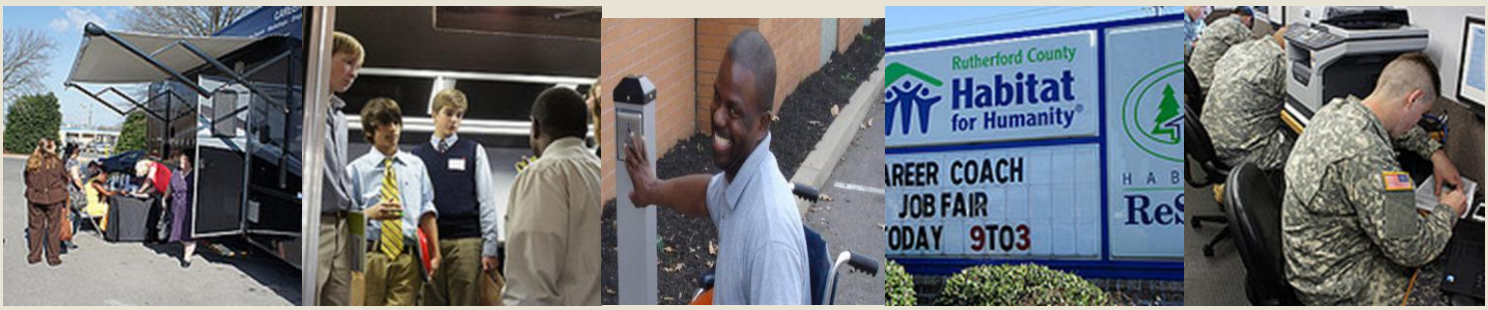
TENNESSEE DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT

INTEGRATED STATE PLAN

JULY 1, 2012 - JUNE 30, 2017

Modification February 2014



STATE OF TENNESSEE
DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT
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BILL HASLAM
GOVERNOR

BURNS PHILLIPS
COMMISSIONER

March 7, 2014

Les Range
Regional Administrator
U.S. Department of Labor/ETA
Atlanta Federal Center
61 Forsyth St. Rm. 6M12
Atlanta, GA 30303

Dear Mr. Range:

Please find attached for your approval a modification to Tennessee's State Integrated Workforce Plan for the Workforce Investment Act Title I/Wagner-Peyser Act and Department of Labor programs. The original plan was submitted on September 14, 2012, and reflected the dates July 1, 2012- June 30, 2017. The Plan and accompanying waivers were approved by U.S. Department of Labor on December 10, 2012. A copy of the approval letter is included as an attachment.

This modification to Tennessee's State Integrated Workforce Plan is necessary to reflect the new initiatives and organizational changes due to Burns Phillips's appointment as Commissioner of the Tennessee Department of Labor and Workforce Development. The modification was developed by the State Workforce Development Board and included contributions from the State Integrated Plan Team, which consists of over sixty (60) individuals representing multiple partners. The State Workforce Development Board and staff from the Governor's Office collaborated in drafting this plan. Staff from the Department of Labor and Workforce Development, including Adult Education, Labor Market Information, and the Senior Community Service Employment Program, as well as the Department of Human Services (Vocational Rehabilitation), the Department for Economic and Community Development, and from the local workforce investment areas also served on the plan team.

This modification provides updated content to reflect:

- Goals and Objectives
- Organizational and Leadership changes
- New policies which support functional alignment of American Job Center Programs
- Updated Labor Market Information and Sector Strategy
- Improvements to technology for data tracking and performance reporting

In addition to a revised Economic and Workforce Information Analysis section, all other content updates are reflected in blue font. Changes have not been made to the original Waiver Requests reflected in the plan which have already received approval. An electronic copy has been forwarded to wia.plan@dol.gov for review and approval.

We appreciate the opportunity to submit this plan for your approval. Should you have any questions or require additional information, please contact Christy Montgomery, Director of Workforce Boards and Strategic Planning at (615) 741- 1031 or christy.montgomery@tn.gov.

Sincerely,

Bill Haslam
Governor

Sincerely,

Burns Phillips
Commissioner

cc: Lovie Thompson, Federal Project Officer
Bill Hagerty, Commissioner, Tennessee Dept. of Economic & Community Development
Raquel Hatter, Commissioner, Tennessee Department of Human Services
Kevin Huffman, Commissioner, Tennessee Department of Education
Bob Ravener, Chair, State Workforce Development Board

Enclosure

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SECTION I - STATE WORKFORCE STRATEGIC PLAN

GENERAL INTRODUCTION

Tennessee's Department of Labor and Workforce Development Integrated State Plan was developed following U.S. Department of Labor guidelines in TEGL 21-11. The plan includes three sections:

SECTION I presenting our state's Workforce Development Strategic Plan
SECTION II presenting our state's 2012-2017 Operational Plan for WIA Title I and Wagner-Peyser Act.
SECTION III providing a list of Assurances in which Tennessee assures the U.S. Department of Labor that it is complying with applicable law and, where appropriate, Web links direct the reader to state policies or other supporting documentation.

The Plan was originally submitted on September 14, 2012 and approved by the U.S. Department of Labor on December 10, 2012. Due to a change in leadership within the Tennessee Department of Labor and Workforce Development, in conjunction with the Governor's further defining of key education, workforce, and job creation initiatives, and in consultation with the Atlanta Regional U.S. Department of Labor office, Tennessee now submits a modification to its Integrated State Plan.

The modification encompasses the strong leadership and work of the State Workforce Development Board who serves as the advisory board to the Governor on all matters of workforce development strategy for the state of Tennessee. See page 60 for a full description of the State Workforce Development Board role and membership composition. A cross program workgroup was re-engaged to develop the modification which included the Governor's staff, the Department of Economic and Community Development, the Department of Education, the Department of Human Services, state and national Senior Community Service Employment Program grantees, along with input from community-based organizations and local workforce investment areas. The State Workforce Development Board Executive Committee and Strategic Planning Committee provided oversight into the State Plan Modification process and also served on the workgroup.

On June 12, 2013, Burns Phillips was officially named as the Governor's designee to oversee the Department of Labor and Workforce Development as commissioner. His initial leadership focus was to provide stakeholders and customers with an opportunity to contribute and voice viewpoints regarding current services offered by the department, the Workforce Investment Act and Wagner-Peyser Act, along with ways to better improve services to employers and job seekers. Commissioner Phillips conducted a listening tour in all thirteen local workforce investment areas that included community-based organizations, private industry, labor organizations, elected officials, local workforce investment board members, and members of the general public. The feedback received during this listening tour provided Commissioner Phillips with an assessment of the actual and perceived successes and weaknesses of Tennessee's workforce development programs. Commissioner Phillips provided the State Workforce Development Board with an overview of his findings and began to engage the Board in the process of modifying current strategies and objectives to ensure the needs of Tennessee citizens and businesses are met, which will help the Governor reach his goal of making Tennessee the number one state in the Southeast for jobs.

GOVERNOR'S VISION and STATE STRATEGIES

*"**Our goal is simple: Top-tier education for our children. Retraining for those out of work and underemployed. A healthy lifestyle. All three will make Tennessee No. 1in the Southeast for high quality jobs**." - Governor Bill Haslam*

Education has a direct influence on jobs. Governor Bill Haslam is committed to improvement in teaching, learning, retention and graduation, and providing a high expectation and a high standard of education for every student. With improvement to education, Tennesseans will have a path to better jobs. Competition for bringing businesses and jobs to the state is intense and the single best recruiting tool for future job growth is a high-quality workforce flowing out of educational achievements. The Governor's priorities for Tennessee include:

Jobs and Economic Development Goal:
Make TN the #1 State in the Southeast for high quality Jobs

Objective I- Identify, assess, and certify skills for successful careers

TO INCLUDE:

- In addition to academic skills and skills for specific careers, develop workplace and life skills.
- Workplace skills (also known as work readiness and employability skills) include such activities as problem solving, positive work habits, teamwork, reliability and many other skills. Employers report critical deficits in the workplace skills of new employees and job applicants. Life skills include the skills required to manage lives and careers; such skills produce financial literacy and also safe and healthy living.
- Use Labor Market Information and other available data to drive decision-making and strategic planning. Knowing where the jobs are, assessing the needed competencies and skills, and understanding the labor market context, all remain as important as ever for effective jobseeker and business relations programs.

Objective II- Promote economic development by connecting workforce development with job creation and growth

TO INCLUDE:

- Provide and also market business services to employers. This includes customized training, incumbent worker training, recruitment and assessment of job applicants, also job match and placement services, early intervention services to prevent layoffs or closures. This will include strengthening our workforce service responses to disasters, effective rapid response actions for all age groups, and a greater focus on enriching work environments and self-sufficient earnings.
- Invest in strategic economic opportunities, such as high-demand occupational training.
- Continue to improve the quality of labor market information to identify high-demand occupations and programs of study, while identifying local strategic economic clusters.
- Continue to encourage and support entrepreneurship.

Objective III- Increase employer engagement with the workforce development system

TO INCLUDE:

- Improve outreach to employers by using consistent marketing and branding with a business audience in mind.
- Engage employers in identifying skills standards and in collaborating to develop training programs that meet their standards. Continue to increase industry involvement in work-integrated learning and increase employer investment in workforce training for incumbent workers, under-or-unemployed individuals, and the emerging workforce.
- Engage employers to market and educate employers on the value of hiring diverse populations, to include but not limited to the specialized target populations.

Objective IV- Expand programs of study that bring together a sequence of career-focused courses that start in high school and extend through college

TO INCLUDE:

- Expand the use of programs of study for multiple pathways to high skill/high wage employment. Pathways should provide a sequential, accessible road map of courses, required for a career pathway, and - encourage the attainment of stackable credentials.
- Support for education and partner initiatives that help in the development of skilled and in demand labor pools which will help Tennessee's workforce compete globally.
- Improve the transfer of credits earned in a student's Program of Study.
- Offer high school students the chance to earn credits for both high school and college through programs of study providing an easy transfer of such "dual credits" between high school and post-secondary institutions. To include improved articulation between the state's two-year colleges and also between two-year and four-year institutions concerning credits earned in one institution being applicable (and transferrable) to another.

Objective V- Increase work-integrated learning

TO INCLUDE:

- Increase the number and types of workplace experiences available to students of all ages and out-of-school youth. Such experiences may include, among others, internships and job shadowing, workplace mentorships, pre-apprenticeships and apprenticeships, cooperative education, summer employment, and work study. These opportunities will align work experiences with each student's program of study and build in transferable, academic credits whenever possible.
- Bring more work experiences into the classroom by engaging employers and workers.
- Bring employers into the classroom and students into the workplace to make what-is-learned-in-the- classroom more relevant to students. Such relevant learning experiences will include project-based learning, classroom visitation by business (as well as, public, not-for profit, and government) employers, contextualized learning, and applied learning through internships and cooperative education. Each of these opportunities will help students make experience-based and education choices.

Education and Workforce Development Goal:
Create a more seamless path from high school, post-secondary education or training, to the workforce

Objective I- Leverage resources, including WIA statewide and local funding and other non-WIA funds, and partnerships across departments and programs to aid in developing more seamless paths from training into the workforce.

TO INCLUDE:

- Increase non-traditional opportunities to obtain postsecondary certificates and degrees.
- Expand methods of reducing the time it takes to earn postsecondary credentials, including competency- based learning programs and credit for prior learning.
- Through partnering with Higher Education, develop more "earn, learn and grow" models, such as those that integrate apprenticeship training and college degrees and certificates.

Objective II- Increase the number of credentials and certificates

TO INCLUDE:

- Expand high school dropout prevention and retrieval programs. Focus on remedial training and attainment of high school equivalencies for all job seekers lacking a high school diploma.

- Prevent students from dropping out of high school and retrieve those students who have dropped out by expanding state programs. Such prevention includes programs that leverage the resources of middle and high schools, social service agencies, Workforce Investment Boards, community-based organizations, and other partners.
- Provide comprehensive services and new models of support and employment services including special services for diverse populations with multiple barriers to education and training.
- Enhance supportive service for diverse populations with multiple barriers to education and training, including those with disabilities. The services include traditional support services but also "rethink" how to serve people with barriers by creating new partnerships with employers and with social service agencies and community based-organizations which lead to better-leveraging resources.

Objective III- Improve the availability and quality of career and education guidance for students of all ages in high school and postsecondary institutions

TO INCLUDE:

- Provide extensive information about career pathways, and with education and career opportunities, including opportunities that require a bachelor's degree and opportunities that call for a shorter-term investment in education and training.
- Provide navigators to help adults identify and access education and training programs, to pay for school, and connect with other support services encouraging life-long learning.

Conservative Fiscal Leadership Goal:
Eliminating duplication and leveraging dollars to provide more opportunities to existing job seekers and the emerging workforce

Objective I- Improve job search and placement services for unemployed and underemployed workers

TO INCLUDE:

- Improve the quality and speed of job matching and referrals from job seekers to employers with job openings.
- Improve the technology/automation used to make job matches and the job referral process so that the skill sets job applicants have, match the skill sets that employers want.

- Help job seekers and employers recognize transferable skills gained in military-to-civilian employment opportunities. Make job search and placement assistance more widely known and available to students, workers, and employers.
- Modernize technology resources to streamline cost.

Objective II- Establish cost-effective co-investment models, across government funding streams and other funding streams

TO INCLUDE:

- Reduce barriers to sharing or splitting funding across funding streams. Creative use and training of frontline, administrative and leadership staff to work in the best interest of the customer by leveraging the resources of both internal and external organizations.
- Make routine practices that leverage resources across agencies and enhance customer performance outcomes. Data sharing and customer tracking is made easier through use of technology.
- Establish cost-sharing practices and policies that "stretch" public dollars to serve the largest number of participants and attain the highest performance outcome levels.

The overarching goals and objectives detailed above provide the framework for the workforce development system in Tennessee. These goals and objectives are cited throughout this plan to demonstrate the specific state strategies, cross program strategies and opportunities to expand partnerships and leverage resources. Throughout the many departments and agencies in Tennessee who provide assistance to the workforce, education, and businesses, each agency is aligning program strategies and services to meet these Goals. By setting our sights on the same unified mission, each agency is better able to identify opportunities to collaborate and align policies, establish strong partnerships and leverage funding, which will strengthen the service to our customers by eliminating duplication and identifying efficiencies.

Implementing these goals starts at the Executive level, including the State Workforce Development Board, through strong leadership and a commitment to quality customer service. Governor Haslam routinely holds cabinet level meetings where the Executive Leadership, including all commissioners, thoroughly discussing the projects, programs and progress of the state's initiatives. This leadership is filtered down to each department and agency to the senior leaders. The Tennessee department's senior leadership teams continue to further the initiatives through strategic planning and action plan development with multiple partners including local workforce investment boards. These efforts are captured in State Plans for integration within multiple funding sources, including but not limited to this Five-Year Integrated State Plan, Jobs4TN, Pathways Tennessee State Plan, Drive to 55, and Skills Panels. Information regarding these initiatives and how they are integrated with each other is outlined below. Additional information is included, which also provides information regarding how state and local resources are used to drive implementation of the Governor's goals and objectives, within the State Strategies & Cross Program Strategies sections, including Partnership and Leveraging

Resources, Leveraging Discretionary and Formula Resources, Expanding Opportunities to Leverage Resources and Policy Alignment. Further, details are provided in within the Economic and Workforce Analysis sections, including; Education, Skills, and Training Challenges and Meeting the Skill Needs of Employers, and throughout the entirety of this plan. By implementing the Governor's goals throughout state agencies and partner initiatives, Tennessee will fulfill its goal to be the number one state in the Southeast for high quality jobs. Within the American Jobs Centers in Tennessee, the State Workforce Development Board has adopted the functional alignment strategies outlined in this plan and supporting policies (detailed in the policy alignment section below) to further integrate the partner services with Tennessee Career Centers, to also leverage funding, reduce duplication, and provide improved quality customer service to Tennesseans.

