployment resulting in high skilled positions paying lower wages
- Changes in AE administration and governance

The items identified in the SWOT analysis are recent issues which required attention. Addressing the service of awareness of people with disabilities, the leadership team pursued funding and training for a Disability Navigator position which drastically improved the service levels and awareness issues. In addition, Workforce Essentials and the NTWB are producing a monthly disability newsletter for staff. A resource guide was created to assist Career Center staff to more efficiently and effectively deal with individuals with disabilities. The loss of the funding created a void in which we must depend on our partners.

An opportunity in which we could maximize our potential was regional planning with Local Workforce Investment Areas 9 and 10. We participated in a joint, regional labor market study to address the growth of the local workforce and demand occupations. Regional plans include updating the labor market study which was finalized recently.



A threat to address is the lack of WIA funding. The leadership team strives to educate congress on the benefits of the Career Center system through visits with Tennessee's Congressional delegation in early spring. A main threat is the bubble of enrollments created by the ARRA funding.

Members of NTWB and County Mayors visit with Senator Lamar Alexander to discuss concerns.

A strength in which Workforce Essentials is especially excited about is the new Families First contract which has allowed expansion from a nine-county area to a 35 county region in middle and west Tennessee.

Not only does this allow Workforce Essentials and the North Tennessee Workforce Board expansion capabilities, it provides an additional source of revenue as well as an added partner in the Career Centers to leverage funding.

I.b.

WE, Inc. addresses management/fiscal accountability and protects the interest of our stakeholders through its board of directors and an aggressive self-policing posture. The company's governance structure consists of a nine-member Board of Directors comprised of prominent business leaders. LEOs have financial liability for WIA funds and designated WE, Inc. as the fiscal agent for funds to flow into LWIA 8. The North Tennessee Workforce Board (NTWB), a 44-member board, establishes plans and policies as directed by WIA with LEO concurrence. WE, Inc. administer these plans through the NTWB's guidance.

Executive Management is ultimately accountable for actions associated with our governance and meets twice a month to discuss organizational performance and accountability. The Management Team is the lynch pin that holds all organization functions together and all major organizational projects are tracked & reviewed by that team. The Team is also charged with measuring and monitoring our performance against our goals. We gauge our progress on meeting contract requirements, organizational goals and customer satisfaction targets through performance and business services reports.

WE, Inc. addresses fiscal accountability by having set standards for employees we hire to work in our finance department and ensuring both new hires and current employees meet and maintain these standards. One of the company's key strategies is "to maximize

our financial position through increased revenue, cost efficient operations and sound assets management while maintaining fiscal integrity". WE, Inc. makes sizeable annual investments to ensure its accounting programs are state of the art. Financial Services Division staff attends periodic meetings at both the state and federal levels to stay abreast of accounting rules and federal guidelines. The staff has been recognized by the Tennessee Department of Labor and Workforce Development (TDOLWD) and by the Regional Department of Labor office in Atlanta as experts in the field of finance. Staff members routinely make presentations at state & regional conferences and serve on state & regional task forces.

A contracted, independent, external auditor conducts annual audits. In the past 12 years, we have never had a material finding or a disallowed cost finding. We are audited by separate funding agencies on both the state and the federal levels.

State and Federal regulations and guidelines, health, safety and environmental regulations and are carried out through the guidance of the senior leaders in the career centers. The senior leaders work to govern the career centers using a teamwork approach. This includes: accountability for management's actions, fiscal accountability, transparency in operations, independence in internal and external audits, and protection of stakeholder interests.

Because the Career Center is a government office, agencies are monitored at the local level to ensure proper, ethical behavior. Due to the content of personal information that is relayed to the staff from our clients, the staff must maintain a high level of confidentiality. State employees are required to sign the State of Tennessee Executive Order 3 (EO3) which basically stipulates that employees cannot give out client information for personal or financial gain; EO3 also states that employees cannot accept gifts for services rendered to clients. State employees are required to disclose any conflict of interest that may occur when an employee or an employee's family member has more than a $5000 interest vested in any private entity.

The career centers maintain an information board in the front lobby with all required posters related to employee rights. Such posters discuss minimum wage requirements, Americans with Disabilities Act, and how to contact the Federal/State Labor Board to make complaints against an employer. By having this board in a central, public location the customer is able to maintain a degree of confidentiality versus having to ask a career center employee for this information and risk disclosing private information. The career centers are also held to EEO and ADA regulations. The senior leaders guide the staff toward excellence in this area meeting regulatory compliance.

