

REPORT TO THE COMMUNITY

Annual Report 2008-2009

Workforce Board seeks Performance Excellence Recognition

The Northwest Tennessee Workforce Board made application to the Tennessee Center for Performance Excellence seeking recognition.

The Tennessee Center for Performance Excellence is an independent, nonprofit corporation governed by a Board of Directors drawn from manufacturing, service, health-care, education and government sectors.

It was established in 1993 through the cooperative efforts of the Tennessee governor's office, the Tennessee Department of Economic Development, and the business community. The Center's goal is to improve economic vitality of the region by promoting the understanding and use of the Baldrige *Criteria for Performance Excellence*.

Modeled after the Baldrige National Quality Program, TNCPE provides in-depth, assessments of regional organizations using the *Criteria for Performance Excellence*.

Upon completion of the interview process, the Workforce Board will receive detailed feedback to be used to improve processes and results. It has proven to be an effective way to energize employees, sharpen focus, look at the organization from a systems perspective, and earn recognition for the organization.

The TNCPE Award Program is multi-tiered, offering four levels of review. Organizations new to the Baldrige Criteria can start with a Level 1 (Interest) application and as the organization grows and develops, it may continue along this path, using a stair-step approach as it applies for a Level 2 (Commitment), Level 3 (Achievement) and Level 4 (Excellence) Award.

To participate in the TNCPE Award Program, the Northwest Tennessee Workforce Board submitted a self-assessment to the TNCPE office based on questions posed in the *Criteria for Performance Excellence*.

A team of TNCPE examiners visited the Workforce Board in October 2009 to evaluate the self-assessment and conduct a site visit to gain a thorough understanding of the Board, policies, procedures, and performance benchmarks. Based on its findings, the team prepares a detailed Feedback Report that identifies the Workforce Board's strengths and opportunities for improvement.

A panel of judges reviews the examiner team's work for integrity and completeness and determines the Workforce Board's award level. The Northwest Tennessee Workforce Board is expecting notification of award level in December 2009.

As a result of the application preparation and site visit, the Northwest Tennessee Workforce Board staff has identified opportunities and has begun deploying strategies as part of a continuous improvement process.

The Board is looking forward to receiving the feedback report from the team of examiners. Opportunities for improvement will be prioritized and categorized. Action plans will follow on the Northwest Tennessee Workforce Board's quest for performance excellence.

The awards banquet will be held in February 2010.



(L to R): Duke Brasfield, Morris Boren, Tipton County Mayor Jeff Huffman, Henry Lewis, Tim Sloan, Dr. Karen Bowyer, Jeff VanDyke, Speaker Jimmy Naifeh, Charlotte Lee Vaughn, Kay Baker, Sue Toles, Joey Hassell, and Christi Huffman attend the award presentation ceremony by AT&T High School Success Special Grants Program.

AT&T Awards \$80,000 Grant to Address High School Dropout Crisis

AT&T Inc. announced October 23, 2008 an \$80,000 grant to Dyersburg State Community College Department of Workforce Development to support the Peer Tutoring program, matching high achieving junior and senior high school student mentors with at-risk 9th and 10th grade students.

Lake County, Halls, Ripley, Covington, and Brighton High Schools were selected to participate in the Peer Mentor After School Project made possible by the AT&T Aspire grant.

The grants are part of the company's signature initiative, AT&T Aspire, which was announced in early 2008 and helps address high school success and workforce readiness. AT&T has committed \$100 million in philanthropy through 2011 to schools and nonprofit organizations that are focused on high school

retention and better preparing students for college and the workforce.

More than 170 schools and nonprofit organizations have been awarded nearly \$12 million in competitive grants from the AT&T Foundation during 2008 that are designed to support high school retention programs at national and local levels for at-risk students.

"Preparing our young people for success and the workplace is a fundamental part of our mission at Dyersburg State," said Dr. Karen Bowyer, President of Dyersburg State Community College. "The greatest assets we have to address the high school drop out crisis are our high achieving students and this grant will help us reach many more students in need."

"Dyersburg State is a powerhouse in our area and their work with high school stu-

dents will have a tremendous impact on our community and these young people," said Speaker Jimmy Naifeh. "This is a fantastic initiative to reach young people at a critical juncture in their high school careers and we are very fortunate to have a strong community partner like AT&T in this endeavor."

As one of the largest ever corporate commitments to high school retention and workforce readiness, the \$100 million AT&T Aspire program will support organizations with strong track records that promote educational success, from the classroom to the workplace. The recipient programs of this year's High School Success grants provide a range of support for students, including academic intervention, mentoring, and tutoring services.

"We are pleased to help

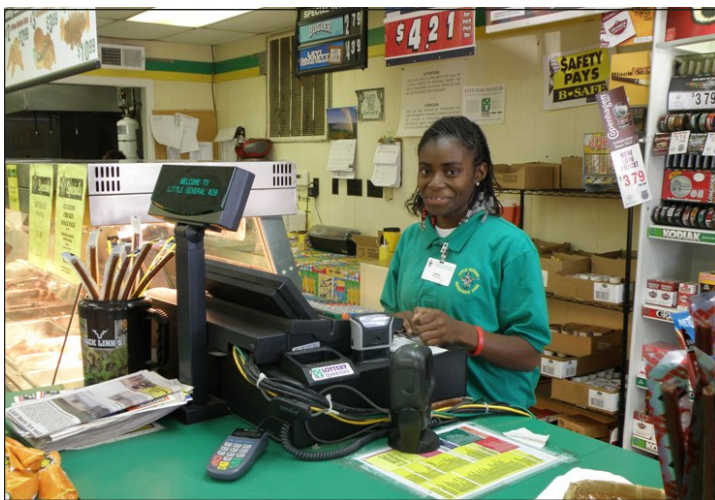
expand the reach of Dyersburg State's Peer Tutoring program," said Gregg Morton, President of AT&T Tennessee. "The success of our young people is critical to the success of our communities, our state, and our nation."

Upon completion of the first school year with the Peer Mentor program, mentors and mentees were asked their opinion of the program.

"I've learned from this experience that to stay after school for an extra hour doesn't mean anything, but to help someone in dire need and boost their confidence in their social and academic abilities means everything," said a Mentor for Halls High School.

A fellow Mentee remarked, "I get to learn for free and that's the best thing about it. I wish I could stay longer so I could do all my work. I love this program."

672 Young Adults Employed through SummerWorks



Shacretia Foster working as a SummerWorks Intern at The Little General in Halls, TN. She earned a Silver National Career Readiness Certificate (CRC) during the wrap-up week and has been invited to participate in the Older Youth Work Experience program extension.



Anthony Quinn works on Career Ready 101 curriculum during orientation at Dyersburg State. Upon completion of the SummerWorks program, Quinn earned a Gold National Career Readiness Certificate (CRC). He worked as an Intern for St. Joseph Manor and Village.

Tennessee Career Centers and the Northwest Tennessee Workforce Board offered a SummerWorks internship program throughout the counties of northwest Tennessee. The SummerWorks program was 7-weeks in duration beginning June 8 with a 1-week orientation followed by a 5-week on-site internship and completed with a 1-week wrap-up session where participants had the opportunity to earn a National Career Readiness Certificate (CRC).

Funding became available through the American Recovery and Reinvestment Act of 2009 to engage economically disadvantaged young adults ages 16 to 24 in summer internships in private industry and businesses and through non-profit organizations. SummerWorks was created to teach the future workforce job readiness skills, work ethic, and the soft skills necessary for success in the workplace.