State Strategies & Cross Program Strategies

Governor Haslam's Job and Economic Development Priority will continue to improve the partnership between Economic and Community Development (ECD) and the Tennessee Department of Labor and Workforce Development (TDLWD). Under this Job and Economic Development Goal, the Governor's Jobs4TN plan was developed through interviews with more than 300 stakeholders, community leaders, and national experts as well as through seven roundtables across the state. The plan includes four key strategies:

- Prioritizing the strategic recruitment of target industries
- Assisting existing Tennessee businesses in expanding and also remaining competitive
- Supporting regional and rural economic development strategies
- Investing in innovation and reducing business regulation

Significant progress is already underway concerning many of the key strategies. Business Facilities magazine named Tennessee "2013 State of the Year" for attracting $3.2 billion in capital investment, including two automotive-related projects totaling 2,600 jobs (*Tennessean*, 1/16/2014, pp. 1A and 2A). Governor Haslam is committed to decentralizing ECD by establishing across the state regional Jobs Base Camps that focused on leveraging the unique assets of each region. Each of the nine Jobs Base Camps is responsible for a number of activities including: calling on existing businesses, developing regional strategic plans, supporting the entrepreneurial accelerator, supporting business development and recruitment projects, and helping align existing workforce development resources with the needs of existing businesses. TDLWD has been identified as a key partner in the implementation of Jobs Base Camps. Soon after the implementation of Jobs Base Camps, TDLWD facilitated a joint meeting between the nine ECD regions and the 13 Local Workforce Investment Areas (LWIAs). These meetings identified joint planning, asset mapping, outreach, partnering, sector strategy, service delivery, and workforce development as areas of mutual importance where alliances need to be established

and/or strengthened. While the functional alignment in this Plan is operationalized, both WIA and Wagner-Peyser will collaborate with ECD and will be primary partners in the success of the Jobs Base Camps. One example is the decentralized approach for Rapid Response which puts the service in the hands of local workforce areas.

Furthermore, utilizing the clustering methodology, made famous by Harvard Business School Professor Michael Porter, ECD undertook an analysis to determine the sectors in which the state has a competitive advantage. The assumption behind this analysis is that the state would be more successful and would better utilize its resources if it focused its recruiting efforts on sectors in which the state has a competitive advantage. After examining data, such as the percentage of national employment in a sector that Tennessee is responsible for and the average wages of Tennessee employees in a sector, the Governor's office and ECD identified target sectors for workforce collaborations: aerospace and defense; automotive; chemicals, plastics, and rubber; transportation, distribution and logistics; energy and technology; food and agribusiness; healthcare and medical devices; business services, headquarters and research and development; manufacturing; and entertainment and media. Occupations that fall within these industry clusters will help Tennessee focus on preparing the workforce for growing existing business and attracting new business. Tennessee has currently recognized ten sectors of high growth which are analyzed in the Economic and Workforce Information Analysis section below, but will continually analyze and assess growth of sectors to provide current data to help drive decision-making and strategic planning across the state.

After learning that over 86% of all new jobs in the state are created by existing businesses, the Governor asked ECD and TDLWD to make the expansion of existing businesses a priority. This will be accomplished in part by making one of the primary objectives of Jobs Base Camps meeting with existing businesses to discuss federal and state programs that might be able to benefit these companies (Jobs and Economic Development Goal: Objective III- Increase employer engagement with the workforce development system) . In addition, Governor Haslam has engaged executives from many of the leading companies in Tennessee to discuss opportunities for expanding their companies' operations.

The Governor has also prioritized entrepreneurial economic development activities through various programs and strategies. In 2011, Governor Haslam introduced INCITE, which stands for, Innovation, Commercialization, Investment, Technology and Entrepreneurship and is a $50 million initiative to raise Tennessee's profile in innovation-based economic development and drive growth in the creation of knowledge-based jobs. INCITE also includes a Co-investment Fund, or venture capital program, designed to stimulate the growth and development of innovative small businesses in Tennessee. This fund is backed entirely by a $29.7 million award through the U.S. Department of Treasury's State Small Business Credit Initiative (SSBCI) and is expected to spur additional private-sector investment of up to $300 million to accelerate the

expansion of Tennessee's economy. To ensure this trajectory, Governor Haslam reconstituted the Tennessee Technology Development Corporation and created Launch Tennessee (LaunchTN), a public-private partnership with oversight and stewardship of activities related to entrepreneurship, commercialization, capital formation and outreach. LaunchTN facilitates the management of nine regional business accelerators that provide instructional, programmatic guidance for early, high-growth start-up companies and ultimately positioning them for capital investments.

Aligned with the Governor's Education and Workforce Development Goal and Conservative Fiscal Leadership Goal, the services to job seekers and employers have been improved to provide greater opportunities for business expansion, business recruitment and job-seeker placement through technology. The Governor announced in April of 2011, the launch of the Jobs Clearinghouse to provide a unified platform and one-stop, self-service for both employers and job seekers. The "Jobs4TN.gov Web site" is provided by TDLWD. The function of the "Jobs4TN.gov Web site" is to create a trusted, valued source where job seekers and employers can connect seamlessly under one system. This One-Stop "shopping" allows an applicant to distribute their resumes while simultaneously "crawling" Web sites for job opportunities. The Jobs4TN.gov Web site enhances the ability of employers to identify qualified applicants. Furthermore, the system provides access to demographic data, at the community and regional levels, which identifies industry strengths and educational attainment levels, projected workforce needs, and the training and education requirements for high-demand career fields. The agency utilizes job fairs at the request of an employer, and through collaboration with ECD Jobs Base Camps, to maximize the connection between the job seekers and the employer. The agency makes available to rural areas three mobile Career Coaches that may be used to assist in this process. In an effort to streamline services the Workforce Services Division has integrated several programs on the state level in order to provide better guidance for the local workforce system in functional alignment. All populations including those with additional needs; veterans, homeless, individuals with disabilities, individuals with English as a second language are served through customized career center services. For example, the American Job Center in Nashville modified an existing program addressing training and access to our State Job Bank system (Jobs4TN) to meet the needs and language barriers of the Egyptian population. In addition, new policies provide guidance to streamline customer services and allow for cross training among staff. This provides a knowledge base for employees to be aware of the needs of other programs in the system.

The Governor has made significant progress in these areas with 39,600 new jobs created between November 2012-2013, and with more than $5 billion in capital investment in Tennessee during 2013. In support of the Governor's vision, TDLWD will help enhance economic prosperity in Tennessee by developing targeted strategies that support the creation of high quality jobs, advance communities, and support the training and growth of a 21st century skilled workforce while promoting workplace health and safety. The TDLWD already plays an influential role in

the well-being of both Tennessee businesses and citizens. For citizens, TDLWD's Workforce Services, Employment Security, and Adult Education divisions provide opportunities for adults to receive the education, training, and assistance they need to find and secure employment and to make better lives for themselves and their families. For businesses, the department and its local workforce area partners provide, at no charge, labor market information, seminars on legislative changes, job-order service that helps companies fill vacant positions, new employee assessment and screening services, job fairs, and transition services for employees of plants that are closing, and other services. The TDLWD will build on the department's success through increased coordination, leveraged funds, seamless customer service delivery, and functional alignment of services redefined throughout this integrated plan. For example, business service teams located in each LWIA will connect ECD, Vocational Rehabilitation, Adult Education and all partners of the American Job Centers to local business and industry needs. Local business service teams have been developed within the American Job Centers to work collaboratively to reduce duplication and leverage funds. These teams are co-led by local Workforce Investment Act and Wagner-Peyser team members. Business services function. The Career Center staff and partners involved in the business services function are responsible for building relationships with employers through local and regional initiatives including but not limited to sector partnerships and business alliances; and identifying opportunities to address the human resource needs of employers. The goal is to become the bridge between business and job candidates by coordinating with all Career Center staff and partners to actively recruit and refer qualified job candidates based on the needs of business. Services associated with the business services function include but are not limited to the following: business outreach; recruitment and referral for job vacancies primarily for targeted business and industry; job candidate qualification review; provision of economic, business and workforce trends; organize specialized training programs around business and industry needs; provide information on human resource services.

By meeting the skill requirements of regional employers- a comprehensive college/career pathways system can help businesses prosper and grow while enabling individuals to attain employment at good wages in industry sectors vital to regional economies. State support for these regional undertakings comes from a gambit of agencies who serve on the Pathways Tennessee State Planning Team including the Tennessee Departments of Economic & Community Development, Education, Labor & Workforce Development, Tennessee Higher Education Commission, and many other statewide organizations. The collaboration of multiple agencies provides opportunities for the team to identify opportunities for improvement and identify promising practices. These help further develop leveraging of resources and elimination of duplication. Ultimately, by creating more seamless career and academic pathways across Tennessee, Pathways Tennessee will assist to meet the Governor's Education and Workforce Development Goal as outlined in the Drive to 55 initiative. In addition, through the Complete College Tennessee Act, the state has made access to college, along with success in college, a priority. The Act's new Public Agenda for higher education establishes the direct link between the state's economic development and its educational system. Congruently, there is an increased

focus on assisting every region to raise educational attainment rates and enhance workforce development efforts through innovative public/private partnerships. The Governor's Drive to 55 campaign supports the goal of having 55 percent of Tennesseans (of all ages, not just exclusive to youth) with certificates or degrees beyond high school by 2025; reaching this goal will assure the state can keep up with the emerging job demand projected by labor market information. This initiative is overseen by the Tennessee Higher Education Commission, and involves collaboration of multiple state agencies to develop strategies specific to their agency and cross program strategies, such as the Governor's Goals and Objectives outlined in the entirety of this plan, which will help achieve the 55% goal.

The 2013 Pathways Tennessee Strategic Plan outlines six Core Priorities for success:

1) Promote the development of rigorous braided academic/career pathways across Tennessee
2) Cultivate strong statewide and regional collaborative
3) Ensure Regionally and Locally sustainable academic/career pathways
4) Develop and promote communication strategies regarding Pathways Tennessee
5) Ensure continuous improvement of Pathways Tennessee Opportunities
6) Critically evaluate the Pathways Initiative process and Outcomes

The Governor and TDLWD have learned that it is also imperative to initiate partnerships with private business industries and to improve educational and training attainment; and, in order to become competitive for the 21st Century, Tennessee must create a more seamless path between high school, post-secondary education or training, and the workforce. Currently, Local Area 5 is coordinating its youth services with the regional Pathways Southeast Regional steering committee. The Southeast Region applied for a Youth Connections grant to further implement the Core Priorities of Pathways. Unfortunately, they were not awarded this grant, but another entity within their region did receive an award. Bradley County School system received 4.5 million under Youth CareerConnect to integrate rigorous educational standards with work experiences and skills in ways that enhance instruction and deliver real–world learning opportunities for youth and Local Area 5 has reached out to them to identify opportunities for collaboration. In addition, TDLWD is encouraging LWIAs to also integrate their youth programs with local schools that are currently applying for Pathway to Prosperity Grants that the Tennessee Department of Education and Career & Technical Education received to create Regional pathways and work based learning. It is anticipated that the local school will welcome WIA funds to assist in providing support services and services allowed under WIA youth funds to expand opportunities for eligible WIA youth participants.

Higher Education within Tennessee is also seeing additional collaborations by directly collaborating with the Local Workforce Investment Areas in Tennessee to engage private businesses in Regional Alliance Skills Panels, which will assist with achieving the goals of the Drive to 55 initiatives and the Governor's Goals and Vision outlined in this plan by aligning

workforce preparation and degrees to the needs of employers. Meeting business workforce needs is an essential element of The Public Agenda/Master Plan to achieve the goals of the Complete College Tennessee Act. Understanding that the workforce needs vary by economic regions of the state, a regional approach to collaborating with business and the workforce is essential. To be successful we must establish an alliance and strategic framework between Community Colleges, Technology Centers, and Workforce Boards to achieve the common goal of meeting the skills, certifications, and degrees needed by the region's businesses and growth industries.

The partnerships of the skills panels includes the following:

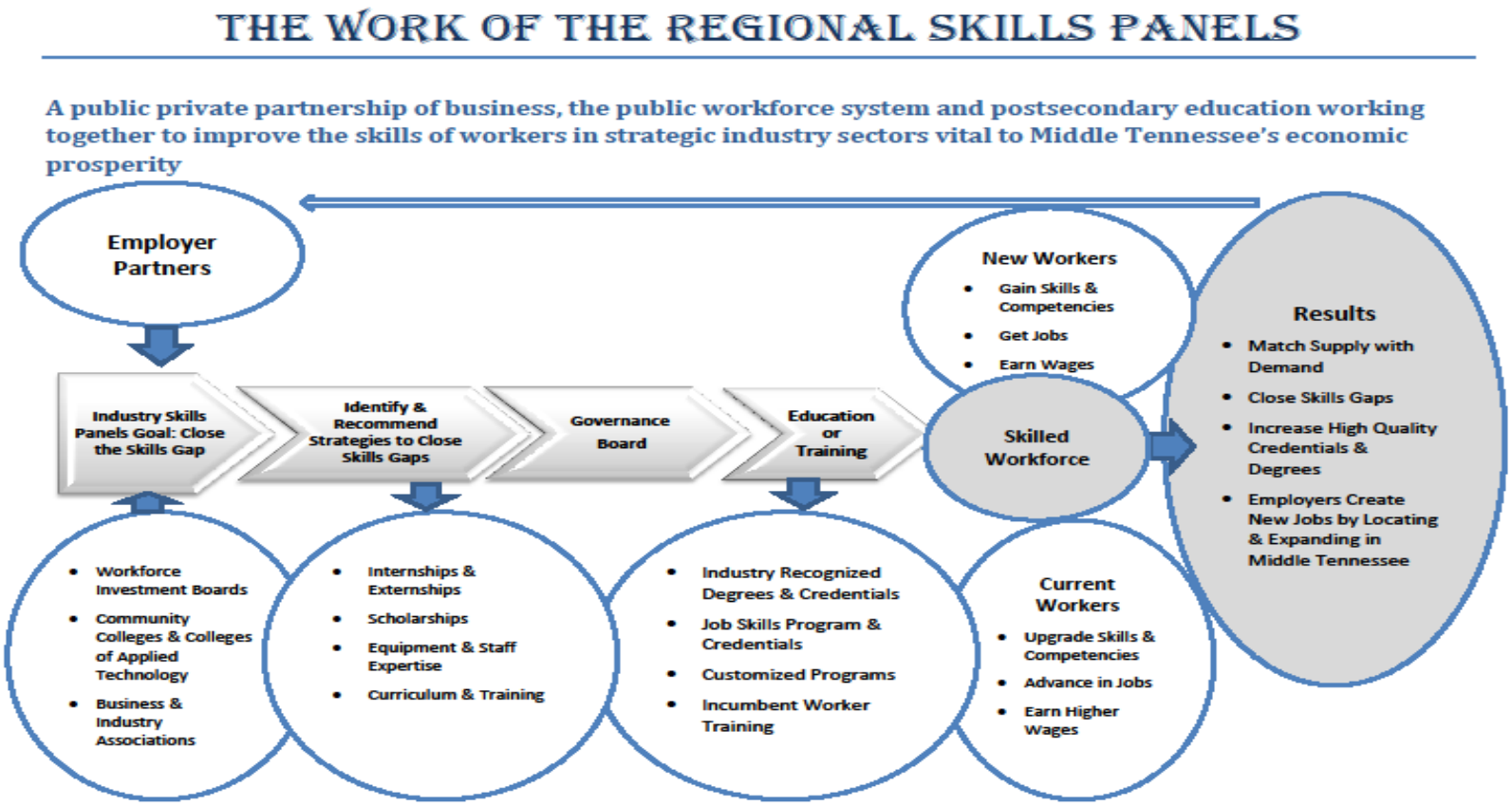
- Tennessee Board of Regents
- Community Colleges (Columbia, Motlow, Nashville, and Volunteer State)
- Colleges of Applied Technology (From the Nashville-Murfreesboro-Franklin MSA, Maury and Montgomery counties)
- Workforce Investment Boards (LWIAs 6, 8, 9, and 10 in Middle Tennessee)
- Tennessee Department of Economic and Community Development

These partners pilot a collaborative partnership between the region's community colleges, colleges of applied technology, workforce investment boards, and employers built on an increased focus on the talent and skill needs of key industry sectors and the growing knowledge based economy. Establish "Centers of Excellence" around high growth job sectors (healthcare, information technology, and advanced manufacturing). The centers will be a collaborative framework where higher education, economic development and workforce leaders share real time supply and demand data, resources, best practices and communication linkages for the purpose of business engagement. Employer lead Skills Panels will inform and guide the alignment of higher education and workforce demands in a regional effort to drive greater economic prosperity and opportunity.