II. Strategic Planning

The North Tennessee Workforce Board and Workforce Essentials review the key objectives established in the strategic planning document. It is the responsibility of the Board to determine key action plans to achieve the objectives. The Board must consider resources needed, partner contributions, and completion timeframes prior to establishing action plans. During the deployment process, we consider existing staff duties and responsibilities to determine capacity to accomplish action plans. Once drafted, the key to successful planning is to obtain staff and partner involvement in action planning. Revisions may be necessary based upon staff and partner input. After a plan is finalized, resources necessary to accomplish goals must be allocated. On-going review and analysis of progress toward goals is required to track accomplishments or make revisions that might be required.

With the downturn in the economy, LWIA 8 has seen a 23.5% increase in career center usage in the last year. To combat this increase and maintain a high level of customer service, the Board has directed to look toward technology solutions to better serve our customers. For example, Career Scope and Occubrowser are new computerized solutions which have been purchased to minimize staff involvement while maximizing customer career development. LWIA 8 maintains a unique partnership with DHS through the Families First program. Workforce Essentials, provider of Families First Services has been able to leverage grant funding to expand operations in Robertson County and hire front desk staff to reduce burden on existing caseworkers.

All partners successfully coordinated efforts to ensure a smooth transition which allowed the TDOL

WFD to conduct mass claims in the Career Centers in Gallatin and Clarksville.

II.a.

LWIA 8 addresses its strategic development through a regional approach. From a thorough analysis of business needs, LWIA 8 can then focus and layer the support structure to meet economic growth of the future. In concert with LWIA 9 and 10, this area partnered in a study to identify the economic pulse of the mid-TN region. Through this study, the immediate workforce needs were identified as healthcare, retail and education (specifically in Science, Technology, Engineering and Math-STEM) as well as construction, distribution/warehousing. Through the local Board's analysis and guidance, LWIA set goals and objectives in all nine counties to focus business, education, and government to address these needs. Common goals and objectives were developed, and a dashboard tracking devise allowed measurement, to ensure that all counties met stated goals. The Regional Workforce study was the road map that developed the action plans for deployment strategies. A recent example of this action plan was the BIO-TN partnership in Williamson County. The southern I-65 corridor has developed into a medical specialty arena. Business growth, especially in the Biotechnology field was booming and industry desperately needed technicians in various disciplines to fill gaps in this field. From this growth came a partnership and movement to fill those gaps. The local technology center put together the teaching corps, business developed the curriculum, labor provided funding, and the local school system provided the classrooms and laboratory space. This regional partnership will be utilized with the Saturn closing which is a major blow to economic development within middle Tennessee.

Other training opportunities, include apprenticeships include a proposed program in the Sumner County School System to certify high school students in the National Institute of Metalworking Skills (NIMS). The Board is working with the Cheatham County Board of Education to explore agribusiness training and internships. LWIA 8 & 9 are jointly working with the Plumbers and Pipefitters union to increase the number of apprentices in preparation for construction of Hemlock Semiconductor Plant on the TVA megasite. In addition, joint efforts are underway to prepare construction workers through TWIC certifications.

Regionalism is fostered through the active participation between the three LWIA Directors in the Leadership Middle Tennessee Network.

II.b.

It is the responsibility of the Consortium partners of the Career Center system to deploy the strategies developed by the local Board. Each partner also has subordinate strategic alliance teams that determine key action steps within their own disciplines that must be developed and executed within the guidance of their local governance. Key action plans are linked through the consortium to ensure they achieve objectives. The long term strategies are supported with short term action plans focused on achievement of long term goals. During the deployment of action plans existing staff duties and responsibilities are determined to establish capacity. Identification of resources, partner contributions and compilation of time frames is established. Draft plans are developed by partners with input from all to ensure delivery. Revisions may be necessary as workforce conditions fluctuate. Ongoing review and analysis at key trigger points allows flexibility for change if required. Additionally, action plans are tailored to the needs of the county, due to the wide economic disparity across the region. With partner consortium development and buy-in, strategic deployment via the Career Center system ensures that workforce strategies are successful.

III. Customer and Market Focus:

Workforce Essentials has a diverse product line of programs and services. Our largest market is workforce development customers involved in job placement for the federal, state and local governments in LWIA 8. Within the job placement market, customer groups are selected through various methods of qualification and entitlement, such as unemployment, financial hardship or health issues. Active and proposed legislation determines the parameters within which these customers are selected. "Success" for these customers is determined through job placement statistics, comparable wage information and satisfaction survey

results. Since our WIA customers are required to work after receiving skills training, independent training facilities are considered a partner for success. Our customers, through meeting eligibility criteria, receive such training at no charge. Therefore, we consider the cost of training through outside sources as operating expense to us but is still a consideration for competitive selection of vendors.