During the orientation week, participants learned about employer expectations, how to dress for success, how to fill out a timesheet, the importance of keeping a positive attitude, and brushed up on basic workplace skills in applied mathematics, reading for information, and locating information.

Participants then moved on to 5-week on-site internships

at various private, public, and non-profit organizations. Interns worked 32 hours each week and received wages through the SummerWorks program.

In total, 672 young adults were afforded the opportunity to have a job, gain valuable work experience, earn a wage, and reinvest those wages back into their local economies. Nearly 240 worksites also benefited by acquiring additional summer help without incurring any costs aside from training and mentoring interns.

Interns completed the SummerWorks requirement with the wrap-up week July 20. They experienced evaluations first-hand, learned to properly complete a job application, created resumes, practiced job search techniques, and held mock interviews. Participants also had the opportunity to earn a National Career Readiness Certificate.

Many of the SummerWorks interns are returning to high school, participating in dual enrollment classes, working as peer tutors, entering post-secondary training, attending Adult Education classes, and others were offered continued employment with their worksite. The highest achieving Interns may be participating in the Older Youth Work Experience program extension.

ARRA Stimulus Buy-out Classes Launched

Upon receiving American Recovery and Reinvestment Act of 2009 (Stimulus) funds, the Northwest Tennessee Workforce Board issued Request for Proposals from training providers who could offer training programs in high-demand occupations to unemployed / underemployed adults and dislocated workers in northwest Tennessee.

The Workforce Board reviewed the submissions and voted to approve 10 programs at a cost of \$802,311.

Approved programs:

Emergency Medical Technician (EMT)—Accelerated Program offered through Dyersburg State Community College at the Obion County Training Center in Union City. The accelerated program allows students to complete the entire program during the summer.

Emergency Medical Technician (EMT)—Paramedic program offered by Dyersburg State Community College, Jimmy Naifeh Center in Tipton County is a 12-month program to train 24 students.

Building and Construction Trades program offered by the Tennessee Technology Center at Jackson-Humboldt Higher Education Center campus is a 12-month program to train 20 students in areas of building construction technology.

Patient Care Technician (PCT) is a 2-trimester, evening program offered by the Tennessee Technology Center Ripley at the Union City practical nursing classroom and skills lab. Fifteen students will complete 864 hours of classroom and clinical practice.

Truck Driving is also offered through the Tennessee Technology Center at Ripley.

Welding Technology offered by the Tennessee Technology Center at Covington is structured as an evening, self-paced course for 16 students.

Automotive Technology is also offered by the Tennessee Technology Center at Covington as an evening, self-paced class resulting in certificates for 18 students.

Heating and Air Conditioning through the Tennessee Technology Center at Covington is an evening, self-paced program training 16.

Registered Dental Assistant is offered through the Tennessee Technology Center Ripley at the Obion County Industrial Training Center in Union City. The program is an evening, 116 hour class training 25.

Business Systems Technology (BST) is offered by the Tennessee Technology Center Newbern during the evening. The program is 3-trimesters, 1,296 hours and offers training to 20 students.

The training programs are structured to accommodate students through geographic spread and the offering of evening courses.

All of the classes are fully funded by the American Recovery and Reinvestment Act (Stimulus) funds. The funds will cover the costs of instruction as well as equipment, text books, supplies, uniforms, and more.

In total, the buy-out classes have the capacity to train nearly 185 unemployed / underemployed adults and dislocated workers in high-demand occupational fields.

FORECAST

Your Hot Jobs forecast...

Occupation Title	Average Annual Wage	Annual Openings
Retail Salespersons	\$17,400	90
Truck Drivers	\$27,500	60
Food Preparation & Serving	\$13,800	40
Elementary School Teachers	\$41,600	40
General & Operations Managers	\$64,600	40
Office Clerks, General	\$20,400	40
Farmworkers & Laborers	\$18,600	40
Registered Nurses	\$49,400	40
Licensed Practical Nurses	\$32,000	40
Police & Sheriff's Patrol Officers	\$29,800	30
Recreation Workers	\$15,100	30
Cooks, Fast Food	\$14,000	30
Customer Service Representatives	\$29,100	30
Accountants & Auditors	\$44,800	20
Welders, Cutters, & Solderers	\$32,900	20
Cooks, Restaurant	\$15,800	20
Home Health Aides	\$18,500	20
Receptionists & Information Clerks	\$22,700	20
Maintenance & Repair Workers	\$29,200	20
First-Line Supervisors	\$29,200	20
Construction Equipment Operators	\$30,500	20
Secondary School Teachers	\$43,400	20
Middle School Teachers	\$41,800	20
Plumbers, Pipefitters, Steamfitters	\$40,300	10
Cement Masons/Concrete Finisher	\$27,900	10

...declining occupations...

	Decline Rate	2006 Estimated Employment	2016 Projected Employment	Net Change
Stock Clerks & Order Filers	-2.5%	970	750	-220
Cashiers	-1.1%	1,940	1,740	-200
Packers & Packagers, Hand	-1.5%	970	830	-140
Helpers-Production Workers	-0.9%	1,310	1,200	-110
Printing Machine Operators	-2.5%	420	320	-100

...and annual unemployment

	Labor Force	Employment	Unemployment	Unemp. Rate
United States	154,287,000	145,362,000	8,924,000	5.8%
Tennessee	3,041,300	2,846,100	195,200	6.4%
LWIA 12	101,880	93,320	8570	8.6%
Crockett Co.	6,400	5,840	560	8.8%
Dyer Co.	17,620	16,320	1,300	7.4%
Gibson Co.	21,090	19,120	1,970	9.3%
Lake Co.	2,680	2,480	200	7.5%
Lauderdale Co.	10,350	9,090	1,270	12.2%
Obion Co.	15,500	14,430	1,070	6.9%
Tipton Co.	28,240	26,040	2,200	7.8%

Jobs for Tennessee Graduates Garner National Success

Tennessee’s *Jobs for Tennessee Graduates*, a partnership between the Departments of Education and Labor and Workforce Development, has garnered national success for the fourth consecutive year, again being awarded the highest accolade — the Five of Five Award — signifying JTG students exceeding the goals of the program and earned top marks for graduation and success rates.

“This program changes the lives of our students and fits in line with the mission of the Tennessee Diploma Project which is graduating every student college– and career-ready,” Education Commissioner Timothy Webb said.

I’m excited about the continued success of this program and hope that we remain a national example in providing youth the skills necessary to enter the workforce,” Labor and Workforce Commissioner James Neeley said.

JTG is designed to assist at-risk youth in graduating from high school and finding and keeping quality jobs.

Peabody, Milan, Ripley, and Gibson County High Schools participate in JTG.

	JTG 2008 Achievement	JAG Goal
Graduation Rate	97.12%	90%
Full-Time Placement Rate	89.80%	80%
Positive Outcome Rate	84.99%	80%
Full-Time Job Placement Rate	67.93%	60%
Civilian/Military Job Placement	65.58%	60%

Workforce Investment Act CRYPTOGRAM Puzzle

Directions: This puzzle is called a Cryptogram. At the top is a KEY that lists all the letters from A thru Z with a box below. Each of the letters has a corresponding number. The bottom part contains a secret phrase. Each of the blanks has a number underneath it. Fill in the letters that correspond to the numbers below the blanks to solve the phrase.