Goals and Measures:

- A **regular system of quantitative and qualitative information on the labor market and changing employer needs.** Provide strategic real time, reliable measures of demand and supply with a focus on high-growth, high-demand and high-wage, high-skill occupations in the region.
- Community Colleges and Colleges of Applied Technology develop new programs and revise existing programs in response to **input from Industry Skills Panels and real time labor market information.**
- Students through improved information on the labor market and changing employer needs and through internships and coops are better able to **make informed decisions about their education and career choices.**
- Students and faculty **engage with industry** through internships, coops, and faculty externships.
- Success measures would include those relating to **student's employment after graduation** and on the ability of the community colleges and colleges of applied technology to meet employer needs and the region's economic development and workforce goals.

FLOW Chart


THE WORK OF THE REGIONAL SKILLS PANELS
A public private partnership of business, the public workforce system and postsecondary education working together to improve the skills of workers in strategic industry sectors vital to Middle Tennessee's economic prosperity
Employer Partners
Industry Skills Panels Goal: Close the Skills Gap
Identify & Recommend Strategies to Close Skills Gaps
Governance Board
Education or Training
Skilled Workforce
New Workers
Gain Skills & Competencies
Get Jobs
Earn Wages
Results
Match Supply with Demand
Close Skills Gaps
Increase High Quality Credentials & Degrees
Employers Create New Jobs by Locating & Expanding in Middle Tennessee
Workforce Investment Boards
Community Colleges & Colleges of Applied Technology
Business & Industry Associations
Internships & Externships
Scholarships
Equipment & Staff Expertise
Curriculum & Training
Industry Recognized Degrees & Credentials
Job Skills Program & Credentials
Customized Programs
Incumbent Worker Training
Current Workers
Upgrade Skills & Competencies
Advance in Jobs
Earn Higher Wages

TDLWD will lead the effort to meet the Governor's Goals and Objectives by ensuring that American Job Center staff is provided with training, by both internal and external experts, which will grow the skills and knowledge of individuals working with programs that help serve the citizens of Tennessee. The systematic training will specifically address workforce system partners and stakeholders who serve job seekers, youth, and business customers. This venture is essential to supporting and communicating functional alignment and seamless services outlined in the Governor's vision and throughout this plan and this venture will be a primary tool in the Career Center chartering implementation. At its core will be a diverse and dynamic partnership among workforce system stakeholders.

Adult Education

Adult Education (AE) is an intricate partner of the Workforce System. AE has established a representative on each local workforce board, Rapid Response team, and has become a part of TDLWD's senior leadership team. AE representatives regularly attend and present at State Workforce Board meetings and regularly present locally and nationally, both to and on behalf of, the State Workforce Board. AE senior staff regularly reviews and signs off on MOU's with each LWIA where it has a physical presence in the Career Centers within the local area.

There are three areas that could be enhanced for the future among AE and the other partners:

- Formal referral process and form between the local Career Center and local AE program
- Formal marketing plan
- Unified testing system. The Workforce System must work together to put a process in place for each of these areas. This will allow for better services to Tennessee's businesses and customers.

The chart below displays the current partnerships between Adult Education, Workforce Development, LWIAs, Business Services, Employment Security, and Communications.

Working Together to Serve (Adult Education)

Workforce Development	WIA	Business Services	Wagner-Peyser	Communications
• Contracts for serving dislocated workers with Rapid Response funds for basic skills upgrades, HSE Prep and/or basic workforce computer skills • Partner (with Vocational Education) in being awarded federal performance incentive funds (if all entities meet targets) • Shared Common Core measures • Shared data information in eCMATS • HSE database sharing	• Adult Education member serves on each LWIA Board • Two LWIAs are Adult Education services providers (LWIA 8 and LWIA 10 Maury County) • HSE graduates referred to Career Centers for employment opportunities • Partner on local level to provide TABE testing • Shared data information in eCMATS • HSE database sharing	• State and local staff regularly present at WEOC meetings • Business Services Team members have direct contact with each local Adult Education program supervisor for referrals • Business Services Team members receive yearly update from AE office on changes • Business Services team regularly uses AE brochures for recruiting	• Contracts to serve TAA/TRA basic skills upgrades and HSE prep • Shared database for registration information and outcomes • Use of Career Coaches by AE programs for recruitment and registration of students • Plan to use Career Coaches, in partnership with Dept. of Correction for HSE testing in local correctional facilities • Participation in job fairs • Shared information in eCMATS for common core employment goals • HSE database sharing	• Work in collaboration for all press releases • Award-winning press kit design for GED NOW! State-wide advertising campaign • Working to design a new state-wide campaign for HSE tests in 2014

Tennessee is proud of the presence Adult Education has in the state. Statistics show that 95 percent of Tennessee's AE students list employment-related reasons for attending an AE program whether it is to obtain a job, a better job, a promotion in their current job, enter postsecondary or training. The students who go to an AE program have one thing in common-- they want the opportunity to provide a better life for themselves and their families. To help achieve the Governor's goal of Jobs and Economic Development, Objective V to increase work related learning, AE is in the beginning stages of conducting three Career Pathway Pilot Programs in Program Year 2014. The pilot programs are geared to transition students from the HSE program directly into a demand-occupation training program. One of the pilots in an LWIA, will specifically equip AE students, as they are working toward their HSE diploma, with the skills needed to work at a large call center.

These partnerships are the prelude to even more integration for AE within the Workforce System. AE is committed to ensuring that every HSE graduate is equipped with the knowledge and skills necessary to immediately enter training and/or postsecondary education. Strengthening the partnerships with the services AE will enhance employment opportunities for individuals and serve business and industry by providing them with a workforce that is more educated, allowing the state more leverage in bringing new jobs for Tennesseans.

Families First Partnership

Tennessee's TANF Program (Temporary Assistance for Needy Families), called Families First, is in the midst of a program re-design, with the goal of making the Program more employment driven. Because this is the Families First Program's ultimate aim, it makes sense to align with, partner with, and leverage resources with the experts in the field. TDLWD anticipate collaborating with the Families First Program and its existing partners to help provide a wider range of services for TANF clients. These services could include, but not be limited to: WIA, Wagner-Peyser, Adult Education and Literacy, the FastTrack Program, Career Center assistance, Re-employment Services Assessment, Senior Community Service Programs, and Rapid Response for Dislocated Workers. A number of collaborative discussions are taking place to access existing workforce system resources and to discuss an effective and efficient customer flow that is focused on work and achieving self-sufficiency. (Governor's Jobs and Economic Development Goal: Objective III- engage employers to market and educate employers on the value of hiring diverse populations; Governor's Conservative Fiscal Leadership Goal: Objective I & II; Governor's Education and Workforce Development Goal: Objective I).

Food Stamp Employment and Training Program

TDLWD's Employment and Training (ET) program is designed to assist Supplemental Nutrition Assistance Program (SNAP) eligible households gain skills, training, or work experience that will increase self-sufficiency. The Department of Human Services (TDHS) determines a SNAP applicant's eligibility status for benefits by determining if the client is subject to work requirements. All SNAP eligible clients who do not meet any federal or state exemptions, are work registered and referred to an ET program by TDHS and are considered mandatory ET participants. First, federal exemptions from SNAP work requirements are considered, if the client doesn't meet any federal exemptions then state exemptions are reviewed. If the client doesn't meet any exemptions they are then referred by TDHS to TDLWD's SNAP ET program. TDLWD provides the employment and training services to participants in available components. Tennessee does not have a statewide volunteer program, exempt clients who

are considered non mandatory clients located within the six counties of service have the option to volunteer in the E&T program. SNAP clients located outside the six counties of service are not required to participate in the E&T program.

Clients referred to the SNAP E&T program by the THDS, who are deemed job ready, are referred to the WIA program. SNAP E&T staff network with WIA staff to utilize the full array of WIA's resources that include assessments, extensive testing, literacy training, post-secondary and community college education, on-the-job training (OJT), job search, high school equivalency (HSE) study and testing, and other employment related training opportunities. The duration of the training will determine the nature and length of the course requirements. SNAP E&T staff will utilize these services when it best suits the participant's needs and program duration can vary from a few weeks to several months. (Governor's Jobs and Economic Development Goal: Objective III- engage employers to market and educate employers on the value of hiring diverse populations; Governor's Conservative Fiscal Leadership Goal: Objective I & II; Governor's Education and Workforce Development Goal: Objective I).

Business Services Alignment

TDLWD is undergoing a dramatic change in its service delivery designs for both job seeker services and business services. To support cross-program strategies, Tennessee has engaged in a collaborative effort to redesign the state and local workforce system to provide a seamless service model that focuses on customer needs and expectations. The fundamental plan adopted by local areas and integrated into the Local Five-Year Plan approved by the local workforce investment boards includes:

1. Functional alignment. Functional alignment is both an opportunity and a tool to effectively organize staff and facilities in a manner that streamlines customer service delivery, capitalizes on the strengths of staff and technology to deliver services, and thereby reduces duplication. It is not enough to co-locate partners, orient customers to partner programs, and refer customers to these programs. In order for the one-stop delivery system to succeed, services must be integrated and delivered according to customer need rather than program focus. In Tennessee, the one-stop delivery system of American Job Centers is called Tennessee Career Center System

2. Business services function. The Career Center staff and partners involved in the business services function are responsible for building relationships with employers through local and regional initiatives including but not limited to sector partnerships and business alliances; and identifying opportunities to address the human resource needs of employers. The goal is to become the bridge between business and job candidates by coordinating with all Career Center staff and partners to actively recruit and refer qualified job candidates based on the needs of business. Services associated with the business services function include but are not limited to the following: business outreach; recruitment and referral for job vacancies primarily for targeted business and industry; job candidate qualification review; provision of economic, business and workforce trends; organize specialized training programs around business and industry needs; provide information on human resource services.

3. Business development and job development. For purposes of clarifying roles and responsibilities, there is a difference between business development and job development. Business development is the process of focusing on business needs and expectations and then finding suitable and appropriate workers, while job development is the process of having a specific individual and targeting employers to hire that individual. Each funding source will continue to conduct job development within its own organizational structure and within the framework of funding source requirements. Individuals engaged in job development for targeted populations will be a part of the local business service team. This cross-functional strategy will ensure that targeted populations and the staff that work with them are engaged in conversation and planning to increase job opportunities for their respective populations. Business development will become a functionally aligned process that will be managed through local business service teams.

4. TDLWD business service support. TDLWD will supports local business service teams through direct over-sight and technical assistance from the Workforce Services Administrator and the director's leadership team, including the regional directors of field operations. The collective leadership of the Division of Workforce Services will assist with outreach materials, event planning, labor market information, data collection, technical assistance and reporting. The administrator of Workforce Services will be the primary contact to coordinate with the Department of Economic and Community Development and Job Base Camps. Additionally, the director's leadership team will continue to assist with these efforts to support the administrator in the cross program collaborations.

5. Local business service team fundamentals**.**
    a. Workforce system partners, mandated in the WIA and other appropriate partners will participate on local business service teams if they have a "job" as a service outcome (such as Trade…).
    b. The two primary partners will be Workforce Investment Act Adult/Dislocated Worker (Rapid Response funds) and Wagner-Peyser Labor Exchange funding streams.
    c. The local business service teams will have a lead or co-leads from the two primary partners.
    d. The team will establish a memorandum of agreement on the protocols that will be followed related to meetings, communication, roles and responsibilities, tracking.
    e. Local business service teams will follow procedures and policies established by the State Administrative Entity and the State Workforce Board.
    f. Teams will have options on how to approach service delivery and will participate in a statewide planning session to understand and formulate local service delivery recommendations.
    g. Standardized forms, data input, and tracking will be developed to provide consistency and better analyses statewide.
    h. Local business teams will be trained on FastTrack and will work with the TDLWD administrator of Workforce Services to facilitate working with ECD around job expansions and new business growth.

i. Branding and outreach materials will be a statewide theme including the national USDOL brand information.
j. Common definitions will be established to support all funding streams' understanding and requirements.
k. A performance management dashboard inclusive of State Board measures and locally-selected measures will be required to help encourage measurements that drive positive behaviors in regard to employers.
l. Regional collaborations will be encouraged.
m. Rapid response will be included in the local business service team responsibilities. Rapid Response activities have been functionally aligned and provided through local workforce areas to establish a more integrated seamless approach to helping jobseekers and business customers.
n. Career Center chartering requirements will include business service requirements that each local business service team must meet or exceed.
o. Business services is expected to collaborate with job seeker services to fill positions and focus training on needed skills and knowledge.

6. Local business service teams. There will be two primary partners in forming a local business service team: Wagner Peyser Labor Exchange and Workforce Investment Act Adult/Dislocated Worker Programs. Local workforce areas were required to submit a plan to TDLWD, in its role as administrative entity, for approval that was developed in consultation with local Wagner-Peyser staff and other relevant partners evidenced by a sign-off on the plan. The plan addressed:
    a. Which partner agencies will participate in the local business services team?
    b. Who will lead or co-lead the team?
    c. What are agreed upon roles and responsibilities for each team member?
    d. A flowchart of job seeker and business customer flow for all team member funding streams.
    e. A flowchart of the paperwork flow for all team member funding streams.
    f. The sectors that will be focused on and justification for the selection of the sectors.
    g. Common definitions and recommendations for local performance management dashboard key indicators.

Partnership and Leveraging Resources

The Governor's Education and Workforce Development Goal: Objective I- leveraging resources, and partnerships across departments and programs to aid in developing more seamless paths from training into the workforce, along with the Governor's Conservative Fiscal Leadership Goal and Objectives, are a key component of the development of this State Integrated Plan. The State Integrated Plan is a prime example of the collaboration between partners in Tennessee There were over 65 team members who participated in drafting the state plan. These members represented: State and Local Boards, WIA, WP, Career Centers, Organized Labor, Education, P-16 & 20, Business, Rapid Response, SCSEP, Vocational Rehabilitation, Labor Market Information, Agriculture, TANF, Youth Councils, Eligible Training Providers, RESA, ECD, and the Governor's office. The state convened meetings with all partners

during an introductory meeting and continued to include a facilitated meeting to discuss the linkages throughout the workforce system and through smaller subject matter expert groups. All partners reflected in the team are integral to effectively align the state's strategies and communicate within the workforce system. The collaboration between the partners in Tennessee help to ensure that all aspects of the system are addressed including the target populations of limited English proficiency, homeless individuals, ex-offenders, individuals with disabilities, and those with multiple challenges to employment.