Typical Requirements	Action-Training	Results Employment
Customer	Assist with plans to acquire needed sills	Match applicant with job
Business	-On the job training -Incumbent Worker programs	Screen and refer applicants to meet job requirements

Because contracts deem that program participants must work, employers are a customer group. Competitors are those who also provide skilled employees to the local labor force, such as temporary staffing agencies and job placement providers. However, instead of working against these agencies, we have elected to partner with them to place individuals who may not be able to locate permanent employment without first obtaining temporary work experience.

The career center partners determine requirements of customers based on center measures. Written surveys of external customers for the Center's training component are handled by University of Memphis. Randomly selected employers complete surveys for the employment component of the career center service. Surveys are mailed to the career center employment staff to review. The main customer requirements are established at the federal and state level. These government agencies issue requirements and guidelines to ensure that the customer's needs are met with regard to completing education, training and employment placement.

III a.

Based upon the pre-planning labor market statistics and discussion from the LWIA 8 Planning Team members, four industries have been targeted: 1) Healthcare 2) Construction 3) and Green Technology. Other industries that cannot be discounted are service, distribution, warehousing, education, and financial.

LWIA 8 has experienced unprecedented growth over the past 10 years. With that growth brings an influx of people that require infrastructure improvements and an array of private and public services to sustain a high quality of life. The key to a strong and vibrant local economy is to have a diverse flexible business and industrial base that responds proactively to economic shifts in the global economy. This rests with employers that consistently require immediate and long term fulfillment of its manpower needs. LWIA 8 is committed to be the partner that meets and exceeds employer's expectations through a seamless delivery of workplace packages for business and industry. Its vision is to be a leading provider of workforce services for both employers and job seekers and maintain a competitive advantage in the global economy. Matching the skills of the employee to needs of business in an on-demand climate is the challenge. Through a proactive approach, aggressive marketing, employer outreach and community participation, LWIA 8 monitors the pulse of the business life in the community and actively participates in industrial growth and business expansion at the local level.

In addition to the growing population, an aging workforce is placing a stringent burden on the Health care industry. Both groups demand unique and complex health care needs. LWIA 8 is home to the recreational Land between the Lakes area and the Fort Campbell military installation. Both are attracting an aging population. Within LWIA 8 the health care industry is rapidly growing to keep up the pace to meet the needs of the community. New hospitals and clinics are popping up to try and meet the demands. Often time they are unable to staff the facilities. Another complicating factor is that LWIA 8 lays within multiple metropolitan statistical areas and all counties have some percentage of their workforce commuting across county and even state lines making this a regional workforce issue. However, in neighboring Davidson County, healthcare is the ranked 4th in terms of employment. Health services in LWIA 8 are projected to grow by 28% in the next 8 years based upon the industry employment and projection data.

Construction of facilities requires a full array of skill sets. From general contractors to highly specialized

engineers, growth requires specialized skill sets of electrical, plumbing, heavy equipment operator to steel workers must be trained and equipped to keep up with building demand. Many of these skills are acquired through long term apprenticeship programs that will be required to construct and maintain 1,000 construction jobs needed for Hemlock Semiconductor.

Catapulting to the forefront of Green Technology in LWIA 8 was the recent announcement of the Hemlock Semiconductor Plant, a subsidiary of Dow Corning to Clarksville/Montgomery County. This 4.1 Billion investment stands to be the largest workforce multiplier in Tennessee's history.

The green company will manufacture polycrystalline silicon used in the production of semiconductors and solar panels. Tier suppliers are already exploring sites in the region to locate near HSC. In order to meet HSC's workforce needs, partnerships are being formed between the APSU, Tennessee Technology Center, local school systems and the NTWB to meet their demands for chemical process operators, engineers and construction workers, such as pipefitters. Hemlock Semiconductor is actively hiring chemical operators with CRC certificates.

In addition to Hemlock, LWIA 8 has seen significant economic growth in energy efficient technologies. Schoals Technologies, located in Portland has created over 100 jobs producing solar panel connectors.

Highlighting the 2010-2011 year was the Green Technology Training Center in Dickson, Tennessee creating pathways for careers in renewable energy. Following the guidance and vision of Tennessee Governor Phil Bredesen, the goal is to provide an educational conduit for young men and women by establishing a green technology knowledge center conduit to not only teach students the benefits of green technology but to provide a hands on working classroom to expose them to the physical science of solar power and how it connects to the realm of economic power production. The center is operational.