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z

2	26	11		23	11	21	11	4	22	15		17	6	4	20	23	6	4	14	11				
19	8	25	11	3	2	18	11	8	2		22	14	2											
6	23	23	11	4	3		22		14	6	18	10	4	11	26	11	8	3	19	25	11			
4	22	8	9	11		6	23		17	6	4	20	23	6	4	14	11							
21	11	25	11	15	6	10	18	11	8	2		22	14	2	19	25	19	2	19	11	3			
2	26	4	6	13	9	26		2	26	11		2	11	8	8	11	3	3	11	11				
14	22	4	11	11	4		14	11	8	2	11	4		3	12	3	2	11	18					

Tennessee Career Center at Dyersburg Gains Accessibility

The Tennessee Career Center at Dyersburg presents numerous accommodations for individuals with disabilities and language barriers.

The Career Center offers an adjustable computer desk for easy wheelchair access, TDD (telecommunications device for the deaf), ZoomText Magnifier to enlarge and enhance everything on a computer screen to make all applications easy to see and use, large print, Braille, and Spanish materials, and interpreters, signers, and readers as requested.

However, a key piece to the accommodations puzzle was missing – automatic doors.

The Career Center offers a wealth of accommodations within the center, but entering the building itself could be somewhat of a hardship due to the heavy double doors. The front desk is always attended and the staff assisted individuals with disabilities, with children in tow, and the elderly, but this alone was not the preferred solution.

Ann Pennell, Disability Program Navigator (DPN) for the Tennessee Career Centers in northwest Tennessee, identified automatic doors as a top priority for the comprehensive Career Center. “Automatic doors enable the Career Center to welcome everyone entering regardless of their physical capabilities.

It’s also a good way to demonstrate excellent customer service,” said Pennell.

The need for automatic doors was first noted by the Tennessee Center for Performance Excellence as the Career Center pursued recognition. At the time, funds were not available and the cost was substantial and would have presented a hardship on the center.

In January 2009, the Tennessee Career Center had Stanley Magic-Force Swing Door Automation Solution installed on the doors through the use of Workforce Investment Act Incentive funds. The additional funds were received through the Workforce Investment Act Disability Program Navigator grant.

“Probably the greatest single benefit of the automatic doors is our ability to offer easy access to anyone,” said Ronnie Gunnels, Career Center Coordinator.

“Many people experience problems using manual doors due to the physical effort required. Most manual doors are designed with an able-bodied person in mind and can be difficult for the disabled, and elderly. Incorporating the manual doors with the automatic open option eliminates obstacles and makes the center more accessible.”



Norris Branick (pictured) and Glen Barr from the Jackson Center for Independent Living visited the Tennessee Career Center at Dyersburg. They used the new doors and toured the center to offer suggestions for further accommodations. The doors are opened by a push button located on an exterior post and inside on the door.

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Dyer County
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Gibson County
- Macie Roberson

Lake County

Youth & Education

Dual Enrollment Program Growing in Popularity

High School students who take a full academic load can meet their graduation requirements well before the end of their senior year in high school. For students who want to go on to post secondary education, dual enrollment programs offer a leg up in getting through college and may save on college costs in the process.

The term dual enrollment refers to an arrangement where students are enrolled in courses that count for both high school and college credit. These programs are also called “dual credit” or “concurrent enrollment.”

Parents and educators find dual enrollment attractive because it keeps students academically challenged throughout their high school career.

Dual enrollment programs offer identical courses to those offered to regularly enrolled college students. This distinguishes them from such other credit-based programs as AP, which modifies college-level curricula for use in high schools.

Dual enrollment students also receive a college transcript from the sponsoring post-secondary institution and are therefore eligible to apply the credits toward a degree or certificate once they enroll in college.

Dual enrollment programs do vary widely from state to state in how they are financed; who can participate; where the course is offered; who teaches the course; what the student mix is; and the intensity of the experience.

Some states programs require students to pay their own tuition and fees, while others ensure that participation is free. Some dual enrollment programs have restrictive eligibility requirements—often requiring students to gain admission to the post-secondary institution in order to participate. In addition, dual enrollment courses may be offered at a high school or a college campus, and may be taught by a high school teacher or college professor.

The funding provisions in state policies can affect program participation, especially for students from low-income households. If tuition assistance is not provided, many of these families are not able to afford the costs associated with college attendance. Federal financial aid cannot be accessed until completion of a high school diploma.

The state of Tennessee, among other states, has elected to utilize the Tennessee Education Lottery Scholarship program to fund dual enrollment grants. The TN Dual Enrollment Grant now pays \$100 per credit hour up

to \$300 per semester or \$600 per year for Dual Enrollment classes.

To be eligible, the student must be a high school junior or senior, have been a Tennessee resident for at least one year and be accepted into the Dual Enrollment program. TN Dual Enrollment Grant recipients also remain qualified to receive the full TN Hope Scholarship upon high school graduation and regular college admission.

Although the Dual Enrollment Grants supported by the Tennessee Education Lottery Scholarship program have enabled many students to participate in dual enrollment classes, countless low-income academic achievers are unable to enroll due to the cost of books and supplies not covered by the grant.

The Northwest Tennessee Workforce Board’s Youth Council took action to assist these economically disadvantaged youth in achieving their academic goals.

The Youth Council recommended to the Board that Workforce Investment Act (WIA) Eligible Youth’s remaining balance of tuition, books, and supplies be paid through the WIA Youth grant funds. The Northwest Tennessee Workforce Board approved funding eligible youth’s unmet need for dual enrollment classes.

During the 2006-2007 school year, 13 economically disadvantaged academic achievers were able to participate in dual enrollment classes through Workforce Investment Act funding.

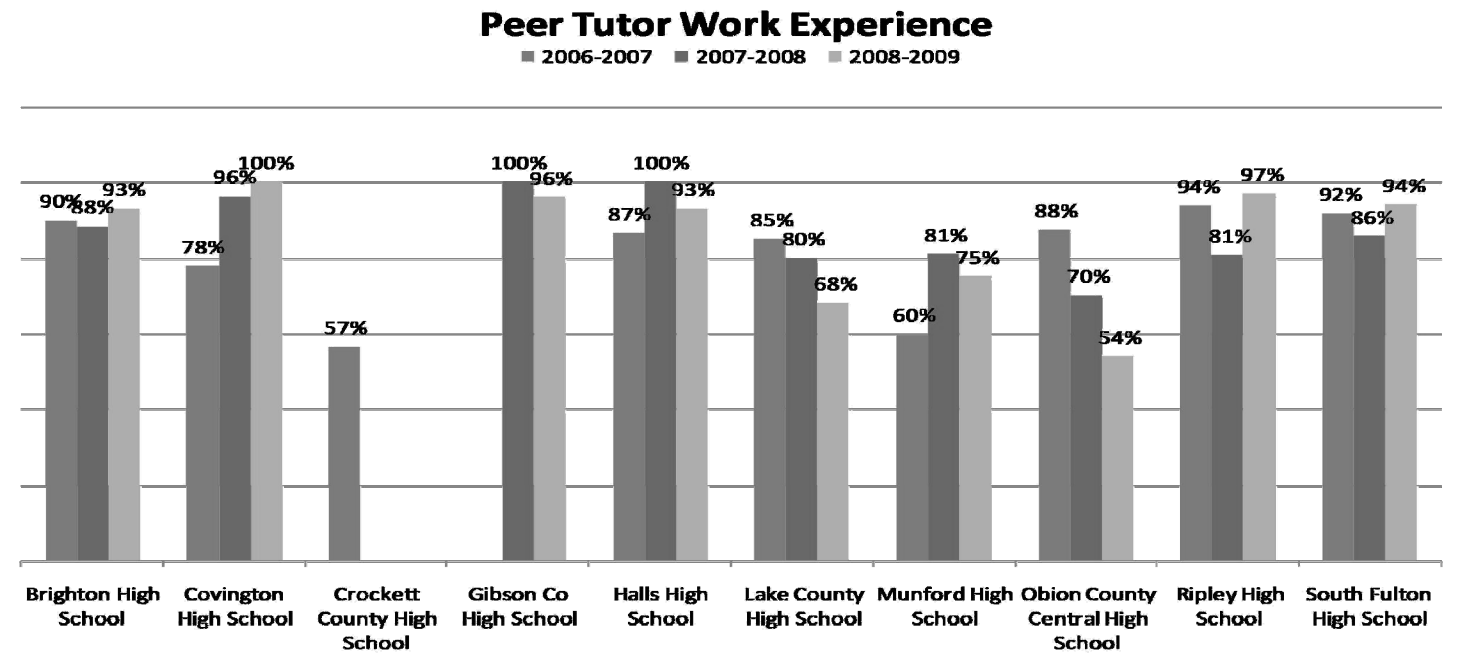
Since the inception of WIA financial assistance for dual enrollment in 2006, the number of students enrolled in WIA funded dual enrollment classes has grown significantly.