Aligned with the Governor's Education and Workforce Goal, Pathways Tennessee, a statewide multiagency initiative, is focused around providing rigorous education that leads to relevant careers in high demand sectors across the state. This regionally driving initiative focuses on education, workforce, and community development that will lead to a more skilled, educated, and prosperous state. By meeting the skill requirements of regional employers- a comprehensive college/career pathways system can help businesses prosper and grow while enabling individuals to attain employment at good wages in industry sectors vital to regional economies. State support for these regional undertakings comes from a gambit of agencies including the Tennessee Departments of Economic & Community Development, Education, Labor & Workforce Development, Tennessee Higher Education Commission, and many other statewide organizations. The 2013 Pathways Tennessee Strategic Plan outlines six Core Priorities for success:

7) Promote the development of rigorous braided academic/career pathways across Tennessee
8) Cultivate strong statewide and regional collaborative
9) Ensure Regionally and Locally sustainable academic/career pathways
10) Develop and promote communication strategies regarding Pathways Tennessee
11) Ensure continuous improvement of Pathways Tennessee Opportunities
12) Critically evaluate the Pathways Initiative process and Outcomes

The Governor's Conservative Fiscal Leadership Goal: Objectives I & II provide the vision for the workforce system to continue to improve the quality of the workforce through maximizing economic resources. In order to leverage other federal, state, local, and private resources while expanding the participation of business, employees, and individuals in the workforce system, particular emphasis will be placed on the Governor's vision for economic and workforce development embodied in the *Jobs4TN Plan*. This plan has four key strategies: 1) Prioritizing Key Clusters and Existing Businesses; 2) Establishing Regional "Jobs Base Camps"; 3) Reducing Business Regulation; and 4) Investing in Innovation. The top priority for state government must be to help Tennesseans get back to work while simultaneously instituting a plan for long-term economic growth. The overarching goal is to make Tennessee the No. 1 state in the southeast for high quality jobs with a focus for strategic investments for the following sectors: aerospace and defense; automotive; chemicals, plastics, and rubber; transportation, distribution and logistics; energy and technology; food and agribusiness; healthcare and medical devices; business services, headquarters and research and development; manufacturing; and entertainment and media.

The Division of Workforce Services is a key player in the *Jobs4TN Plan*, especially with regard to enhancing coordination between workforce investment boards and the Jobs Base Camps. This will be done through regular meetings, participation on local business service teams, and by using data to

support local policy creation regarding the training needs and funding investments to help existing employers. The Division and all its partners recognize that the point of maximizing economic resources takes place largely at the service delivery level. At the service-delivery level, the three customers of WIA programs (the employer, the employee, and the service providers) are fully utilized when mapping the service strategies for WIA participants. At the service-strategy level, funding resources interconnect to ensure that resources are used efficiently to serve as many participants as possible. At the point when WIA staff determines the needs of an individual, the staff is also mapping the resources needed to meet the employment goals of that customer. The Division of Workforce Services has a data-tracking and management system that is capable of connecting WIA-eligible customers to other federal and state-funded resources. When this tracking system is used to its full capability, the staff is able to leverage resources and decrease duplication of services.

Workforce Services has been working with local employers to avert dislocations and to train their workforce. Employers who adopted new technologies are given the opportunity to request funding to avert dislocations due to the requirement of new skills necessary to continue operations. During Program Years 2003-2012, 53,253 incumbent workers were trained. Through 2009, employers who applied for WIA funding assistance, to train their existing workers, were committing a 100% match to each WIA dollar they received. After the slowdown of the US economy, employers were only asked for a 50% match.

New policies address services to all populations requiring local areas to ensure the full array of services are offered. With the receipt of the Disability Employment Initiative, the workforce system has been able to offer additional services to individual with disabilities including more disabled veterans. With the grant local areas have been able to serve the disabled population with the additional supports while implementing the full array of services. Policy 4, Program Design of Youth Services, requires the Youth Council to evaluate and map all resources to evaluate access to services for all eligible youth to ensure the hard to serve and special populations are receiving services, including homeless, foster care, and parenting youth. Policy 7, Service Integration, provides guidance to the American Job Center delivery system for the alignment of staff and services while eliminating inefficient practices. Policy 8, One-Stop Delivery System, provides instruction and guidance to the American Job Center delivery system that emphasizes and supports the continued development of a seamless statewide one-stop delivery system that is demand-driven, skills-based, and accessible to all customers. This policy provides role clarification and a framework from which the Workforce System entities may work collaboratively to ensure services to all customers, eliminate duplication and leverage resources efficiently among the partners.

Leveraging Discretionary and Formula Resources

In keeping with the Governor's conservative Fiscal Goal, the Tennessee Department of Labor and Workforce development has encouraged its local Workforce investment Areas to maximize resources and braid WIA funds with other Federal and state Discretionary funds and with local entities which have a vested interest in the development of the local workforce. Currently, Local Area 5 is coordinating its youth services with the Bradley County School system that received 4.5 million under Youth CareerConnect to integrate rigorous educational standards with work experiences and skills in ways that enhance instruction and deliver real–world learning opportunities for youth. In addition, TDLWD is

encouraging LWIAs to also integrate their youth programs with local schools that are currently applying for Pathway to Prosperity Grants that the Tennessee Department of Education and Career & Technical Education received to create Regional pathways and work based learning. It is anticipated that the local school will welcome WIA funds to assist in providing support services and services allowed under WIA youth funds to expand opportunities for eligible WIA youth participants.

Local areas also continue to partner with businesses, community-based organization and government partners to collaborate in regional planning and strategy development. For example, the Local Investment Board of LWIA 1 (East Tennessee) Youth Council and Eastman Chemical Company partnered with East Tennessee Community College Bureau of Business and Economic Research to sponsor an in-depth, detailed community asset mapping project to identify new and existing employer expansion and retention plans. The results of the project revealed there is an urgent need for current workforce and new employees to have the following sets of skills. Critical thinking and problem solving skills; basic math/reading skills; strong communication skills; supervision and management skills and social skills such as listening , conflict resolution, team work and computer skills and following instructions and time management skills. Another outcome this research identified was the increasing diversity in the workforce and the trend towards a more mature workforce. The study concluded that workers who can think critically and solve problems prove to be extremely valuable. Since occupations that require post secondary education and training are expected to grow faster, a higher level of education attainment and increased technical skills train will be crucial in addressing the needs of the workforce. Skills attainment through education and training influences both lower unemployment as well as increased earnings.

Local Area 10 (South Central Tennessee Workforce Alliance) in middle Tennessee also collaborated with employers and Regional Development initiatives to assist youth who reside in their high unemployment counties. One of the developmental projects the Local Area collaborates on is the Appalachian Regional Commission Grant that provides entrepreneurship instruction to high school seniors. The project is ongoing and it is expected that 120 youth are planned to attend this seminar at Martin Methodist University in Pulaski, TN. Youth will also work in summer youth internships and WIA funds will be leveraged to assist eligible youth with other needed services. Additionally, to leverage funds, the local area has secured funds from area employers who donate $1,250 to match WIA youth funds to provide paid summer work experience. A total of $61,040 was donated to the matching program. Sixty-two (62) youth participated in the summer youth program and twelve (12) youth were hired by the worksite at the completion of the program and Thirty-six (36) youth entered post-secondary education.

WIA youth programs collaborate with other youth serving agencies, which are funded by a variety of sources including federal, state, and non-profit funds. Referrals are made to participants when appropriate among agencies. At the direction of local youth councils, local WIA youth programs provide additional funds through competitive contracts, such as LWIA 9 who has a long relationship with Monroe Harding. Youth Connections (YC), Monroe Harding's Resource Center, in Nashville is a one-stop resource center for young people ages 16-25 that are currently in, or have aged-out of the foster care system. This program strives to help young people prepare toward independence by connecting them to their community and offering a support system as they grow from youth to adulthood. YC participants are referred to us by community partners such as Tennessee Department of Children's

Services, Youth Villages, Omni, Davidson County Metro Schools, and other organizations that serve this population of youth. The program offers services that WIA youth may befit from and TDLWD continues to encourage the American Job Center (AJC) in Nashville to take advantage of some of the services the Nashville AJC does not offer and refer WIA youth to this Resource Center to help youth learn about finances such as the banking system; save money for education, housing, and sexual education designed to educate young women on how to change their behavior to avoid contracting HIV, STD's and to significantly decrease the chances of being involved in unintended pregnancies.

The Tennessee Department of Children services (DCS) Youth Villages Transitional Living Program contract, through state funds allocated to the Department of Children's Services, has been continued and expanded to allow more youth to receive services, with criteria revised to target those youth who need services the most. This program provides assistance to young adults transitioning from state custody and supports permanence for eligible youth who exited from state custody as teenagers. The Transitional Living program provides case management services and focuses on the identification of housing resources, employment/ employability, educational attainment, life skills preparation and the enhancement of permanent adult connections. The Youth Villages Transitional Living program has been nationally recognized and is undergoing a study to determine the effectiveness of the program. While the study is ongoing, preliminary results show that of youth who complete the Youth Villages program and respond to outcome surveys, 80 percent are living at home with family or independently, have had no trouble with the law in the past six months and have graduated or remained in school. Youth Villages Transitional Living program is a model for states and programs around the country serving youth making the transition from foster care to young adulthood. This is a 3 million dollar contract with an additional private funding of 3 million. Currently there are three existing Resource Centers one located in Knoxville, Memphis and Nashville. The planning and funding for an additional Resource Center in the Southeast Tennessee/Chattanooga area are available in the Fiscal Year 2014 budget. DCS is working with Partnership for Families, Children and Adults and the City of Chattanooga to develop an environmental scan and implementation plan in hopes of having a resource center running by Spring 2014. To coordinate these services and leverage resources, staff from TDLWD participates on the statewide Transitioning Youth Advisory Council, where information between the multiple youth serving departments and agencies is shared, and opportunities to collaborate and leverage funds are explored. The TDLWD staff then communicates the information to each of the Local Workforce Investment Areas through regional and statewide youth lead training. TDLWD encourages the LWIAs located near the three Youth Resource Centers to explore ways to expand services for WIA youth who may need these services.

Project NOW is a Knoxville site for the Jim Casey Youth Opportunities Initiative, provided through Helen Ross McNabb Center. This project serves young people between the ages of 14-26 who have spent at least 1 day in foster care after the age of 14 and live in or around the Knox County area. Services available include a financial education curriculum that teaches basic knowledge such as: savings, asset building, credit, credit reports, money management, budgeting, etc. Participants receive assistance opening an Individual Deposit Account (IDA) account and (if desired) a bank account with the banking partner, Knoxville Tennessee Valley Authority (TVA) Employees Credit Union, or a personal account at a financial institution of their choice. Participants are encouraged and supported as they make savings contributions towards an asset purchase of their choice within the approved domains of: Housing, Education/Training, Microenterprise, Vehicle, Medical/Dental costs, Investments, Credit Building, Debt Reduction, or Participant-Specific. Once the participant is ready to make an approved

asset purchase, Project NOW will assist them up to $1,000 per year ($3,000 lifetime) towards their asset purchase. Project NOW also provides asset-specific training to individuals to help them learn how to maintain their asset and maximize the benefit. The American Job Center in Knoxville may refer youth participants who may benefit from this program and in some cases braid WIA funds with Project Now funds to benefit youth.

TDLWD uses the DEI Grant in conjunction with the Work Opportunities Tax Credit (WOTC) Program and the WIA program funds to assist two of its customers (individuals with disabilities and employers who hire them). WIA funds are used to assist people with disabilities who may need training and/or support services. The WOTC program provides tax breaks for employers who hire individuals with disabilities who are participating in the Ticket-to Work. The American Job Centers make use of these three funding streams to ensure that the needs of individuals with disabilities are met and employers who offer employment to these individuals are assisted through the WOTC Program. Also, LWIAs receiving the Disability Employment Initiative grant funds have been designated with the term Employment Network by the Social Security Administration (SSA). The Employment Network assists individuals receiving Ticket-to-Work Social Security Disability benefits to find employment. The partnership of one-stop community level representatives and an Integrated Resource Team provides communication and collaboration that result in enhanced coordination of services. Such services are training, education, employment goals, and support for jobseekers with disabilities. For example, one of Tennessee's LWIAs is beginning to generate outcome payments from the TTW for having placed individuals with disabilities in substantially gainful activities. Payments are received for those individuals who no longer receive cash disability benefits. The funds generated from this program can be used to expand Career Center services and to benefit customers.

The Division of Workforce Services has sought National Emergency/Discretionary Grants (NEGs), to support employers and workers, in response to significant dislocation events. Significant events are those created by sudden unexpected events such as a single company layoff of 50 or more workers, multiple company layoffs, industry wide layoffs, and national disasters. Currently, the state has one NEG that supports workers for on-the-job training, skills upgrades, and educational endeavors. Training, specific to industries mentioned in the Governor's vision is already taking place as a result of leveraging formula funds with NEG resources. We will continue to advance the visions of the Governor by providing training opportunities in these and other high-growth areas.

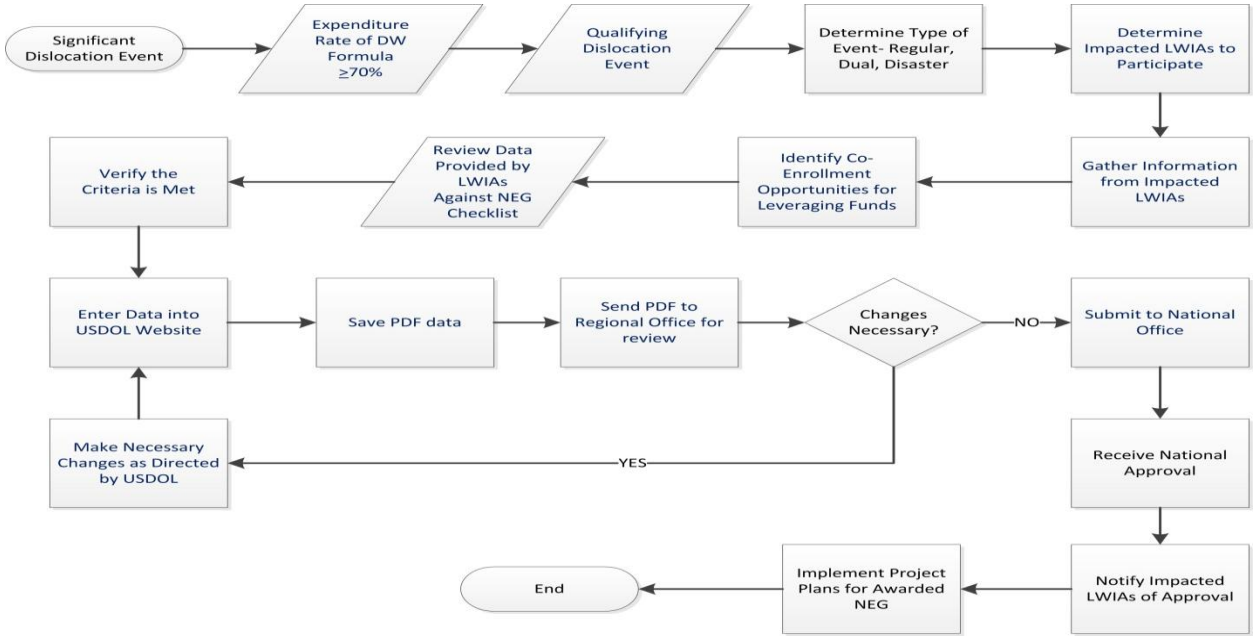
In recognition of Tennessee's high performance, USDOL has provided additional funding in the form of incentives. These incentive funds have traditionally been utilized to fund innovative programs such as empowerment zones and high-growth industry projects, adult education pilots, and other governmental priorities.