Short Term Action steps in the targeted industries include:

→Create a marketing and recruitment campaign which focuses on the demand industries, making use of the material developed under the U.S. Department of Labor's High Growth Job Initiative.

→Educate parents and students on the opportunities that exist in the targeted areas.

→Credential workers in needed competencies such as the Career Readiness Certificates. In addition, credential current or potential workers in the art of customer service.

→Increase the number enrolled in the Incumbent worker training program to promote career advancement opportunities for current employees.

→Promote the skills and assets of disabled employees through the Disability Navigator and Vocational Rehabilitation program.

→ Increase the number of individuals, especially youth, who enroll in registered apprentice programs.

→Work with young adults and/or others to obtain their GED and improve the general educational skill set of our workforce.

→Continue quarterly meetings of LWIA 8's planning team to discuss and monitor action plans.

Long Term Action Plans:

Building upon the short term goals and the targeted industries, there must be long term goals to continue the momentum for positive economic growth within the sphere of influence of LWIA 8. These goals will be flexible as the tides of economic change affect growth within the region. The vision is to maintain the current pace of expansion while balancing the needs of the community and infrastructure so that all entities respond in singular focus for positive development. Keeping all partners at the table with free flow of communication will allow the flexibility to change. We will focus on the long term goals listed below.

→Seek additional funding for training in the President's High Growth Job Training Initiative and/or other funding opportunities to insure sustainability.

→Obtain a federal Job Corps Center in LWIA 8 to increase training and educational opportunities for young adults.

→Continue recruitment efforts to meet and sustain employment demand in targeted industries.

→Position all workforce development partners in LWIA 8 to be a catalyst in economic growth and development by preparing a qualified and skilled workforce to be promote and attract new industry.

IIIa.1.

Workforce Essentials and the North Tennessee Workforce Board have focused on services to special populations including mature workers through Career Centers Partners such as National Council on Aging and the Tennessee Community Services Agency. Mature workers often volunteer to answer the phones and provide clerical support in the career center system. In addition to mature workers, an increased focus has been placed on serving individuals with disabilities. Through the hiring and deployment of a disability navigator throughout LWIA 8 has greatly increased awareness, outreach, and employment services to the disability community.

An emphasis has been placed upon developing a workforce qualified with high tech, in-demand skills such as process control technicians and mechatronic apprenticeships. Pilot projects have been established in both fields. These projects resulted from partnerships with business and industry, as well as education providers and workforce development agencies.

IIIa.2

LWIA 8 has experience two major plan layoffs or closing. been fortunate to realize a minimal number of plant lay-offs or closings. In the last fiscal year, just over 1,000 jobs have been lost in the nine-county region. While this is a significant number, especially to those affected, it is proportionately less than other areas across the state.

Employer	# Effected
Quad Graphics	750
Triton Boats	175

But statistically, we have a lover unemployment rate that the other LWIA's.

IIIa.3.

The North Tennessee Workforce Board and Workforce Essentials are honored to offer the premier Jobs for Tennessee's Graduates (JTG) program in the State. The program operates five counties and nine high schools in middle Tennessee. The nationally acclaimed program is recognized annually in Washington, DC at the Jobs for America's Graduates annual convention. Last year, three students earned national honors in such events as public speaking, employability skills and interviewing.

Recently LWIA 8 has refocused our youth programs to include being selected to be the provider of GED services in Robertson County. Through coordination with WIA Youth funds, an incentive program has been created to offer monetary awards for GED achievement.

In addition, partnerships are being developed with local school systems through the JTG program and with ABE partners to reinvent school to work transition programs. Readying young men and woman to enter into the world at work in today's highly technical workplace is key to supplying business with a skilled and ready workforce. Specifically, we are targeted high skilled training that can be taught in vocational programs in the local school systems such as Metalworking, Biotechnology, Agribusiness, Healthcare and Chemical Processing.