In Fall 2008, 19 students received funding for 27 classes. Spring 2009, 27 students enrolled in 37 classes received WIA assistance with tuition, books, and supplies. The number of students receiving WIA assistance grew again in Fall 2009 to 31 students enrolled in 43 classes. The numbers for Spring 2010 are projected to increase yet again.

“We expect WIA eligible youth participation in dual enrollment to increase as students become more familiar with the program and more aware of WIA financial assistance” said Henry Lewis, Northwest Tennessee Workforce Board Director.

“We are focusing on awareness and outreach regarding the availability of WIA funding and dual enrollment” said Lori Marberry, Youth Coordinator. “We fully expect the program to continue to grow each semester.”

Final 2008-2009 Peer Tutor Work Experience Program Report					
School	Number of Peer Tutors	Number of Students Tutored	Number of Students Passed	Number of Students Failed	Percentage Improved
Brighton High School	8	162	152	10	93%
Covington High School	4	33	33	0	100%
Gibson County High School	6	81	78	3	96%
Halls High School	8	111	104	7	93%
Lake County High School	7	160	110	50	68%
Munford High School	5	240	182	58	75%
Obion County Central High School	7	48	26	22	54%
Ripley High School	7	100	97	3	97%
South Fulton High School	7	38	36	2	94%
Total	59	973	818	155	84%



(Top) Final 2008-2009 Peer Tutor Work Experience Program Report displays the full number of Peer Tutors at each of the participating high schools along with the number of students tutored, students passing the course, and students failing. Overall, 973 students received tutoring and 84% passed the course for which they received tutoring. (Above) The Peer Tutor Work Experience Chart above shows the percentage of students who either passed the course or improved their grade in the course for which they were attending tutoring. Credit recovery tutoring results in pass/fail grades whereas general tutoring tracks grade changes.

Peer Tutoring Program Wraps Up 3rd Year, Trends Noted

The Northwest Tennessee Workforce Board launched a pilot program in March 2006 that would provide Workforce Investment Act (WIA) eligible high school juniors and seniors excelling in academic coursework the opportunity to explore a career in teaching, earn a wage, and prepare for enrollment in post-secondary education.

The pilot project was the Peer Tutor Work Experience Program. Nine schools in

five counties were awarded funds for their innovative Peer Tutoring programs.

The inaugural year proved successful with tutoring services provided outside of school hours to any high school student in need of academic assistance to pass a class, improve academic scores, or to earn credit recovery. During the 2006-2007 school year, 553 students received tutoring through the Peer Tutoring

Work Experience program.

During the 2007-2008 school year the number tutored grew to 929 students. By 2008-2009, 973 students in nine schools and five counties received tutoring services through the program.

The Northwest Tennessee Workforce Board is excited to announce three additional schools are participating during the 2009-2010 school year including Dyersburg, Bradford, and Humboldt

High Schools.

“I’m glad to see the program expanding to 12 high schools,” said Lori Marberry, Youth Coordinator. “It is our hope to see the program expand to all 18 high schools in our service area” Marberry continued. “It’s a win-win program. Economically disadvantaged, academically successful juniors and seniors are employed and providing tutoring services to any student in need free of charge.”

54 High School Students Complete Career Exploration Camps

Gibson County High School, Lake County High School, and Dyersburg State Community College made application for and were awarded grant funds through the Federal Workforce Investment Act to provide 2- to 4-week Career Exploration camps for disadvantaged high school seniors and recent graduates.

In Gibson County, 13 recent high school graduates and rising seniors from Peabody and Gibson County High Schools completed the program. Participants were introduced to careers in information technology, graphic/web design, digital media, software development, journalism, and photography & film creation.

The students began the technology-based career camp by taking simple photos with digital cameras and learning how to edit and improve the photos using Adobe Photo Shop. They advanced to developing blogs and making slideshows, short videos, and public service announcements. The various media applications are available for viewing at <https://career-campgchs.blogspot.com>. Links to the students blogs are also available on the website.

“In the end the students gained new insight into media and new skills in using technology to their advantage as creators of media,” Gibson County High School faculty, Jason Turner, Aaron Perry,

and Jimmy Barham writes on the website. “We are very pleased with the participation and the overall outcomes of the program.”

“The Career Camp was a success,” said Derrick Quinn, Youth Case Manager for the Northwest Tennessee Workforce Board. “The instructors were engaging and the students loved the technology-based theme. Although it was a learning environment, it was a very different style than students traditionally expect. It was hands-on and completely interactive.”

Students were eligible to earn a \$400 stipend for completing the program.

Career Camps were also offered at Dyersburg State Community College and Lake County High School. Dyersburg State introduced students to careers in information technology, audio & video technology, marketing, finance, law enforcement, healthcare, and transportation & logistics.

Lake County High School focused on health sciences, food & nutrition, criminal justice, and Stem Careers (Science, Technology, Engineering, and Mathematics).

DSCC and Lake County High School Career Camp participants also earned a stipend upon completion of the camp.

Following the Summer Career Camps, some students returned to high school, while others entered post-secondary training programs or the workforce.



(Top) Rising seniors and recent graduates of Gibson County and Peabody High Schools receive a certificate of achievement for completion of a 4-week Technology-Based Career Exploration Camp hosted by Gibson County High School. (L to R): Jason Turner, Jeremy Fuller, Jerica Martin, Jacque Evans, LaQuita Lutin, Raffaello Mesagna, Keoisha Simpson, Brianna Harper, Tequeria Pewitte, Mariah Vaughn, Alexandria Wade, Marrine Johnson, Adonias Finch, and Aaron Perry. (Above) Participants of the Dyersburg State Community College Career Exploration Camp receive certificates of achievement. They are joined on the patio of the Student Center by DSCC President, Dr. Karen Bowyer. (L to R): Doug Teague, Theresa Ethridge, Derrick Quinn, Halena Childress, Marketa Jenkins, Patricie Yanders, Kemisha Thompson, Jeremy Maze, Kay Wall, Bryan Hill, Miranda Breashears, Khiry Lurks, Dontravius Williams, Deanna Mallard, Dr. Karen Bowyer.

One Stop

by Franko

Youth Services

I wanna get to the top quick and retire by the time I'm twelve. What can you do to help?

Business Services

NCRC/CRC National Activity



The National Career Readiness Certificate (NCRC) and Career Readiness Certificates (CRC) are becoming widely accepted as a standard for documenting essential skill sets of the 21st Century Workforce.