Partnering with other agencies, such as the ECD, has allowed the local areas to invest in new industries by training eligible WIA participants in skills that the companies specify. This leveraging of funds provided on-the-job training opportunities to a larger number of people across the state. Such large numbers otherwise may not have been served due to minimized funding by individual departments. The Incumbent Worker Program, utilizing statewide funds, has provided growth and stability to small and large employers by focusing on layoff aversion.

LWIAs also use formula/discretionary funds and in-kind commitments from employers. Wagner-Peyser is another funding source that supports American Job Centers with basic labor exchange services and with a variety of career-exploration and job-search tools. When customers have use of Wagner-Peyser resources, training support for those determined to need these services is paid for by WIA formula and discretionary funds. This practice of leveraging resources expands service capacity to assist additional WIA customers.

Tennessee has prepared a flow chart that details the process for the use of discretionary grants. The flowchart identifies points in the process where decisions are made regarding co-enrollment, which leverages funds. Below is the flowchart for NEG discretionary grants.

Flow Chart



Communication and collaboration between programs that support the governor's vision including Jobs Base Camps, Rapid Response, Dislocated Workers, Adults, and NEGs is outlined as part of the functional alignment strategy, which will assist Local Workforce Areas in creating packages to support sector strategy efforts. For instance, in Memphis the Local Workforce Area has created a package to assist job seekers who have been screened as appropriate for careers in industrial relations for advanced manufacturing. The Local Area uses WIA Formula funds, Discretionary funds, and Rapid Response Funds to support target populations and allowable training activities (Governor's Conservative Fiscal Leadership: Eliminating duplication and leveraging dollars to provide more opportunities to existing job seekers and the emerging workforce; Governor's Jobs and Economic Development Goal; Governor's Education and Workforce Development Goal).

Rapid Response activities are provided as part of a comprehensive workforce development system designed to respond quickly to employer, worker, and community needs when a layoff or plant closure appears imminent. To ensure that Tennessee is ready to meet the needs of local employers, rapid response- activities are funded out of the WIA dislocated worker allocation. This method allows for a

quicker response to layoffs, as funds are readily available locally. Tennessee has reserved rapid response funds at the state level for local areas that demonstrate a need for additional assistance .Rapid Response funds can be used to prepare materials, travel to early intervention sites, pay and train staff; pay costs associated with informational meetings, pay costs associated with transition committees and provide disaster and emergency services. Rapid Response provides immediate onsite services for workers and employers upon notice of layoffs and plant closures; it also works to minimize the impacts of these layoffs by helping workers obtain new employment as quickly as possible. The State Dislocated Worker Unit (DWU) serves as the central point of communication, receiving and distributing information as needed. The DWU is responsible for providing training technical support, and monitoring of statewide rapid response services. The Tennessee Department of Labor and Workforce Development, through the Local Workforce Investment Areas (LWIA's), will provide all aspects of Rapid Response. Each LWIA will have a single point of contact that will coordinate Rapid Response activities as a designated Local Rapid Response Coordinator and will work closely with the DWU to carry out these services. (See Rapid Response Section of the Plan for additional information regarding organizational structure and process).

Rapid Response is a required state function under the WIA act and is funded by reserving up to 25% of the state's WIA Dislocated Worker allotment. Tennessee has traditionally reserved 15% - 20% of the dislocated worker formula allotment to be used for Rapid Response activities. Based on the applicable TEGL locals will receive 70% -80% of the Dislocated Worker allocation, depending on what is reserved at the state level for Statewide and Rapid Response activities. The dollars remaining at the State level support a Rapid Response Functional Director, Technical Assistance Coordinator, as well as provides set-aside funds for areas requesting additional assistance, special projects, system training, technical assistance, outreach, and support. Rapid Response in Tennessee includes a network of team members and stakeholders—media, employees, employers, and state agencies. All these team members are committed to monitoring and sharing information pertaining to potential dislocations. Action items include layoff-aversion strategies. Once information of a layoff or closure is received that information is immediately passed on to the Local Rapid Response Coordinator for them to investigate the layoff and start the process. LWIA Area Rapid Response Coordinators are tasked with initiating contact with employers within 24 to 48 hours of receiving notice of the event; yet, contact often occurs within hours. Key demographic and logistical data are gathered for comprehensive recording and reporting purposes. Such data may consist of: layoff plans and schedules, a listing of affected workers, TAA eligibility, possible layoff aversion, special needs of the work group, any need for a Workforce Assistance Committee, and a determination of whether other businesses may be expanding and need to utilize the skill sets of the company experiencing a reduction in force. If possible, the Rapid Response event is provided onsite during normal working hours. Otherwise, a mutually beneficial offsite location is provided that allows attendance for all shifts involved. All team members participate in all events to ensure that all materials are adequately presented.

In addition, Tennessee is aligned with USDOL's vision to expand the effectiveness of Rapid Response Services and thus is implementing methods of obtaining a more comprehensive, initial data-collection system for the state's dislocated workers. This enhanced tracking and monitoring system of participants will ensure a higher degree of success for those requiring skills-upgrade training as well as for a quicker

re-entry into the workforce. Jobs4TN will also play a key role in this initiative. The Rapid Response unit strives to be:

- Streamlined, highly effective and efficient
- Integrated and highly collaborative among all partners and stakeholders
- Pro-active in layoff aversion strategies and techniques
- Universally-recognized statewide as a valuable resource for employers
- Universally-appreciated statewide as a valuable resource for job seekers
- A knowledgeable link for employers seeking employees through skills identification
- An asset to the Workforce System

The system design of American Job Centers across Tennessee rests upon the principles of leveraging resources and coordinating services through MOUs and Resource Sharing Agreements. Through these agreements, multiple partners leverage resources which support the infrastructure and programmatic functions in the American Job Centers. Such partners include WIA, Wagner-Peyser, Adult Education, Food Stamps (Employment and Training), Re-employment services Assessment, Trade Act, Veterans, Vocational Rehabilitation, Human Services (including TANF), Job Corps, and Title V Senior Services. Local business service teams have been developed within the American Job Centers to work collaboratively to reduce duplication and leverage funds. These teams are co-led by local Workforce Investment Act and Wagner-Peyser team members and include collaboration with all American Job Center Partners, as well as the ECD Jobs Base Camps and the local Rapid Response Coordinator. Business services function. The Career Center staff and partners involved in the business services function are responsible for building relationships with employers through local and regional initiatives including but not limited to sector partnerships and business alliances; and identifying opportunities to address the human resource needs of employers. The goal is to become the bridge between business and job candidates by coordinating with all Career Center staff and partners to actively recruit and refer qualified job candidates based on the needs of business. Services associated with the business services function include but are not limited to the following: business outreach; recruitment and referral for job vacancies primarily for targeted business and industry; job candidate qualification review; provision of economic, business and workforce trends; organize specialized training programs around business and industry needs; provide information on human resource services.

Expanding Opportunities to Leverage Resources

- Partnering regionally with economic development entities and other critical stakeholders, including Pathways Tennessee, to better align education and workforce development activities and policies with regional labor markets, economic growth strategies and employer demand
- Partnering with the business community, including business associations, and educational institutions (including secondary and post-secondary institutions such as community colleges) to design and implement programs and career pathways that lead to credentials and employment
- Partnering with and leveraging resources from other federally-funded programs, such as Adult Basic Education, Vocational Rehabilitation, Temporary Assistance for Needy Families (TANF), Small Business Development Centers, etc.

- Partnering with community-based organizations, since they are key providers of basic skills training, technical skills training, supportive services, and workforce development services in communities across Tennessee
- Sustaining summer employment and work experience opportunities - state and local workforce investment boards should consider using additional sources of funding to leverage summer employment program activities. In addition to regular WIA Youth formula funds, local areas can use other resources, such as Job Corps, and fund matching from private industry.

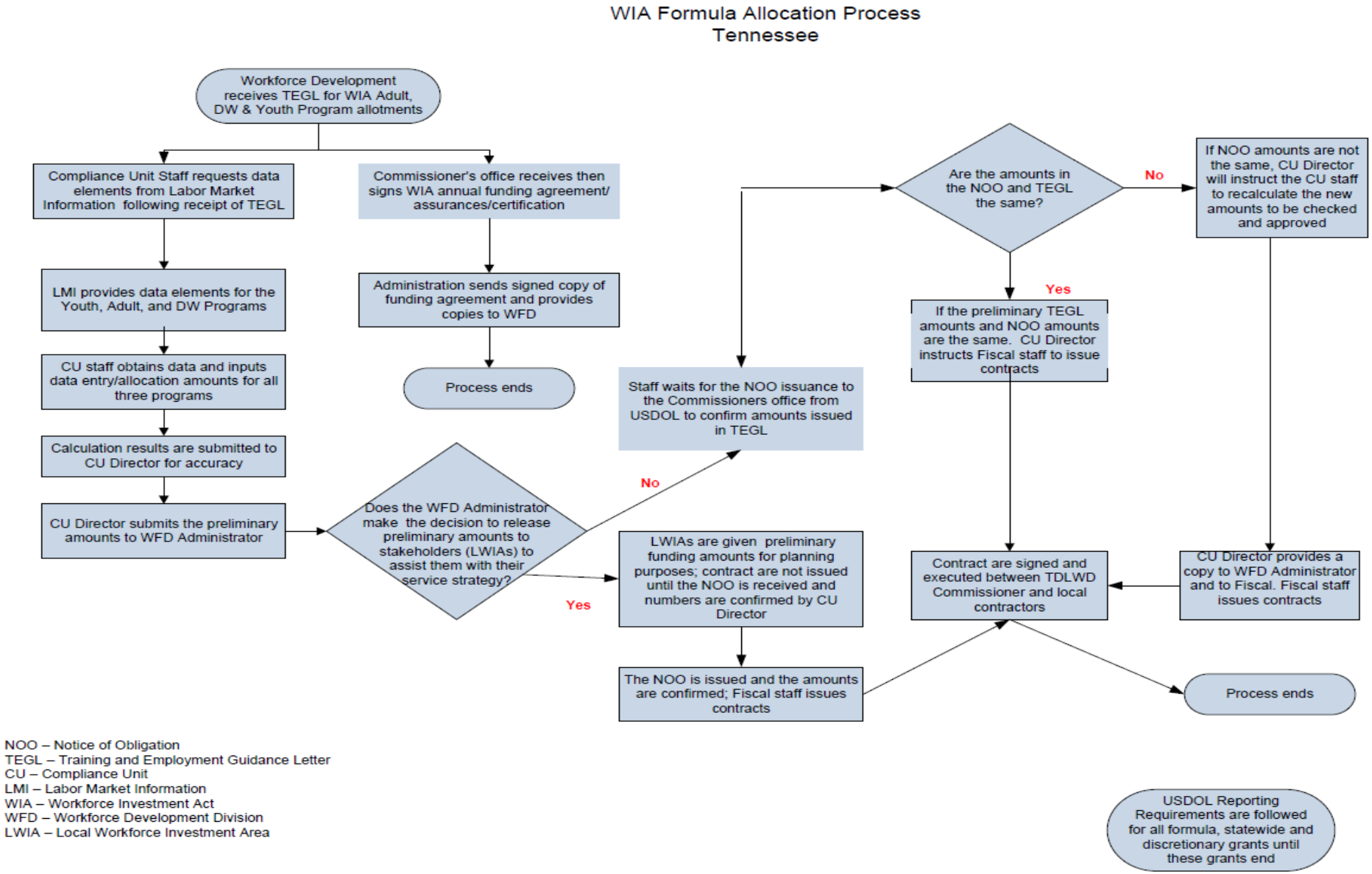
- **Adjusting the formula allocation for the Dislocated Worker Program**

Tennessee allocates its DW formula based on the respective TEGL, issued for that program year, which allows statewide and rapid response funds to be held at the state level. Traditionally, Tennessee reserves no more than 20% of the DW formula funds for Rapid Response activities, depending on the amount that is reserved for statewide (including administration and other programs). The LWIAs receive no less than 70% of the DW formula allocation. For PY 2014 (based on TEGL No.18-13), TDLWD has retained 8.75% (5% for administration and 3.75% for program activity) and 20% for Rapid Response activities (to respond to unanticipated plant closures and mass layoffs). The remaining 71.25% is distributed to the LWIAs through formula.

Tennessee adheres to the Section 133 (2) (B) (ii) which describes the factors distribution of dislocated worker funds. However, the previously assigned weight to the factors does not currently meet the needs of the LWIA constituent base. Therefore, changes to the previously assigned weights were inevitable. In the past several years, there has been considerable variance in labor market data used to determine WIA DW formula allocations. Current data shows an increase in these factors (the number of unemployed and the number of long-term UI claimants). To accommodate these changes, beginning with Program Year 2014, the state has made changes to the weights to focus more on unemployment and long term UI Claimants factors and less on plant closures/mass layoffs and declining industries. The adjustment made to these weights was discussed with LWIA directors and approved by the State Workforce Board. The state board believes that these changes will better accommodate the needs of dislocated workers. This change, along with the approved waivers for transferring funds between adult and dislocated workers (and vice versa), will enable local boards to more reasonably plan for unanticipated changes in the labor market. Also, the state set aside funds for Rapid Response activities will be used to additionally assist these boards to respond to unanticipated plant closures (as noted above).

The State Board provides oversight in development of allocation formulas and is supported by the TDLWD employees who also serve as staff to the Board. Staff provides the Board with timely updated information regarding newly released federal guidance and provides feedback received from any local areas and local chief elected officials, including the Commissioner's listening tours or comments received during any applicable public comment periods.

Below is the procedure staff uses to determine allocations.



Programs delivered in silos are expensive. At present, economic pressure to deliver services cheaply makes it urgent for government-related programs to cost less so that the public feels it can afford to support these programs. With this in mind, the workforce system operators will have to come together and align their services and will need to find ways to deliver these programs more cheaply and effectively without compromising the integrity of each partner's program. In Tennessee, the One-Stops are called American Job Centers. TDLWD has been a member of the local consortium for the American Job Centers for many years and understands that the leveraging of financial resources is an important factor in keeping the American Job Centers operational. TDLWD will establish a chartering and certification criterion that defines guidelines for the One-Stop Operators and will ensure that American Job Centers are attractive for other social program providers to deliver their services at the center as equal partners. This will not only help the customers (employers and participants), but will also make the American Job Centers efficient and effective service providers.