Local Workforce Area Eight received a $1.9M Summer Youth grant under ARRA to serve youth 14-24 years of age that are economically disadvantaged. The program operated from June 1, 2009 to July 31, 2009, targeting numerous government, city, county, municipal and limited private sector worksites across a nine county area. Recruitment for the summer youth program began in the spring with 2039 youth applying, resulting in 862 eligible enrolled young men and women into the program. Youth were paid $7.25 per hour for work activities that ranged from 6 to 8 weeks in length. Stipends were paid to the youth in lieu of wages for classroom and instructional activities. The older youths that were in a supervisory role at worksites received up to $10 per hour. An algebra camp was also conducted for 79 students that were at risk in failing with 68 completing with an

average test score increase of 77%. At the conclusion of the program, 18 youth received part time employment and 14 were employed full time at their work site. All ARRA summer youth funding was expended. Upon completion of the program, staff were engaged in a thorough analysis and review to build upon its success and improve summer youth employment. All ARRA Summer Youth funding was expended in the Summer of 2009. Due to the lack of funding, LWIA 8 did not have a ARRA summer youth program in 2010.

III.b.

The vision of LWIA 8 is to bring all assets to bear, public and private, in a synchronized manner to ensure that employers and jobseekers move forward to maintain a competitive advantage in the global economy. Being embedded with Industrial Boards and Chambers of Commerce provides LWIA 8 the critical information, knowledge, and tools needed to actively recruit and equip a qualified workforce that meets the needs of a growing and diverse community. From On the Job Training (OJT) to customized training to incumbent workers contracts, LWIA 8 assists employers daily to maintain a competitive edge. As industry upgrades and transitions to a more technical level of production, the Board and its partners stands poised to assist business and industry with planning, funding and training of a skilled workforce to maintain a competitive position and produce a quality product. With a comprehensive Career Center in Montgomery and five other affiliate Career Centers across the LWIA, our partners strive to cover the needs of the business community. All partners cover the area through a network of territories, offices and ranges whether full or part time. Workforce Essentials has offices in all counties to ensure that there is constant monitoring of the economic pulse of the community. Maximizing the assets of all partners is key to assisting business and industry and making them successful in the community.

Home to the 101st Airborne Division at Fort Campbell, the Career Center in Clarksville is poised and ready to serve the men and women of our armed forces as they transition to the civilian workforce. Through a partnership with the Army Career and Alumni Program (ACAP), soldiers leaving the military find themselves in a seamless support network between ACAP and the Career Center. State Disabled Veterans Outreach Program representatives and Local Veterans Employment Representatives are positioned both on post and in the Career Center to assist discharging veterans. Using this multiple faceted approach to service, the Clarksville Career Center has established itself as one of the highest volume Veteran service centers in the nation. The saturation of Veterans with valuable skills within the region is a selling point to attract business and industry as evidenced by the recent Hemlock announcement.

IV. Measurement, Analysis, and Knowledge Management

Realizing that data collection and reporting is the key to efficiently managing an organization, WE, Inc. invested in the purchase of new performance management software that will allow comprehensive reporting from a single system. This system, ClientTrack, has been in use since June 1, 2003. While researching software systems, the management team addressed reporting by collecting all current reports and asking: 1) Who prepares the report?; 2) Who receives the report?; 3) Is the report required by a partner or grantor?; 4) What is done with the report?; and 5) Is the report necessary to manage the company? Based upon the results of this process, the Team developed a new reporting format to collect and report critical data consistent with ClientTrack's customized reporting structure. The reporting systems collect data which allows management to more readily identify whether or not critical measures are on target.

IV.a.

Comparative data is used to analyze trends within LWIA as well as the whole state. WIA enrollments and outcome data is tabulated by county and funding stream monthly. This data is compared with monthly and annual goals on a county and company-wide basis. Financial trending is analyzed over the last 4 years of operations to determine peak performance periods and staffing requirements to meet customer needs. On a statewide level, WIA performance is benchmarked to determine performance outcomes and incentive awards through the Dolce Vitae.

Workforce Essentials' Performance Manger (PM) prepares and reports monthly on the organizations current performance measures. Upon release of the report, the PM releases a meeting date for the

CRITICAL DATA ITEM	IMPORTANCE
Expenditures	Management of required expenditure thresholds
Margin	Business Services efficiency
Customer Satisfaction	Gauge of customers opinion and projection of continued success or failure
Customer Complaints	Average time to resolve complaints, customer retention
# & Time Vacant Positions	Measure of staff capacity and increased workloads
Eligibility	Potential questioned costs to company
Outcome (Placement & Wages)	Effectiveness in service to customers. Tracking by county, case manager, and funding stream.

management team to review organizational performance and the effects on the organizational goals and overall strategic plan. At the monthly management team performance review meeting, the PM reports unexpected organization or external factors that have or may affect organizational performance. In addition, the PM prepares a quarterly analysis of the WIA customers exiting the program and what their likely effect on performance will be. WIA performance calculations are determined by the Department of Labor through the Unemployment Insurance system. Over the last three years LWIA 8 has exited on average 2000 people. We believe that 2009 will demonstrate approximate the same number of exiters.