Northwest Tennessee Locations

- Alamo**
334 South Bells Street
Alamo, TN 38001
(731) 696-2530

Covington
973 Highway 51 N, Ste 16
Covington, TN 38019
(901) 475-2529

Union City
126 East Main Street
Union City, TN 38261
(731) 884-2621

Humboldt
1481 Mullins Street
Humboldt, TN 38343
(731) 784-3552
- Ripley**
301-C Lake Drive
Ripley, TN 38063
(731) 635-3479

Tiptonville
217 Church Street, Ste B
Tiptonville, TN 38079
(731) 253-8171

Dyersburg
439 McGaughey Street
Dyersburg, TN 38024
(731) 286-8300

TDD Line
(731) 286-8383
(615) 532-2879
(800) 848-0299

SUDOKU

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9	1					7	8	
			8	7	5			
	7	6					2	4
	2	7						
5			4	6	1			8
						9	3	

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National Career Readiness Certificates (NCRC)
accepted standard for documenting essential skill sets

In March 2008, the state of Tennessee joined the movement around the country and launched the Career Readiness Certificate program.

Employers understand how the costs of hiring, training, and retention significantly affect their bottom line. The cost of making a good hire is high; the cost of making a bad hire is even greater!

Hiring for entry-level positions is particularly difficult because the applicant often has little or no work history, and presents only a brief resume and an educational credential such as a high school diploma or a two- or four-year degree. While these credentials are beneficial, they do not give a clear indication of the skills that the applicant possesses.

Experts know that by 2020, more than 90% of all jobs will require skill levels beyond those gained in high school. Almost all workers will need training and education at the post-secondary level. In the United States, most training is done on the job, and all indications are that this situation will not change in the coming decades.

What employers need are employees who are trainable, and who can benefit from the many opportunities afforded them for skill enhancement.

Over the last twenty years, employers have become disillusioned with both the trainability of high school and college graduates, and with their associated work ethic.

An additional issue and its solutions are societal concerns and they are almost impossible to legally assess and certify. However, the trainability issue is one that Tennessee has embraced and is addressing through the development of a *portable skills credential* based on WorkKeys® assessments, a product of ACT, Inc®.

The National Career Readiness

Certificate (CRC) is a portable skills credential, assuring employers that a job applicant actually has the basic skills they seek. The CRC is a credential that is easily and universally understood and valued by employers, educators, and recipients that will help facilitate job placement, retention, and advancement in our mobile society.

The CRC credential describes what the holder is capable of in the workplace and is serving northwest Tennessee employers as a terrific supplement to a high school diploma, a GED, or a college degree.

The Tennessee Career Centers in northwest Tennessee are working in partnership with ACT certified Job Profilers and local business and industry to help meet the employment needs in the area.

The Tennessee Career Centers in northwest Tennessee issued 177 Career Readiness

Certificates during the last 4-months of the program year. During program year 2008-09, business and industry began using the CRC for screening and selection and the number of certificates increased to 886. The first 4-months of the 2009-10 program year has been very positive with 512 certificates already earned.

The issuance of 1,675 Career Readiness Certificates in the 7-county area during the first program year also indicates to prospective industry the strength of the area workforce and will work in favor of northwest Tennessee for industrial recruitment.

Local Workforce Investment Area 12 plans to continue to grow relationships with local businesses and to introduce job profiles into various sectors of employment. To date, 8 WorkKeys® Job Profiles have been completed in northwest Tennessee.



Pictured in front of the Home Consumer Science career development module components are (L to R): Margaret Prater, Assistant Director of Administrative Services for the NW TN Workforce Board; Ann Pennell, Disability Program Navigator for the TN Career Centers in northwest Tennessee; Henry Lewis, Director of the NW TN Workforce Board; Ronda Baker, TN Rehabilitation Center Manager—Dyersburg; Steve Reese, PAES Trainer; and Chris Holbrook, Rehabilitation Supervisor for the Tennessee Rehabilitation Center—Union City.

Vocational Rehabilitation Clients to Utilize New System

The Northwest Tennessee Workforce Board and Tennessee Career Centers in partnership with the Tennessee Rehabilitation Center is proud to announce the addition of the Practical Assessment Exploration System (PAES).

PAES is a comprehensive curriculum that provides training in basic career and life skills. These skills relate to almost every type of career. Skills are taught in a systematic format that will assist Vocational Rehabilitation clients in becoming more independent.

PAES also serves as an assessment tool. The system determines client interest in specific work areas, competitiveness with peers, and PAES identifies the best possible teaching method for helping clients learn skills. The system assesses present behavior barriers to future success and is designed to change them to positive work behaviors.

Lastly, PAES is hands-on and operates in a simulated work environment with clients following specific work procedures and work rules. Clients become employees and Vocational Rehabilitation Representatives become supervisors. Strict procedures are followed so clients get the feel of real work, at the same time they learn and explore new career vocational areas.

“The Tennessee Rehabilitation Center at Dyersburg requested the Business Marketing, Industrial Technology, and Home Consumer Science career development areas” said Ann Pennell, Disability Program Navigator for the Tennessee Career Centers. “The Union City office selected Home Consumer Science and Manipulatory Processing and Production. They felt these areas would best prepare their clients for job opportunities in northwest Tennessee.”

Vocational Rehabilitation clients who successfully complete PAES will know what they are good at doing, know where their strengths are, understand and employ work-related problem solving skills, practice proper work behavior, and know what careers interest them.

As clients complete the system, their representative will know what skills they can actually perform, if the client is competitive with the current workforce, what type of special assistance will be needed for slow learners and those with physical disabilities, what positive work behaviors clients have and which ones they need to develop, and how to develop better transition plans with the results from the PAES program.

Steve Reese, PAES Trainer with Talent Assessment Inc., provided training to staff from the Tennessee Rehabilitation Centers in Dyersburg and Union City, the Northwest Tennessee Workforce Board and the Tennessee Career Center.



Business Marketing career development area components.

Governor Awards Dyer County Company Job Training Grant Sara Lee —Newbern Awarded \$44,165

Governor Phil Bredesen and Tennessee Department of Labor & Workforce Development Commissioner James Neeley awarded \$44,165 to Sara Lee-Newbern in Newbern, Tenn.

Incumbent Worker Training grants assist existing employers with training needs associated with skills upgrades for their employees. Over the past three years, Incumbent Worker Training grants have totaled more than \$5.7 million to assist more than 22,000 employees.

"Job training to upgrade the skills of Tennessee's workers is one of the best things we can do for our economy," said Governor Bredesen. "Now more than ever, it is important to continue training our workforce to keep employees and companies nationally and globally com-

petitive."

"The Incumbent Worker Grants help companies invest in the future of their workers," said Commissioner Neeley. "I am pleased to award this grant to Sara Lee-Newbern."

"The Incumbent Worker Grants are a good tool to keep employers and workers up to date on the latest skills training," said Representative Phillip Pinion.

Based in Downers Grove, Illinois, Sara Lee Corporation is a global manufacturer and marketer of high-quality, name-brand products for consumers throughout the world. Sara Lee Corporation brands in-

clude: Ambi Pur, Ball Park, Douwe Egberts, Hillshire Farm, Jimmy Dean, Kiwi, Sanex, Senseo, and Sara Lee.

Through the Incumbent Worker Training Grant, Sara Lee-Newbern trained 405 employees in various courses including Total Productive Maintenance, Problem Solving, Kaizen Facilitator Training, Time & Motion, and 5-S Workplace Organization.

The Tennessee Department of Labor and Workforce Development, along with the Northwest Tennessee Workforce Investment Board and the local Tennessee Career Centers administer the Incumbent Worker Training

program. The program has been structured to be flexible to meet the business's training objectives. The business may use public, private, or its own in-house training provider based on the nature of the training.