In addition, one of the priorities of TDLWD is to ensure that all customers and employers are satisfied with American Job Center service delivery. American Job Centers must deliver seamless programs by aligning several partner activities and eliminating duplication. The financial resources saved by this alignment will provide funds to serve more customers or to launch pilot programs which will test ways of delivering more effective and cheaper services to all customers. TDLWD, as the State Administrative Entity, will be proactive in inviting additional partners besides the three core partners (WIA, Wagner-Peyser, and UI) mandated by the Workforce Investment Act to participate in comprehensive American Job Center services and activities. Assessment of participants is an activity that can be adjusted to meet the requirements of several different programs. The resources saved by having a common intake can be substantial. Intensive services can also be delivered effectively and efficiently by cross-training staff. The goal of all service programs is to help each individual to become self- sufficient and employed; so, by creating a functional and aligned environment at the American Job Centers, TDLWD expects greater outcomes for participants and savings for the workforce system.

Policy Alignment

The renewed focus on business services and on ensuring that job seekers and youth are positioned to meet Tennessee employer needs requires TDLWD to significantly restructure many of its policies that dated back to the beginning of WIA. As procedures and guidance has changed, updates have been made or previous policies that represent pieces of the previous process. During the restructuring, TDLWD sees the need to reengineer all of its policies and procedures that represents the old way of doing business. The new policies and procedure will support the functional alignment of W-P and WIA at the state and local level, and will support our plan for a seamless, customer-driven system. The new policies will enhance the delivery system and reflect the Governor's vision of effective and efficient governance through the alignment of several programs. Such programs will include those that are responsive to various needs of

customers returning to the job market or needing an upgrade of their skills to meet job market demands.

All policies will be written and approved through a collaboration of several programs whose collective mission is to provide effective services through strong policies supporting participants and employers. Policies are drafted with input of each partner to ensure the coordination of services, eliminate duplication and to leverage resources where possible. The One-Stop Delivery System policy provides instruction and guidance to the American Job Center delivery system that emphasizes and supports the continued development of a seamless statewide one-stop delivery system that is demand-driven, skills-based, and accessible to all customers. All policies are sent to each local director, partner and State Workforce Board members for a 30-day comment period. Since all federal programs have their particular limitations (laws and regulations), the collaborative effort of several programs in developing common policies will identify risks and common benefits that do not overlook federal rules governing that agency. A flowchart showing participant's journey through the career center system was used as the road map. This chart confirmed common services across programs that could be streamlined through policies that eliminate duplications and save resources; common services range from assessments, data collection, training services, labor market information, and job placements. In general, new policies, at the service-delivery level, will emphasize common goals and areas of mutual importance where alliances need to be established and/or strengthened.

Policies to strengthen business-service staff supporting each career center will be developed. These policies will assist business-service staff to receive up-to-date information about the health of the workforce and information about participants completing a set of skills based upon the needs of the business sector. These policies will build a bridge between the needs of businesses and of the local career center. We trust that the new policies and those policies to be developed will allow a strong integration of services for our customers (participants), better use of resources (staff time and expertise across agencies), and elimination of duplication, and a restoration of the confidence by the business sector that we can deliver trained workers.

As TDLWD reengineers its processes to create a functionally aligned and a seamless Workforce System, TDLWD will create policies to support the successful implementation of the Governor's vision for Tennessee's workforce. At a minimum, policies will be established or revised in relation to the following guidance:

- Workforce Investment Act Local Governance
- One-Stop Delivery System
- Service Integration
- Eligibility Determination and Documentation
- Participation and Co-Enrollment
- Individual Training Accounts
- On-the-Job Training
- Customized Training

- Youth Activities and Common Measures
- Youth Councils
- Supportive Services
- Priority of Service
- Eligible Training Provider List
- Oversight and Monitoring
- Incentives and Sanctions
- Grievance and Complaint Resolution
- Access to Data System and Reporting

Of particular interest will be the creation of a American Job Center chartering process and policy. The chartering policy which will be adopted by the State Workforce Board will be the foundation to aligning all workforce system policies and procedures. The chartering policy will require a partner agency alignment of job seeker and business services, a seamless service-delivery system that reduces customer confusion and establishes a functional approach to helping business find workers and workers find employment. It will also specify minimum standards for the service menu and customer service to be met and a branding requirement that demonstrates a statewide workforce system. Tennessee supports the American Job Center brand introduced by the USDOL and it intends to fully integrate this brand into the state's marketing and branding of the Workforce System as shown on the Tennessee Career Center logo on the cover of this plan.

Based on the chartering policy, other policies will be reviewed and revised to support the key success indicators of partner alignment, seamless-service delivery, minimum service standards, and branding. Local Workforce Investment Areas will be encouraged to infuse creativity and innovations that rise above and beyond the minimum standards which every Tennessee business and job seeker can expect.

ECONOMIC AND WORKFORCE INFORMATION ANALYSIS

In alignment with the Governor's Jobs and Economic Development, Education and Workforce Development and Conservative Fiscal Leadership Goals and Objectives, the workforce system in Tennessee uses Labor Market Information and other available data to drive decision making and invest in initiatives that provide in-demand training and employers' needs. Assessing the needed competencies and skills, and understanding the labor market context are important for strategic and effective jobseeker and business relations programs. TDLWD recognizes that local economic situations may be different from state-wide trends, and the industry composition in a particular area determines the jobs that are in demand. Therefore, TDLWD supports the use of state and localized data to target jobs in demand and those declining. The section below provides the most recent economic and workforce information analysis available, including sector

descriptions, data and job classifications which support the partnership and focus of the Governor's Economic and Community Development Sector Strategy. TDLWD will continue to analyze the economic trends and projections to ensure Tennessee continues to make strategic investments leveraging WIA, Wagner-Peyser, and other funds.

Recent Economic Performance

Tennessee's economy continues to grow, adding 39,600 jobs from November, 2012 through November 2013 (table 1), growing at an annual rate of 1.4 percent in nonagricultural jobs. On a seasonally non-adjusted basis, only four months during that period had negative job growth. The largest employment increases were in leisure and hospitality (15,800), professional and business services (7,900) and manufacturing (6,800) jobs. Industries growing faster than the statewide average of 1.4% included manufacturing (6.8%), financial activities (2.8%), professional and business services (2.3%), education and health services (1.6%), and leisure and hospitality (5.7%). Government had the slowest growth rate at -1.2 percent.

Table 1. Tennessee Monthly Industry Job Growth (Over the Year to Nov.2013)

Industry	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	OTY
Total Nonfarm Empl.(thous)/Ann. Growth %	-0.2	-59.4	17.2	16.9	26.1	8.1	-20.7	-14.2	16.4	15.5	12.4	21.5	39.6
	0.0%	-2.2%	0.6%	0.6%	1.0%	0.3%	-0.7%	-0.5%	0.6%	0.6%	0.4%	0.8%	1.4%
Mining, Logging, and Construction	-1.2	-4.8	-0.7	4.0	0.9	1.7	1.1	-0.3	-0.3	-0.5	-0.3	-0.5	-0.9
	-1.1%	-4.4%	-0.7%	3.9%	0.8%	1.6%	1.0%	-0.3%	-0.3%	-0.5%	-0.3%	-0.5	-0.8%
Manufacturing	-0.5	-0.8	0.9	0.7	0.4	3.1	0.8	0.3	0.4	0.1	0.2	1.2	6.8
	-0.2%	-0.3%	0.3%	0.2%	0.1%	1.0%	0.2%	0.1%	0.1%	0.0%	0.1%	0.4%	2.1%
Trade, Transportation, and Utilities	2.6	-17.8	-4.6	2.5	3.9	3.1	1.6	0.1	-0.7	0.1	2.5	12.4	5.7
	0.4%	-3.0%	-0.8%	0.4%	0.7%	0.5%	0.3%	0.0%	-0.1%	0.0%	0.4%	2.1%	1.0%
Information	0.3	-0.4	-0.8	0.2	0.1	0.0	1.0	-0.6	-0.4	-0.4	0.1	0.5	-0.4
	0.7%	-0.9%	-1.9%	0.5%	0.2%	0.0%	2.4%	-1.4%	-0.9%	-1.0%	0.2%	1.2%	-0.9%
Financial Activities	1.3	-0.8	1.5	0.2	0.6	-1.3	1.4	0.5	-0.7	0.8	0.2	0.1	3.8
	0.9%	-0.6%	1.1%	0.1%	0.4%	-0.9%	1.0%	0.4%	-0.5%	0.6%	0.1%	0.1%	2.8%
Professional and Business Services	0.3	-11.4	6.4	-0.7	4.9	1.6	-1.8	-4.3	4.3	-2.1	4.8	5.9	7.9
	0.1%	-3.3%	1.9%	-0.2%	1.4%	0.5%	-0.5%	-1.2%	1.2%	-0.6%	1.4%	1.7%	2.3%

Education and Health Services	-0.5	-4.8	4.1	0.7	3.0	-2.4	-3.0	-1.4	2.4	4.8	3.4	0.2	6.5
	-0.1%	-1.2%	1.0%	0.2%	0.7%	-0.6%	-0.7%	-0.4%	0.6%	1.2%	0.8%	0.0%	1.6%
Leisure and Hospitality	1.3	-9.8	3.8	6.2	11.2	6.0	8.5	-2.9	-1.5	-5.8	-1.4	0.2	15.8
	0.5%	-3.5%	1.4%	2.3%	4.0%	2.1%	2.9%	-1.0%	-0.5%	-1.9%	-0.5%	0.1%	5.7%
Other Services	-0.2	-1.3	1.4	0.7	-0.2	-0.6	1.4	-1.3	0.0	-0.2	-0.7	0.4	-0.6
	-0.2%	1.2%	1.4%	0.7%	-0.2%	-0.6%	1.3%	-1.2%	0.0%	-0.2%	-0.7%	0.4%	-0.6%
Government	-3.6	-7.5	5.2	2.4	1.3	-3.1	-31.7	-4.3	12.9	18.7	3.6	1.1	-5.0
	-0.8%	-1.8%	1.2%	0.6%	0.3%	-0.7%	-7.4%	-1.1%	3.3%	4.6%	0.9%	0.3%	-1.2%

Growth at the national level is being fueled by steady GDP growth (2013 Q2, 1.6%), the low inflation rate (July 2013, 1.8%), an average 5.9% growth in the U.S. exports of goods and services since 2005, the wealth effects of an increasing stock market in 2013, the slow recovery in the housing market, and slowly increasing employment and wages. (Source: Kenneth Hunter, MPA, Summer/Fall 2013 Economic Overview, ASPA webinar 9-12-2013)

Tennessee's unemployment rate during the period peaked at 8.8 percent in June, 2013, on a seasonally unadjusted basis, but now has declined to 7.4 percent. The state rate remains above the national rate. The state labor force in November stood at 3,065,202, lower than the year-ago level of 3,121,987, a drop of 56,785 workers. The labor force change in each Local Workforce Investment Area (LWIA) is shown in

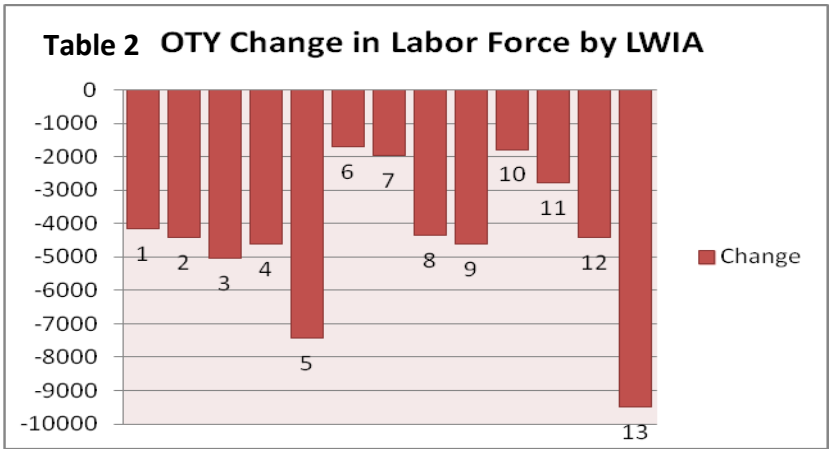


Table 2. One of the primary challenges of workforce development in the state is to maintain a labor force at least at current levels and to assure that skills needed for the state's employers can be met by Tennesseans.

Metropolitan area growth set the pace for the state. Among the East Tennessee metropolitan areas (Johnson City, Kingsport-Bristol, Morristown, Knoxville, Cleveland, and Chattanooga),

the growth rate was most robust in Cleveland (3 %), followed by Knoxville (1.6%) and Kingsport-Bristol (1.3 %)(table 3). In Middle Tennessee, the Nashville metropolitan area saw growth of 3.1 percent and Clarksville 1 percent. West Tennessee saw the smaller Jackson MSA growing slightly faster than Memphis, at 0.8 and 0.7 percent, respectively. The most jobs were added in the Nashville metropolitan area (25,200, or nearly 2 out of 3 new jobs in the state), Knoxville (5,000) and Memphis (4,000). The second quarter 2013 over the year private sector employment growth rate for the Nashville- Davidson-Murfreesboro- Franklin MSA, 4.5%, 30,333 new jobs , was ranked first in the U.S. for metropolitan areas with a minimum of 500,000 payroll employment (BLS-CES)[Penn-Outlook for the Nashville area- MTSU econ. outlook conference, September 27, 2013). In 2013, Nashville had 47,000 more jobs than at its peak in 2007. During the second quarter of 2013, job growth in Nashville was especially strong in professional and business services, manufacturing, leisure and hospitality education and health services, and construction and natural resources, as total housing starts increased by 60%, the labor force increased by nearly 2%, and sales tax collections were up nearly 5%. However, unemployment also went up as the labor force increased.