Year	Exits
2005-2006	2305
2006-2007	1814
2007-2008	2053

It is vitally important that we project and analyze this data due to the untimely lag, sometimes 18 months or more before Unemployment Insurance Data is available. Due to these extenuating circumstances, data must be managed accordingly or you will find that your boat has already sunk and you didn't even know that it had left the dock.

IV.b.

Redundancies are built into the collection and dissemination of all data. All customer data, collected electronically is backed up at all field offices by a paper copy. All confidential data is verified by customers through signature authority and verifiable documentation. Financial data is audited annually by an outside source, is balanced through performance management reporting on a monthly basis and is also backed up through a paper trail at the field office and at the administration building. Reports prior to publishing are cross checked in state data systems and internal company systems, ECMATS, WIA and Client Track along with a number by number review with Directors at the 15th of each month for the prior month. Firewall protection, semi-annual changing of passwords and individual viewing and editing rights are assigned to all employees within the system, based on the responsibility and 'need to know', all add to confidentiality and security. IT policies guide use of computer related equipment and information throughout the LAN and WAN.

V. Workforce Focus

Workforce Essentials and the North Tennessee Workforce Board continually seeks ways to design innovative workforce solutions and to uphold the strong reputation gained within the workforce development arena for consistently exceeding performance requirements in LWIA 8. In large part, this is a direct result of a dedicated staff of competent individuals who possess a personal commitment to excellence. Flexibility is a key element of the work environment of WE, Inc. WE, Inc. promotes current employees and the hires new employees who thrive on autonomy but remain flexible enough to respond to close supervision if the need arises. Knowing that their jobs are customer-focused and outcome-based,

employees have great latitude in carrying out their individual responsibilities.

V.a.

WE, Inc. and the North Tennessee Workforce Board encourages innovation and flexibility to meet changing customer needs. In the career centers, Senior Career Counselors (SCCs) are empowered to schedule their respective staffs work hours and project implementation to meet individual client's needs/contract requirements. Changes are worked out locally with little intervention from management. All supervisors recently completed training on the company's empowerment philosophy and know the parameters within which to work regarding corrective actions they may take, to include customer refunds.

The Empowerment Philosophy is presented to our employees, and is highlighted in WE, Inc.'s job descriptions and performance improvement plan. We go a step further to educate employees on the importance of being a **"RADICAL"** Employee with the company retreat theme "Let's Get Radical". This focuses on the attributes WE, Inc. considers important in employees and their ability to delivery radical customer service. These attributes are: Respect, Attitude, Dedication, Integrity, Creativity, Acceptance, and Loyalty.

V.b.

Local Workforce Investment Area 8 is comprised of 9 counties in Middle Tennessee. The comprehensive center is located in Clarksville/Montgomery County. In addition, affiliate sites are in Dickson, Humphreys, Robertson, Sumner, and Williamson. Workforce Essentials maintains an independent office in the three remaining counties of Cheatham, Houston, and Stewart which are electronically linked and provide core career center services.

The only opportunity for an additional affiliate site would be in Stewart County where the Tennessee Department of Labor and Workforce Development along with Workforce Essentials maintain separate operations. At the present time, TDLWD does not maintain a physical presence in Houston and Cheatham County. We believe the cost of establishing an affiliate site in Dover would be minimal. The cornerstone of the success realized in LWIA 8 has been the delivery of local services. Local being defined as having a physical presence in each of the nine counties.

VI. Process Management

Workforce services product design is governed by Federal and State regulations under the Workforce Investment Act of 1998. The mandated requirements are budget allotments, project design and targeted population groups. Each year WE, Inc. develops a service plan to deploy funding to three targeted groups; adults, dislocated workers and youth. The service plan is based upon statewide allocation of funding through a state-derived formula. Numbers of previous years carryover participants and needs of those participants is calculated and subtracted from the allocation along with overhead. An environmental scan is conducted to anticipate needs per area. Planned future numbers are then generated and sent to the state for approval. Goals and objectives along with budgets are then assigned per office/county area.