The following criteria must be met to qualify for the Incumbent Worker Training Program:

Employers must be in operation in Tennessee for at least one year prior to application date. Employers must have at least five full-time employees, demonstrate financial viability and be current on all state tax obligations.

Funding priority is given to businesses whose grant proposals represent a significant layoff avoidance strategy and represent a significant upgrade of skills.

“Job training to upgrade the skills of Tennessee’s workers is one of the best things we can do for our economy”

Governor Bredesen

Career Center partners serve area residents

The Tennessee Career Center System was designed with valuable input from businesses and private industry statewide. The result is a system able to provide maximum workforce results from one convenient location.

Tennessee Career Centers are where people and jobs connect. Tennessee has a network of centers across the state where employers can go to find the workers they need and job seekers can get assistance and career information.

Each center offers computerized labor market information, internet access, workshops, and an online talent bank, in addition to job placement, recruitment, and training referrals. Many specialized services are offered through career center partner programs. A sample of partner programs includes:

Adult Education— The Division of Adult Education administers the Adult Education and Family Literacy Act (AEFLA) grant funds that provide educational opportunities for those adults seeking: basic skills upgrades, General Educational Development (GED) exam preparation, English for Speakers of Other Languages (ESOL) and basic workplace computer skills. These services are offered in every county at Adult Learning Centers and to employers on-site.

Senior Community Service Employment Program (SCSEP) - The SCSEP, funded under Title V of the Older Americans Act, serves persons with low incomes who are 55 years old or over and have poor employment prospects. The program has two pur-

poses: to provide useful community services and to foster individual economic self sufficiency through training and job placement in unsubsidized jobs.

Trade Adjustment Assistance (TAA) Program— TAA is a federally funded program that provides assistance to workers affected by job loss or their hours and wages are cut due to increased imports or a shift in production to a foreign country. The goal of the Trade Act program is to help trade-affected workers return to suitable employment as quickly as possible. The Employment and Training Administration of the U.S. Department of Labor administers the program. TDLWD acts as an agent of the Department of Labor in administering this program in TN.

TAA certified workers may access a variety of services that include relocation allowances, job search allowances, health care tax credit, or retraining to obtain suitable employment.

Vocational Rehabilitation—The Division of Rehabilitation Services helps persons with disabilities become self-sufficient, gain or retain competitive employment, or receive timely and accurate decisions on their applications for disability benefits.

Veterans Assistance— Tennessee Career Centers serve as an outreach to veterans and ensure veterans' preference in referral to jobs and other services. Employment-related testing, training information, skills assessment, referral, and case management are among the services provided.

Rapid Response Teams Deploy Across Northwest TN

Rapid Response mass meetings were held across northwest Tennessee as an efficient way to distribute information to large groups of dislocated workers displaced from one employer.

Mass meetings were held at the employers places of business rather than the Career Center to better accommodate the employer and employees needs.

However, all Career Center partners were present to assist in the dissemination of information.

The Career Center System is designed to bring together many separate partners to seamlessly provide an array of services, from resume preparation to job search to

placement to support services, to any person who wishes to have access to these services.

Partners represented at the meetings included: Vocational Rehabilitation, Adult Education, Economic and Community Development, Tennessee Department of Human Services, Tennessee Department of Labor and Workforce Development, and Workforce Investment Act.

Dislocated workers and employers served during the 2008 program year include:

- ACH Foods
- Burnes Home Accents
- Chicago Metallic
- Dana Corporation
- Excel Polymers LLC
- Goodwill Industries

- Goodyear Tire & Rubber
- Goody's Clothing
- Kellwood Company
- Maury City Plastics, Inc.
- MTD Consumer Products
- Quebecor
- Thomas Lighting
- Turner's Dairy
- Unilever
- Windsor Forestry Tools, LLC

In total, 1,416 employees received valuable information to help them get back on their feet and back into the workforce quickly.

Specific information imperative to recovery included:

- Career Counseling
- Job search assistance
- Resume preparation

- Interviewing skills workshops
- Labor market information
- Unemployment insurance
- Education and training opportunities
- Health and benefits pensions

and much more.

"We experienced many more mass meetings this year than in years past" said Henry Lewis, Northwest Tennessee Workforce Board Director.

"The Rapid Response team hopes to see the number decrease in the future resulting in fewer employees being dislocated due to mass layoffs and plant closures" concluded Lewis.

GED*Next* Program Expands

In March 2007, the Northwest Tennessee Workforce Board's Youth Council recommended the Board approve a plan to offer cash incentives to out-of-school youth who attain the General Educational Development (GED) Diploma.

Educational attainment in west Tennessee lags behind that of the state and the nation and results in increased crime and less economic growth.

To curb the negative results and to spark education attainment goals in youth dropouts, the Board approved the GED*Next* program and by April, the Tennessee Career Centers were promoting the initiative to high school dropouts ages 18-21 who were eligible for funding through the Workforce Investment Act.

The program was initially designed to re-engage young adults who had dropped out of high school. During the first program year, 2007-2008, the Career Centers and Workforce Board had assisted 30 young adults in earning their General Educational Development Diplomas. In 2008-2009, an additional 30 young adults earned diplomas and the GED*Next* \$500 bonus.

Due to the success of the program with youth ages 18-21, the Board elected to expand the GED*Next* program to Workforce Investment Act eligible adults and dislocated workers. The launch of the all-ages GED*Next* program began in April 2009 through the Tennessee Career Centers and with the outreach provided by the Adult Education Centers throughout the 7-county service area.

Seventeen Workforce Investment Act eligible adults have already earned the GED



Gussie Reese was among the first adults in Dyersburg to earn a GED and qualify for the GED*Next* \$500 bonus. She also earned the employment and retention bonuses.

bonus and 7 dislocated workers have also earned their GED. The average age of the adults is 33 years old and the dislocated workers average age is 44.

The bonus structure grants eligible young adults, adults, and dislocated workers a \$500 bonus for earning their GED. They are then eligible for employment and employment retention bonuses totaling an additional \$500.

"I am very pleased with the success of the GED*Next* program," said Lori Marberry, Youth Coordinator. "It's an excellent opportunity for youth to get back on the right track and for adults to become eligible for post-secondary education programs and better jobs."

"Higher educational attainment rates make northwest Tennessee more attractive to potential industry and economic growth," said Henry Lewis, NW TN Workforce Board Director. "It's a big factor when companies are looking for areas to locate and we want to be competitive."

GED Bonuses Awarded			
Program Year			
	2007	2008	2009*
Youth			
General Educational Development (GED) Diploma	30	30	9
GED + 1st Quarter Employment Bonus	23	8	2
GED + 2nd Quarter Employment Bonus	7	3	0
GED + 3rd Quarter Employment Bonus	4	1	0
<i>Youth Defined as Ages 18 - 21</i>			
Adults - Began April 2009			
General Educational Development (GED) Diploma			17
GED + 1st Quarter Employment Bonus			4
GED + 2nd Quarter Employment Bonus			0
GED + 3rd Quarter Employment Bonus			0
<i>Average Age = 33.02</i>			
Dislocated Workers - Began April 2009			
General Educational Development (GED) Diploma			7
GED + 1st Quarter Employment Bonus			0
GED + 2nd Quarter Employment Bonus			0
GED + 3rd Quarter Employment Bonus			0
<i>Average Age = 43.85</i>			
<i>*2009 1st Quarter Results Only</i>			

TN Career Centers Meeting Employers' Needs

The Northwest Tennessee Workforce Board and the Tennessee Career Center System in northwest Tennessee value business customers in the same manner as jobseekers are valued. A functioning job marketplace requires both a supply of qualified employees and the demand for workers.