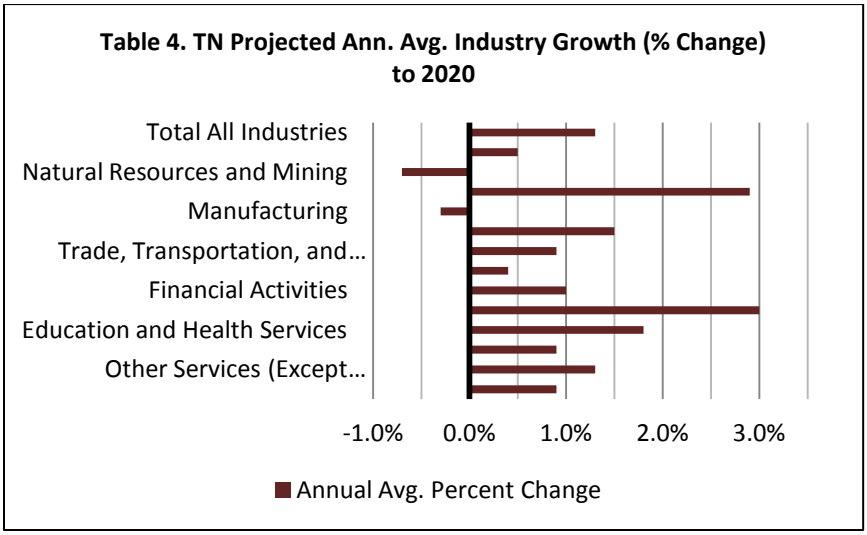
Table 3: Over the Year MSA Industry Employment Growth

Industry	Chattanooga	Clarksville	Cleveland	Jackson	Johnson	Kingsport-	Knoxville	Memphis	Morristown	Nashville
Total Nonfarm	1	0.9	1.3	0.5	-0.1	1.6	5.5	4	0	25.2
Empl.(thous)/Ann. Growth %	0.4%	1.0%	3.0%	0.8%	-0.1%	1.3%	1.6%	0.7%	0.0%	3.1%
Mining, Logging, and Construction	-0.2	0.2	0	-0.2	0.1	0.4	-1.3	0	0	1.4
	-2.2%	6.5%	0.0%	-7.1%	3.6%	5.7%	-8.4%	0.0%	0.0%	4.3%
Manufacturing	-0.1	-0.5	-0.2	-0.2	-0.2	0.1	0.8	0.4	-0.2	2.3
	-0.3%	-4.9%	-2.3%	-2.3%	-2.6%	0.5%	2.5%	0.9%	-1.9%	3.3%
Trade, Transportation, and Utilities	-0.1	0.4	0.2	0.1	0	0.4	1.6	-0.5	0.1	-0.2
	-0.2%	2.4%	2.5%	0.8%	0.0%	1.6%	2.3%	-0.3%	1.0%	-0.1%
Information	0	0	0	0	-0.1	-0.2	0	-0.1	-0.1	0.3
	0.0%	0.0%	0.0%	0.0%	-7.1%	-14.3%	0.0%	-1.7%	-25.0%	1.5%
Financial Activities	-0.1	0	0	0	-0.1	-0.1	0.3	2.1	0	-0.2
	-0.6%	0.0%	0.0%	0.0%	-2.8%	-2.6%	1.7%	7.8%	0.0%	-0.4%
Professional and Business Services	-0.1	-0.1	0.8	0.4	0.2	0.3	2	0.4	0.4	13.1
	-0.4%	-1.2%	16.3%	6.9%	2.3%	3.1%	4.1%	0.5%	11.4%	11.0%
Education and Health Services	1.7	0.3	0.4	0.2	-0.1	0	2.3	2.7	-0.1	3.3
	5.2%	2.7%	6.3%	2.0%	-0.7%	0.0%	5.0%	3.1%	-1.8%	2.6%
Leisure and Hospitality	0.7	0.4	0.3	0	0.2	0.4	0.6	0.1	0	5.6
	2.9%	3.8%	6.8%	0.0%	2.4%	3.4%	1.7%	0.2%	0.0%	6.7%
Other Services	0	-0.1	0	0	-0.1	0.2	-0.1	0.1	0	0.3
	0.0%	-3.2%	0.0%	0.0%	-4.2%	4.7%	-0.7%	0.4%	0.0%	0.9%
Government	-0.8	0.3	-0.2	0.2	0	0.1	-0.7	-1.2	-0.1	-0.7
	-2.2%	1.4%	-3.4%	1.6%	0.0%	0.6%	-1.4%	-1.4%	-1.3%	-0.7%

Comparison of Projected Industry Sector Growth Among Local Workforce Investment Areas, 2012 to 2020

The expected annual average employment growth rate from 2012 to 2020 for total employment in Tennessee is 1.3 percent, reflecting a return to a more stable growth pattern than prevailed during the 2008-2009 Great Recession (table 4). However, not all areas of the state are recovering at the same rate. State policy choices being made in 2014 could affect this trend.

For the state, employment in the goods-producing sector (construction; manufacturing; and natural resources, mining and agriculture) is expected to have positive growth (0.5 %), but will only grow at one-third of the pace of the services- providing sector (1.5 %). Within the goods-producing sector, however, construction (110,300 in March, 2013) is expected to grow nearly 3 percent per year, increasing employment nearer to the annual employment level of 2008 (133,000). The other large goods-producing sector, manufacturing, is expected to decline during the forecast period, although some



industries, especially in durable goods manufacturing, are expected to experience healthy growth.

In the services-providing sector, professional and business services (including temporary employment services) will lead employment growth at a 3 percent rate, with education and health services following at 1.8 percent. Policy decisions about acceptance of federal funding for low-income health care services will partially determine whether growth in the latter sector is maintained at this higher-than-average level. All other services-providing sectors at the state level are expected to have positive growth of about one percent annually.

LWIA Sector Growth

(1) East Tennessee LWIAs 1 through 5: This area encompasses six metropolitan areas of the state, including Knoxville, Chattanooga, Morristown, Kingsport-Bristol, Cleveland, and Johnson City, as well as the surrounding rural counties. For goods-producing industries, the most rapid growth rates are expected to be in LWIAs 1, 2, and 3. With relatively low interest rates expected to persist, LWIAs 1, 2,and 3 all are projected to have positive growth in the construction industry of more than 2.5 percent annually, helping to boost overall job growth (table 5). Manufacturing is expected to stabilize in LWIAs 1,2, and 5. In the services- providing industries, education and health services jobs are expected to grow more rapidly than the state in LWIAs 4 (2.1 %) and 3 (1.9%). Information services are expected to grow much more rapidly than in the state in the metropolitan areas of LWIAs 1, 3, and 5, and trade, transportation, and utilities at about the same pace as the state, about 1%, throughout the region.

	Table 5. LWIA Projected Industry Growth, 2012 to 2020												
Industry Sector	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**
Total All Industries '12 Empl(thous)/Ann. Growth %	168.4	157.1	277.8	155.6	303.9	90.9	82.7	265.5	625.3	75.5	145.9	102.2	563.2
	1.3%	1.1%	1.4%	1.1%	1.2%	0.9%	0.8%	2.1%	1.4%	1.1%	1.0%	0.9%	1.2%
Goods-Producing	29.4	33.5	23.2	35.0	53.4	26.5	20.1	38.9	68.8	14.7	31.2	24.7	57.3
	0.8%	0.6%	0.9%	0.2%	0.6%	0.1%	-0.3%	0.9%	0.9%	0.6%	0.2%	0.2%	0.4%
Natural Resources and Mining	0.9	3.2	1.1	7.3	2.1	5.5	4.7	3.1	2.2	1.3	4.5	5.1	2.3
	0.6%	0.7%	0.6%	1.0%	0.4%	1.1%	1.1%	0.8%	0.7%	0.6%	0.1%	0.5%	0.9%
Construction	8.1	4.7	10.4	6.3	10.8	2.8	2.9	11.5	23.5	2.3	5.0	3.7	17.2
	2.6%	3.4%	2.8%	2.6%	2.7%	2.5%	2.4%	2.9%	2.9%	2.6%	2.0%	2.0%	1.5%
Manufacturing	20.4	25.5	11.7	21.5	40.5	18.2	12.5	24.3	43.1	11.1	21.8	15.9	37.9
	0.0%	0.0%	-0.9%	-0.8%	0.0%	-0.7%	-1.6%	-0.1%	-0.4%	0.2%	-0.2%	-0.4%	-0.2%
Services-Providing	128.2	111.7	234.1	106.9	229.4	56.3	55.6	206.7	509.3	55.9	103.9	69.9	468.2
	1.5%	1.4%	1.5%	1.5%	1.4%	1.3%	1.3%	2.4%	1.5%	1.3%	1.4%	1.2%	1.4%
Trade, Transportation, and Utilities	28.2	30.1	51.8	25.9	56.1	13.8	14.8	47.1	118.5	13.4	25.4	17.7	143.6
	1.1%	1.3%	0.7%	1.0%	1.1%	1.2%	0.9%	1.9%	1.3%	1.1%	1.1%	0.6%	0.8%
Information	3.9	1.0	5.0	1.1	4.0	0.8	1.0	3.5	15.7	1.3	1.3	0.6	5.8
	3.6%	0.2%	2.3%	0.1%	3.4%	0.0%	0.7%	2.2%	1.5%	2.6%	0.8%	0.1%	1.7%
Financial Activities	6.6	5.4	12.2	5.3	18.5	2.6	2.4	15.8	32.8	3.0	4.5	3.5	25.5
	1.5%	0.8%	2.2%	1.3%	0.9%	0.9%	1.7%	1.1%	1.2%	0.8%	0.6%	0.3%	1.0%
Professional and	14.4	8.3	35.8	17.6	28.4	8.7	4.4	34.7	79.4	4.4	10.0	7.2	77.6

Business Services	2.2%	2.1%	2.2%	1.8%	2.1%	1.6%	1.7%	3.4%	1.9%	0.3%	2.1%	2.9%	2.6%
Education and Health Services	41.7	28.3	60.2	30.5	59.2	17.6	18.8	52.5	130.5	18.1	37.9	24.5	108.9
	1.8%	1.3%	1.9%	2.1%	1.8%	1.5%	1.4%	2.3%	2.4%	1.6%	1.7%	1.4%	1.6%
Leisure and Hospitality	14.7	23.7	27.0	11.9	26.9	5.0	5.8	26.4	61.0	5.6	10.1	6.2	46.9
	0.8%	1.5%	1.1%	0.8%	0.8%	1.2%	0.8%	3.2%	0.4%	1.3%	0.9%	1.1%	1.5%
Other Services, Except Government	7.7	3.4	29.5	3.7	16.2	1.5	1.6	12.7	24.5	4.2	3.7	2.5	25.3
	1.2%	1.4%	1.4%	1.1%	1.2%	0.8%	1.1%	1.1%	1.0%	1.2%	1.1%	1.1%	1.1%
Government	10.9	11.5	12.7	10.9	20.2	6.3	7.0	14.1	46.9	6.0	11.0	7.6	34.6
	1.0%	1.3%	1.0%	1.3%	0.8%	1.5%	1.6%	2.0%	0.8%	1.0%	1.0%	0.9%	0.8%

(2) Middle Tennessee, LWIAs 6 through 10: The Nashville MSA is split between two LWIAs, 8 and 9, which were expected to have vigorous growth in the public and private education and health services sectors of nearly 3 percent per year. However, the state's negative decision regarding the acceptance of expanded Medicaid funding could affect job expansion in the health care sector. Growth rates will also be affected by state and local government education funding decisions. The most rapid rate of expansion in professional and business services, including temporary employment services (more than 3 % annually), is expected in LWIA 8. Trade, transportation and utilities are expected to grow nearly twice as fast in LWIA 8 (1.9%) as in the state, with its healthy retail and wholesale trade sectors. Although LWIA 7 is expected to have the most rapid loss in manufacturing jobs, both LWIAs 6 and 7 are expected to have 1 percent or more growth in both government and natural resources and mining. LWIA 10 was the only LWIA expected to have positive manufacturing industry growth, and higher than average growth in the information sector.

(3) West Tennessee, LWIAs 11 through 13: Professional and business services will be growing more rapidly than the state in LWIAs 12 and 13. They are expected to have average growth in construction (about 2% annually), and about 1.5% growth in education and health services. LWIA 13 will grow more rapidly than most LWIAs in leisure and hospitality. Metropolitan Jackson will lead performance in LWIA 11 in trade, transportation and utilities. LWIA 12, on the other hand, is expected to have particularly slow growth in Financial Activities (0.3%), the Information sector (0%), and manufacturing (-0.40%).

Table 6. Economic and Community Development Target Clusters

Cluster	NAICS	NAICS Description
Aerospace & Defense	3364	Aerospace product and parts manufacturing
	334511	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing
	336992	Military armored vehicle, tank, and tank component manufacturing
	332992	Small Arms Ammunition Manufacturing
	332993	Ammunition (except Small Arms) Manufacturing
	332994	Small Arms, Ordnance, and Ordnance Accessories Manufacturing
Automotive	3361	Motor Vehicle Manufacturing
	3362	Motor Vehicle Body and Trailer Manufacturing
	3363	Motor Vehicle Parts Manufacturing
	32621	Tire Manufacturing (may also place these in Rubber, depending on business)
	ECD Automotive Growth Database (Auto Suppliers)	
Chemicals, Plastics & Rubber	325	Chemical Manufacturing
	326	Plastics and Rubber Products Manufacturing
Transportation, Distribution & Logistics	42	Wholesale Trade
	481112	Scheduled Freight Air Transportation
	482	Rail Transportation
	483113	Coastal and Great Lakes Freight Transportation
	483211	Inland Water Freight Transportation
	484	Truck Transportation
	488	Support Activities for Transportation
	492	Couriers and Messengers
	493	Warehousing and Storage
Energy Technology	22111	Electric Power Generation
	22112	Electric Power Transmission, Control, and Distribution
	2212	Natural Gas Distribution
	324110	Petroleum Refineries
	332410	Power Boiler and Heat Exchanger Manufacturing
	333414	Heating Equipment (except Warm Air Furnaces) Manufacturing
	333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing
	333611	Turbine and Turbine Generator Set Units Manufacturing
	3344	Semiconductor and Other Electronic Component Manufacturing
	334512	Automatic Environmental Control Manufacturing for Residential, Commercial, and Appliance Use
	334515	Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals
	33511	Electric Lamp Bulb and Part Manufacturing
	3353	Electrical Equipment Manufacturing
	33591	Battery Manufacturing
	33599	All Other Electrical Equipment and Component Mfg.
Food & Agribusiness	311	Food Manufacturing

	3121	Beverage Manufacturing
Healthcare & Medical Devices	334510	Electromedical and Electrotherapeutic Apparatus Manufacturing
	334516	Analytical Laboratory
	334517	Irradiation Apparatus Manufacturing
	3391	Medical Equipment and Supplies Manufacturing
	6215	Medical Diagnostic Labs
Business Services (HQs, Datacenters, Call Centers)	518210	Data Processing, Hosting, and Related Services
	5417	Scientific Research and Development Services
	551114	Corporate, Subsidiary, and Regional Managing Offices
	561422	Telemarketing Bureaus and Other Contact Centers
	5614	Business Support Services
Manufacturing	31-33	
Entertainment & Media	512	Motion Picture and Sound Recording Industries

Source: Tennessee Department of Economic and Community Development, Research Division, January 16, 2014

The Department of Labor and Workforce Development produces base year and long term projected employment at the state and LWIA level for four digit and higher (3 digit, 2 digit) NAICS code industries. The most recent long term projections are for 2012 to 2020. The list of TN ECD targeted clusters (table 6) was used to identify state industry employment at the four digit level and above that most closely approximates employment in the clusters. Since employment projections are not available at the detailed six-digit level, the totals will overstate employment in some ECD clusters. However, to avoid double counting, all manufacturing industries (NAICS 31-33) were not included in the analysis, so employment there will be undercounted.

Employment in the nine ECD clusters described below totals 489,590 jobs in 2012, and is expected to increase to 528,790 jobs by 2020, adding 39,200 new jobs and growing at the rate of one percent per year (table 7). The largest and fastest growing industry in the **Aerospace and Defense cluster** is Other Fabricated Metal Product Manufacturing, expected to grow about as rapidly as the economy as a whole and add nearly 800 jobs. In **Automotive** Manufacturing, Motor Vehicle, Body and Trailer, and Parts manufacturing is expected to add more than 4,000 new jobs. Business Facilities magazine named Tennessee "2013 State of the Year" for attracting $3.2 billion in capital investment, including two automotive-related projects totaling 2,600 jobs (*Tennessean*, 1/16/2014, pp. 1A and 2A). The Automotive sector has grown its share of the North American market and was a key to the state's economic recovery (Brookings Institution, October 2013, *Drive! Moving Tennessee's Automotive Sector up the Value Chain).* A related industry, Plastics and Rubber manufacturing, is expected to show some positive growth, creating more than 600 jobs through 2020.