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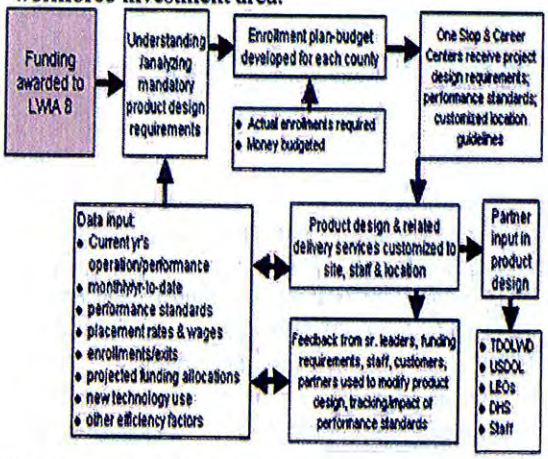
VI.a.

WSD service partners include USDOL, TDOLWD, TDHS, Vocational Rehabilitation and numerous county and state educational facilities along with a few separate providers. The state partners are required through memorandums of agreement to operate the One Stop delivery system as required under the Workforce Investment Act in our local workforce investment area.



Workforce Essentials is the consortium head of these partners and guides the service delivery of this consortium through scheduled meetings as derived through guidance of the Board and state and federal directives. Additionally, local training institutions under the guidance of the higher education commission provide training services/schooling to customers serviced through the One Stop system.

V.I.b.

Performance management is key to increasing efficiencies and thus market share by beating out the competition. The management team meets monthly and reviews the template of the overall business objectives to ensure that Workforce Essentials is keeping pace with its goals and maintains its flexible position to remain competitive. Jointly, Finance and Accounting and the Performance Management teams produce monthly reports to ensure that budgets are being maintained in line with revenue flow and prescribed goals and objectives. Human Resources, with input from management team, and employee satisfaction surveys, identifies overall training plans for employees to increase customer effectiveness depending on the direction of the company. The ClientTrack system now encompasses all areas of the business so that electronic analysis can be done daily, if needed, to project performance trends and costs.

Reorganization of the Performance Management Branch along with Financial Services resulted in a consolidation of customer files and systems. ClientTrack and Ecmats has bridged the information gap between departments and provided real time information to all. Now customer files and information are shared without duplication, and inspections and performance audits are conducted with half the paperwork and personnel as required in previous years. Backups are run to ensure information loss is kept to a minimum. Internal audits are conducted by the performance management team as a quality control measure, and standardized checklists ensure uniformity throughout the breadth of the organization.

Incorporating partner and customer input into service delivery is entwined throughout the process. Partners, through scheduled consortium meetings, or on an as-needed basis, provide input to changes required by law or due to economic conditions. Workforce Essentials then sets up the plan for execution of these requirements throughout the One Stop system.

VII. Results

VII.a.

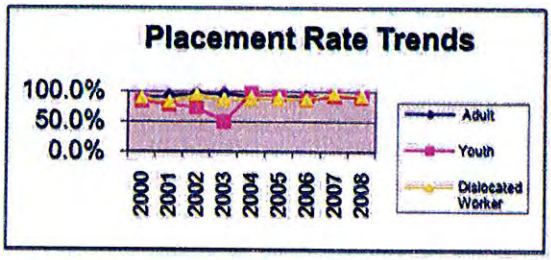
Key products and service performance measures and trends are measured by placement rates and wages in workforce development services. Required by WIA contractual agreements, the management team uses this data to gauge organizational/individual Career Center performance. (See Figures 7.1-1 and 7.1-2). Fluctuations from 2000-2001 are directly related to the transition from JTPA to WIA. The decline in youth placement rates is attributed to poor contractor performance which caused cancellations in youth contracts. These figures are measures of work system performance and effectiveness of the workforce development system.

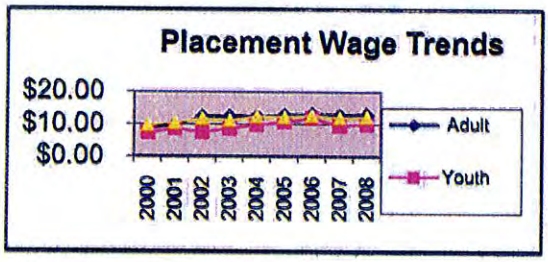
2009 Summer Youth Employment Program-Enrollments	
Planned	Actual
850	862

*2039 Applications received

*1512 Applications/Certifications completed

*1237 Eligible Applicants

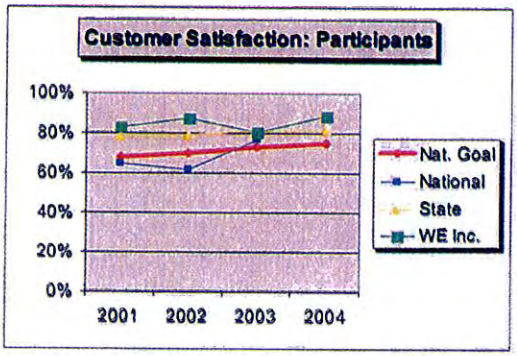




The workforce areas are measured according to entered employment rates which directly correlate to the quality of jobs obtained by workforce development customers.