The Northwest Tennessee Workforce Board and the Tennessee Career Center System work together to not only develop the future workforce, but also to support employer's efforts to manage human resource activities, stay competitive in the global marketplace, and hire from the local community.

During the 2008-09 program year, the Northwest Tennessee Workforce Board worked to meet the needs of area employers and industry by providing an objective measurement tool via the Career Readiness Certificate and through assisting companies in preparing Incumbent Worker Training Grant proposals.

The Career Center System, in conjunction with its partners, has as its goal to increase the availability of jobs in northwest Tennessee by improving the educational attainment level in Local Workforce Investment Area 12, expanding the skill base of workers, matching employer needs with employee skill sets, and by attracting new industry to the area through marketing a well prepared and well trained workforce.



Disability Program Navigator

The Department of Labor and the Social Security Administration jointly established the Disability Program Navigator position.

Complex rules surrounding entitlement programs, along with fear of losing cash assistance and health benefits, often discourages people with disabilities from working. DOL and SSA established the DPN position to better inform beneficiaries and other people with disabilities about the work support programs available at TN Career Centers.

The initiative is developing new partnerships to achieve seamless, comprehensive, and integrated access to services, creating systematic change, and expanding the workforce development system's capacity to serve customers with disabilities and employers.

Disability Awareness Matching Activity

Often people are uncomfortable interacting with individuals who have disabilities. The discomfort most often stems from inexperience, and can be dispelled with increased knowledge and familiarity. The activity is designed to provide you with some basic do's and don'ts when encountering someone who has a disability.

Listed below are terms commonly used to describe people with disabilities. Match the unacceptable terms listed under the "Instead Of" column with the correct corresponding term in the "Say" column.

Instead of...

- A. Handicapped or disabled
- B. Mute or Dumb
- C. Dwarf or Midget
- D. Emotionally Disturbed
- E. Autistic
- F. Suffers from, Victim of
- G. Learning Disabled
- H. Normal
- I. Birth Defect
- J. Retarded
- K. Handicapped Parking
- L. Epileptic
- M. Quadriplegic, Paraplegic
- N. Mongoloid or Downs
- O. Developmentally Delayed
- P. Confined to a Wheelchair

Say...

- ___ 1) Person with a Learning Disability
- ___ 2) Person without a Disability
- ___ 3) Person with Autism
- ___ 4) Person with Epilepsy
- ___ 5) Congenital Disability
- ___ 6) Has a Cognitive/Intellectual Disability
- ___ 7) Person who uses a Wheelchair
- ___ 8) Person with Down Syndrome
- ___ 9) Non-Verbal
- ___ 10) Person with...
- ___ 11) Person of Short Stature
- ___ 12) Person with a Developmental Delay
- ___ 13) Person with an Emotional Disability
- ___ 14) Person with Quadriplegia
- ___ 15) People with Disabilities
- ___ 16) Accessible Parking

1-G,2-H,3-E,4-L,5-I,6-J,7-P,8-N,9-B,10-F,11-C,12-O,13-D,14-M,15-A,16-K

Fiscal & Performance

Northwest Tennessee Workforce Board Staff

Henry Lewis <i>Director</i>	Melissa Bane <i>Case Manager</i>
Margaret Prater <i>Assistant Director of Administrative Services</i>	Don Dugger <i>Case Manager</i>
Pam Merritt <i>Assistant Director of Field Operations</i>	Jennifer Havener <i>Case Manager</i>
Lori Marberry <i>Youth Coordinator</i>	Delores Hayes <i>Case Manager</i>
Ann Pennell <i>Disability Program Navigator/ Business Services</i>	Joyce Hudson <i>Case Manager</i>
Ginger Powell <i>Planner/ Public Relations/ Equal Opportunity Officer</i>	Shelia Little <i>Case Manager</i>
Laura Speer <i>Monitor</i>	Amy Maxey <i>Case Manager</i>
LeAnn Lundberg <i>Information Technology Systems Administrator</i>	Becky McCaslin <i>Case Manager</i>
Teresa Curtis <i>Accountant I</i>	Derrick Quinn <i>Case Manager</i>
Theresa Ethridge <i>Account Clerk I</i>	Kacee Real <i>Case Manager</i>
Sandra Allen <i>Secretary III</i>	Connie Stewart <i>Case Manager</i>
Wanda Adams <i>Case Manager</i>	Maria Waiters <i>Case Manager</i>
	Mike Whitson <i>Case Manager</i>
	Libby Wickersham <i>Case Manager</i>

WIA Performance Standards Common Measures

Performance Measure	TN DOL Goal	LWIA 12 Goal
Adult		
Entered Employment	84.0%	84.0%
Employment Retention	84.0%	85.5%
Average Earnings	\$12,800	\$12,800
Dislocated Worker		
Entered Employment	86.0%	86.0%
Employment Retention	90.0%	93.0%
Average Earnings	\$13,300	\$13,300
Youth		
Placement	68.0%	68.0%
Attainment	69.0%	69.0%
Literacy/Numeracy	25.0%	25.0%

Performance Measure	LWIA 12 Goal	Actual
Adult		
Entered Employment	84.0%	89.1%
Employment Retention	85.5%	86.5%
Average Earnings	\$12,800	\$13,838

Performance Measure	LWIA 12 Goal	Actual
Dislocated Worker		
Entered Employment	86.0%	91.8%
Employment Retention	93.0%	90.2%
Average Earnings	\$13,300	\$13,693

Performance Measure	LWIA 12 Goal	Actual
Youth		
Placement	68.0%	69.4%
Attainment	69.0%	66.9%
Literacy/Numeracy	25.0%	25.0%

The performance outcomes presented herein are based on the most recent State Quarterly Report, Program Year 2007—4th Quarter Report. LWIA 12 staff will continually be in discussions with State staff through December 31, 2009. The final Program Year 2008 Performance Report will be available in February 2010.

Customer and Employer Satisfaction performance measures are also tracked for continuous improvement purposes. The University of Memphis Sparks Bureau of Business and Economic Research (SBBER) provides a comprehensive review of participant and employer satisfaction.

For instance, employers were asked to rate their overall satisfaction with the services they received through the Career Center on a scale of 1 to 10 with 10 being very satisfied. The State averaged 8.7 and Local Workforce Investment Area 12 scored a 9.3. Participants score various components depending on services received. An important element to all Career Center partners can be summed up in the following question—Did services meet your needs? In LWIA 12, 92% of respondents agreed the Career Center services met their needs either most of the time or some of the time.

Workforce Board maintains budget and reports performance

The Northwest Tennessee Workforce Board of Local Workforce Investment Area 12 accepts the financial responsibility of the federally funded Workforce Investment Act grant program.

“We watch the budgets very closely” said Margaret Prater, Assistant Director of Administrative Services. “We want to make sure we are serving everyone we possibly can while staying within budget allocations.”

This year presented unique opportunities with the addition of American Recovery and Reinvestment Act (ARRA) stimulus funding in the Spring of 2009.

“Although we wanted to utilize the funds quickly to stimulate the local economy, we were intentional and responsible in allocating funds for training and workforce development activities” said Prater.

ARRA grant dollars funded the SummerWorks work experience program for economically disadvantaged youth, and is currently funding buy-out classes and Individual Training Accounts for adults and dislocated workers.

In addition to funding changes, the Workforce Board fully converted from the 17 Core Performance Measures to the consolidated 9 Common Performance Measures.