VII.b.

The truest measure of our quality provision of services is through customer satisfaction surveys. WE, Inc.'s workforce development programs have exceeded both the State and National Goals. The figures below depict our trends benchmarked by the State and national workforce programs and collected by an independent third party.



Data is not available to update the referenced benching marking charts, however, Workforce Essentials still maintains and measures customer satisfaction data internally.

The company's overall organizational goals include performance standards, revenue goals and customer satisfaction. The company's overall customer satisfaction measures are captured through Websurveyor.com.

VII.c.

To gain an accurate picture of WE, Inc.'s financial results, one must realize that state and federal funding is volatile at best. A business must be proactive to operate in an environment where approximately 90% of your revenue is dependent upon a grant award or a congressional budget. The charts below show funding trends as they relate to workforce services.

While WIA workforce development funding has been on the decline, Workforce Essentials has been proactive in soliciting other grant funding such as the Families First program to leverage operations. Workforce Essentials obtained the contract from the

Tennessee Department of Human Services in 2007 as noted in Section 1.a. The management team continuously pursues grants over and above traditional workforce funding to include, FastTrack, Incumbent Worker Training and skill shortage demonstration projects. Over the last three years, contracts totaling close to 600,000 have been awarded to employers in LWIA 8 to upgrade the skills of their existing workforce. LWIA 8 has also administered large FastTrack grants such as the Nissan headquarters in Franklin, Tennessee.

VII.d.

The North Tennessee Workforce Board and Workforce Essentials have successfully achieved within 90% of the required WIA performance standards since implementation. The figures below measure LWIA's performance effectiveness and have earned thousands of incentive dollars for use in the workforce area. See chart below.

Performance Measure	Year End 6/30/01 Actual	Year End 6/30/02 Actual	Year End 6/30/03 Actual	Year End 6/30/04 Actual	Year End 6/30/05 Actual	Year End 6/30/06 Actual	Year End 6/30/07 Actual
Customer Satisfaction							
Employers	75%	78%	78%				
Participants	83%	87%	81%				
Youth Diploma or Equiv.	92%	79%	95%	94%	70%	90%	85%
Skill Attainment	96%	93%	97%	84%	90%	73%	89%
Entered Employment Rate							
Adults	73%	91%	87%	92%	94%	92%	92%
Dislocated Wkr.	78%	88%	94%	97%	94%	90%	94%
Older Youth	82%	86%	77%	86%	88%	72%	74%
Credential Rates							
Adults	74%	80%	79%	82%	82%	81%	81%
Dislocated Wkr.	73%	72%	88%	83%	82%	76%	77%
Older Youth	53%	47%	59%	60%	80%	59%	41%
Six Months Retention Rate							
Adults	77%	91%	94%	92%	93%	87%	87%
Dislocated Wkr.	84%	95%	93%	87%	93%	91%	88%
Older Youth	82%	71%	95%	93%	94%	91%	90%
Younger Youth	90%	66%	67%	34%	76%	70%	67%
Six Months Earning Change/Earnings Change							
Adults	3,240.18	6,948.05	8,352.73	6,720.00	7,258.00	15,147.30	14,416.71
Dislocated Wkr.	98%	109%	89%	85%	166%	12,928.00	13,154.39
Older Youth	3,077.24	1,660.74	4,697.39	7479	6591	6,692.60	3,487.32

VII.e.

There is no better measure of process than by independent monitoring of rules and regulations prescribed by the federal government. Workforce Essentials is held to highest standards by multiple levels of oversight review. Annually, Workforce Essentials is subjected to state, federal, and third party independent review. Since 2000, Workforce Essentials and the North Tennessee Workforce Board have excelled in property disbursement and accountability in all funding streams. The independent review by Weatherspoon, Lowe, and Wallace, is conducted over three months of rigorous inspection, has resulted ***zero findings in the last 8 years. Equally impressive is the outstanding reports*** issued by the Performance Accountability Review Team.

More important than the paperwork and processes, is the effect that WIA has on human beings. This is documented by a customer who is now a license practical nurse who testified, *"Anyone trying to better themselves and don't know where to start.....I recommend Workforce Essentials and the Career Center. They are such a blessing."*