“We are doing well managing our performance and adjusting to the new measures” said Pam Merritt, Assistant Director of Field Operations.

The Tennessee Department of Labor and Workforce Development awards incentive grants for meeting performance standards.

For program year 2007, LWIA 12 earned a \$33,593 incentive award for performance. Of the 13 Local Workforce Investment Areas, 9 qualified for incentive awards. LWIA 12 earned the 4th largest award.

“It is a great achievement and recognition goes to the WIA Career Center Case Managers for all their hard work” concluded Merritt.

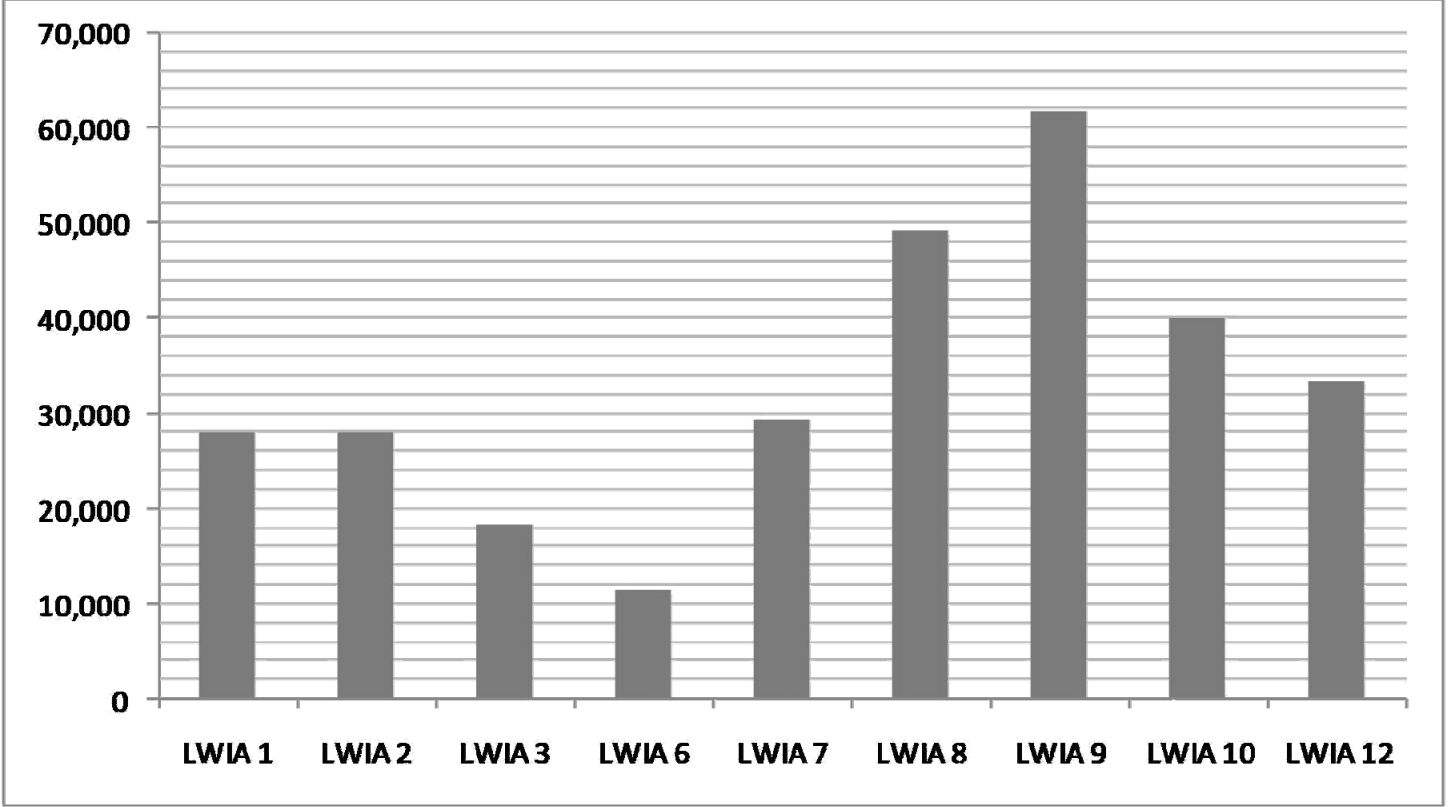
The Department of Labor and Workforce Development encourages local areas to use the incentive awards for capacity building activities to strengthen and provide co-enrollments, partner collaboration, and economic development.

LWIA 12 has earmarked incentive funds for staff development and staffing needs.

NWTNWB Program Year 2008-09 Expenditures Report

Grants	Available 08-09	Expenditures	Percent Expended	Deobligated	Balance
Administration	\$361,789.33	\$288,366.75	80%	\$2,874.42	\$70,548.16
Adult	740,504.64	699,881.37	95%	0	40,623.27
Youth	1,206,586.43	836,663.21	69%	0	369,923.22
Dislocated Worker	805,557.64	805,557.64	100%	0	0
Incumbent Worker	44,165.00	36,847.60	83%	7,317.40	0
Disability Navigator	78,428.56	78,428.56	100%	0	0
Fast Track OJT	39,200.00	38,926.72	99%	273.28	0
Career Readiness	103,128.48	99,842.35	97%	0	3,286.13
Skill Shortage	66,311.07	41,491.45	63%	24,819.62	0
DSCC LPN-RN	442,236.07	291,635.34	66%	36,683.66	113,917.07
ARRA Administration	309,643.00	55,377.72	18%	0	254,265.28
ARRA Adult	396,860.00	119,235.01	30%	0	277,624.99
ARRA Youth	1,192,728.00	203,306.89	17%	0	989,421.11
ARRA Dislocated Worker	1,204,241.00	217,837.40	18%	0	986,403.60
ATT Peer Mentoring	80,007.00	11,746.01	15%	0	68,260.99
ALL GRANTS	\$7,071,386.22	\$3,825,144.02	54%	\$71,968.38	\$3,174,273.82

Local Workforce Investment Area Incentive Awards



Workforce Investment Act Word Search Puzzle

Accommodations
Assessments
Career Readiness
Dual Enrollment
Incumbent
Literacy
Numeracy
Placement
WorkKeys
Adult
Attainment
Certificate
eCMATS
Job Search
Mentoring
On the Job
SummerWorks
Youth
ARRA
Career Center
Dislocated Worker
GEDNext
KeyTrain
Navigator
Peer Tutor
Training
ZoomText

T E N P I Y C A R E M U N M P B R E E Y S
N R N L E G L I T E R A C Y O C E E W C O
R O T A G I V A N S X T T J O O B E F I B
N W R C E L R T E O A T E A D U L T W R X
T I A E A N O S M E W H E C A S L F L C A
E X E M E R I T L M T K J C L B K D R N E
E E E E I N E N L N E N T O I R I A E G N
R C T N T T I E O S E C E M B S S E R K T
Y A G T D N M M R K A M O M L S E S E G T
W O R K K E Y S N R C E M O N T E Y E R D
C O U R L B G S E O E E C D R I T A S I I
N S S T A M C E L W R A C A W R A E R N T
B A P R H U R S A R T N D T A M E T E C E
E O E O E C G S U E I G N I N I A R T C H
O R E R E N N A D M F N N O N E O O T A E
T D R N R I R W E M I M N N R E U T U A S
A A T I R R O W O U C S M S X I S C E E O
R E U O E R R A O S A K N E T R I S R A A
R S T V K D Z O O M T E X T O A D T A G O
E T O E T O O E E M E I L G M O S T E T U
T D R N M E K O M N R R A A N K N Y T A I