Table 7. Projected Employment in Economic and Community Development Clusters

ECD Group	NAICS Code	NAICS Title	Est Emp 2012	Projected Emp 2020	Numeric Change	Ann. Avg. Growth
Aerospace and Defense	332900	Other Fabricated Metal Product Manufacturing	7890	8670	780	1.2%
	336400	Aerospace Product and Parts Manufacturing	1590	1550	-40	-0.3%
	334500	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing (included in Energy below)				
	336900	Other Transportation Equipment Manufacturing	190	120	-70	-4.5%
Automotive	326200	Rubber Product Manufacturing (included in 326000 below)				
	336100	Motor Vehicle Manufacturing	8530	10850	2320	3.4%
	336200	Motor Vehicle Body and Trailer Manufacturing	810	850	40	0.6%
	336300	Motor Vehicle Parts Manufacturing	27410	28860	1450	0.7%
Chemicals, Plastics and Rubber	325000	Chemical Manufacturing	23730	19490	-4240	-2.2%
	326000	Plastics and Rubber Products Manufacturing	20050	20690	640	0.4%
Transportation, Distribution, and Logistics	420000	Wholesale Trade	120340	132260	11920	1.2%
	481100	Scheduled Air Transportation	5870	5860	-10	0.0%
	482100	Rail Transportation	3800	3790	-10	0.0%
	483100	Deep Sea, Coastal, and Great Lakes Water Transportation	50	60	10	1.2%
	483200	Inland Water Transportation	2290	2770	480	2.6%
	484000	Truck Transportation	54920	62870	7960	1.8%
	488000	Support Activities for Transportation	10380	12550	2170	2.6%
	492000	Couriers and Messengers	37830	38600	770	0.3%
	493000	Warehousing and Storage	13950	16820	2870	2.6%
Energy Technology	221100	Electric Power Generation, Transmission and Distribution	2520	2150	-360	-1.8%
	221200	Natural Gas Distribution	520	440	-90	-2.1%
	324100	Petroleum and Coal Products Manufacturing	940	1210	270	3.5%
	332400	Boiler, Tank, and Shipping Container Manufacturing	2890	3080	190	0.8%
	333400	Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing	9950	10870	920	1.2%
	333600	Engine, Turbine, and Power Transmission Equipment Manufacturing	1480	1620	140	1.2%
	334400	Semiconductor and Other Electronic Component Manufacturing	1240	900	-340	-3.4%
	334500	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	1950	1400	-550	-3.5%
	335100	Electric Lighting Equipment Manufacturing	1480	1310	-170	-1.4%
	335300	Electrical Equipment Manufacturing	4440	3560	-880	-2.5%
	335900	Other Electrical Equipment and Component Manufacturing	2740	2770	30	0.1%
Food and Agribusiness	311000	Food Manufacturing	32700	32740	30	0.0%
	312100	Beverage Manufacturing	3980	3680	-300	-0.9%
Healthcare and Medical Devices	334500	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing (included in Energy above)				
	339100	Medical Equipment and Supplies Manufacturing	9290	10640	1350	1.8%

	621500	Medical and Diagnostic Laboratories	5,270	6,610	1,340	2.9%
Business Services (HQs,Data centers, Call Centers)	518200	Data Processing, Hosting, and Related Services	4410	4540	130	0.4%
	541700	Scientific Research and Development Services	8580	9380	810	1.2%
	551100	Management of Companies and Enterprises	28260	31990	3730	1.6%
	561400	Business Support Services	19420	25900	6470	4.2%
Entertainment and Media	512000	Motion Picture and Sound Recording Industries	7900	7340	-560	-0.9%
Total			489,590	528,790	39,200	1.0%

Source: Tennessee Department of Labor and Workforce Development, Labor Market Information Section, State Employment Projections 2012 to 2020.

With Tennessee's central location and excellent roads, it is an important transportation hub; inland water, rail, and air transportation are priority industries for economic development as well. Within the **Transportation, Distribution, and Logistics** cluster, the most jobs are expected in wholesale trade; more than 10,000 additional jobs are expected to be available in truck transportation and transportation support activities. Warehousing and storage is one of the fastest-growing areas, largely due to a book warehousing company which has established at least four locations in Tennessee recently. **Energy Technology** jobs are growing most rapidly in petroleum and coal products manufacturing, as well as manufacturing of turbines and commercial air conditioning and refrigeration products. New electrical equipment and component manufacturing products are emerging. The **Food and Agribusiness** manufacturing cluster is dynamic and holding steady in the face of exponential growth in knowledge relating to genetics, nutrition, and climate change. Tennessee continues to grow its **Medical Devices** employment, with medical equipment and supplies and medical and diagnostic labs expected to grow by more than 2,500 employment in the next eight years. As targeted by ECD, **Business Support Services** includes the growing industries of information technology services, scientific research, and company management (headquarters location) and other support services such as placement firms.

Occupational Skill Gaps Relating to ECD Target Clusters

For each of the ECD target clusters listed below, a general description of the industries is included. Following is a list of some associated Tennessee Occupational Clusters/Programs of Study (cluster number in parentheses) with occupations in demand based on the most recent TDLWD labor market information. Further information on the occupational clusters and degree of skill shortages can be found in the Appendix. Educational program information relating to the clusters can be found in OTTER or on jobs4tn.gov. Names of companies by industry are listed in www. jobs4tn.gov in "Find an employer."

Aerospace and Defense:

Description: The ECD industries included are the manufacture of (1) aircraft, missiles, space vehicles, parts, their prototypes and rebuilding (3364); (2) navigation and guidance systems and instruments such as aircraft instruments (except engine), flight recorders, navigational instruments and systems, radar systems and equipment, and sonar systems and equipment (334511); (3) military armed vehicles and components (336992); and (4) guns and ammunition

(33699).

Some Associated Demand Occupational Clusters/Programs of Study: Some of the larger occupations and the clusters in which they are found include Team Assemblers, Machinists, and Computer Controlled Machine Tool Operators (Precision Production Pathway, 13.1) Computer Systems Analysts (Web/Multimedia Management, Programming, 11.34) and Cost Estimators (Technical Design and Preconstruction, 2.122). Other important clusters are Industrial Engineering (15.116), Science Technologies (15.316), and Production Operations and Maintenance (13.22).

Automotive:

Description: The industries included are the manufacturing of automobiles and light and heavy trucks; motor vehicle bodies, truck trailers, motor homes and campers; and a wide variety of auto vehicle parts, from engines to electrical components to interior seating and trim.

Some Associated Demand Occupational Clusters/Programs of Study: The significant growth in this industry, as well as the location of headquarters facilities in the state, will require occupational skills at all levels, from management to engineering to sales to production. Demand clusters include Business Analysis (4.4), Industrial Engineering (15.116), Selling and Sales Management (14.2), Mechanical Engineering Technology (15.128), Precision Production (13.1), and Production Operations and Maintenance (13.22).

For the production clusters, there may be unemployed workers available to fill some of the available jobs. The production environment remains very challenging.

> …the state's auto sector (and other advanced industries) will face stiffening competition in the next five years from new entrants and new locations even as it addresses large demands for new content, quality, and innovation—all with little pricing leverage…the state and its industry will need to supplement their solid cost advantages with compelling new appeals based on productivity and operational excellence, labor force skills, and product and process innovation. (Brookings Institution, 2013, Drive!, Executive Summary, p. 1)

A major automaker has commented on the lack of industrial engineering programs in the state.

Chemicals, Plastics, and Rubber

Description: Chemical manufacturing includes the manufacturing of basic chemicals, and other products such as synthetic fibers, pesticides, fertilizer, pharmaceuticals, paint, coatings, and soap.

The manufacture of plastics packaging materials and pipe, polystyrene foam, urethane and other foam products, plastic bottles, tires, and rubber and plastics hoses and belting are included in the Plastics and Rubber industry.

Some Associated Demand Occupational Clusters/Programs of Study: Several of the demand clusters are ones that apply to most manufacturing occupations. They include Precision Production (13.1), Production Operations and Maintenance (13.22), Web/Multimedia Management, Programming (11.34), and Selling and Sales Management (14.2). In addition, there

are large numbers of heavy tractor-trailer truck drivers (in Truck, Bus, Rail, Water Transportation, and Heavy Equipment Operation (16.13). A number of jobs such as mixing and blending machine setters and operators (13.200000D) are production jobs which require moderate skills and for which there are currently no institutional training available in the state.

Transportation, Distribution, and Logistics:

Description: The largest industry sector in this group is wholesale trade. Durable goods wholesalers sell and distribute products including automobiles and parts, construction materials, furniture, commercial and industrial equipment including computers and medical equipment, and household appliances and electronics. Nondurable goods wholesalers sell and distribute products such as paper, medicines and supplies for drug stores, clothing, groceries, chemicals, petroleum, and beverages.

The transportation sectors include air, railroads, water, and trucking. Also included are companies selling products and books online and maintaining large associated warehouse operations.

Some Associated Demand Occupational Clusters/Programs of Study: To support wholesale, transportation, and warehousing operations, the following are some related demand clusters: Communications Development (04.5), Accounting and Administrative Support (04.212), Administrative and Information Support (4.6), Pharmacy Assisting (08.132), Electrical and Electronic Equipment Repairers (13.221), Selling and Sales Management (14.2), Channel Management (4.6), Diesel Technology (16.43); and Truck, Bus, Rail, Water Transportation, and Heavy Equipment Operation.

Energy Technology:

Description: This ECD sector encompasses the production and transmission of energy (electricity, gas, and petroleum), the manufacture of equipment used to produce, measure, store, or conserve energy (heaters and air conditioners, turbines, batteries, and related controls and instruments), and the manufacture of electrical equipment and components.

Some Associated Demand Occupational Clusters/Programs of Study: Based on the identified industries by ECD, a few different clusters indicate demand, including the Electrical (2.21) containing the power line installers and repairers and electricians. Sheet metal workers are found in 2.27, utility customer service representatives in 4.5, and meter readers in 07.714. Demand for professional workers is within the Business Analysis (4.4), Industrial Engineering (15.116), and Web/Multimedia and Programming (11.34) clusters, as well as for sales managers in 14.2. With the manufacturing focus central to this cluster, Precision Production (13.1) and Production Operations and Maintenance (13.22) occupations are important to the success of this sector.

Food and Agribusiness:

Description: Food manufacturing encompasses grain and oil milling, candy and snack food production, fruit and vegetable canning and freezing, production of dairy and baked products, animal food manufacturing, and processing of animals for food. Beverage manufacturing is also included.

Some Associated Demand Occupational Clusters/Programs of Study: The manufacturing-related demand clusters of Precision Production (13.1), Production Operations and Maintenance (13.22), and 16.13, which includes tractor-trailer truck drivers, will include many occupations in these industries. A number of jobs such as filtering and clarifying machine setters and operators (13.200000D) are production jobs which require moderate skills and for which there are currently no institutional training available in the state.

Healthcare and Medical Devices:

Description: This sector involves the manufacture of electromedical equipment such as MRI and medical ultrasound machines, pacemakers, and related equipment; a wide variety of laboratory equipment such as microscopes and spectrometers; CAT scanners, x-ray machines, and related equipment; and surgical, dental, and ophthalmic goods. A new category is Medical and Diagnostic Laboratories (6215), including also diagnostic imaging services.

Some Associated Demand Occupational Clusters/Programs of Study: Given the more technical nature of some of these manufacturing processes, a few different demand occupational clusters are found in these industries, including Compliance Officers (07.712) and, for more training and development specialists, Human Resources (4.3). Other demand clusters of importance are Business Analysis (4.4), Channel Management (14.6), Industrial Engineering (15.116), Computer Programming (11.34), Precision Production (13.1), and Production Operations and Maintenance (13.22). Demand clusters associated with Medical and Diagnostic Laboratories include Medical and Clinical Laboratory Technicians (08.222), Medical and Clinical Laboratory Technologists (08.221), and Medical Imaging- Radiography (08.219).

Business Services (HQs, Data Centers, Call Centers)

Description: This ECD priority area focuses on information technology and scientific research companies, corporate and regional headquarters, telemarketing and call centers, and other types of business service centers, excluding temporary help services.

Some Associated Demand Occupational Clusters/Programs of Study: Corporate headquarters will employ a variety of individuals in the Business (04.0), Finance (07.0), and Information Technology (11.0) clusters. Demand clusters include Accounting (04.211), Accounting Administrative Support (04.212), Financial Managers (6.311), Web/Multimedia Management and Programming (11.34), Construction trades and Maintenance workers (02.21 Electricians, 02.23 Plumbers), Human Resources (4.3), and Office and Administrative Support Workers (4.6).

Unemployed workers can be expected to vie for opportunities in accounting support, the construction trades, and office and accounting administrative support.

Other types of workers in demand will depend on the core business of each headquarters, such as food service (Restaurants and Food and Beverage Services, 9.1), insurance (Banking and Finance, 06.311) or healthcare services (Practical Nurse-LPN, 08.114), for example. Call centers would employ customer service representatives (Communications Development, 4.5).

Entertainment and Media:

Description: This ECD priority area consists of NAICS code 512, the Motion Picture and Sound Recording industries. This involves activities such as contracting with performers, producing movies and sound media, other technical services such as editing, film/tape transfers, and animation, and distribution.

Some Associated Demand Occupational Clusters/Programs of Study: These include Administrative and Information Support (4.6) and Web/Multimedia Management, Programming (11.34). On the other hand, Audio and Video Technologies (3.1), Visual Arts (3.32), and Dramatic Arts (3.41) are not "in demand" clusters because they have sufficient supply.

Occupational Analysis

The Appendix identifies potential skill gaps relating to the ECD target industry clusters. The skill gaps were identified by using the Department of Labor's (TDLWD) state industry-occupation matrix. Lists of key occupations found in the target industries were then matched with a list of in-demand occupational clusters to determine where the largest skill gaps resided. The following table lists demand clusters related to the target ECD industry clusters. The columns in the table include the TDLWD cluster number, the cluster title, the occupational code for occupations in that cluster found in ECD-identified industries, the 2012 employment in those occupations, the usual education level required, and the median wage. The column titled "Cluster Supply/Demand Gap" is the difference between the number of annual openings expected for the occupational cluster and the number of individuals completing training related to that cluster. If the number is positive, it identifies a skill gap. If the number is negative, there were more completers than demand, although less than 1.5 times as many. A skill gap is less likely to exist. Some of the areas with the largest skill gaps include construction, precision production, and production operations and maintenance, although unemployed workers will be available to fill some of the need in these areas, depending on their current abilities.

Target Populations Analysis

The following is an educational and employment analysis of various target populations for the purpose of WIA planning. Target populations include, but are not limited to, persons with disabilities, older persons, youth, persons in need of ESL services, ex-offenders, veterans, impoverished persons, and various race and ethnic groups. Data for these populations were

obtained from the American Community Survey, the Bureau of Labor Statistics, and Tennessee departments of Correction, Education, Human Services, and Labor and Workforce Development.

In 2013, the Tennessee Department of Labor provided services to 29,000 veterans. 13,000 were referred to jobs, and 55% (approximately 7,150) entered employment, earning an average $14,262 over six months. Across the state, veterans between the ages of 18-64 had a 10% unemployment rate in 2012 (table 8).

Table 8. Veteran Status by Employment Status, 18-64

Veteran	289,606	
In labor force	209,877	72.5%
Employed	188,786	90.0%
Unemployed	21,091	10.0%
Not in labor force	79,729	27.5%
Nonveteran	3,718,773	
In labor force	2,726,359	73.3%
Employed	2,445,854	89.7%
Unemployed	280,505	10.3%
Not in labor force	992,414	26.7%

There were almost 585,000 Tennesseans with income in the past 12 months below the poverty level. 50.9% were in the civilian labor force (table 9). Of those, 32.4% were unemployed. Additionally, 0.6% of adult Tennesseans living in poverty have not achieved a high school diploma or equivalency,[1] and one in eight adult Tennesseans are lacking basic prose literacy skills.[2]

Table 9. Tennesseans with Income in the Past 12 Months Below Poverty Level

Total	584,797	
In labor force	297,733	50.9%
In Armed Forces	420	0.1%
Civilian	297,313	99.9%
Employed	201,051	67.6%
Unemployed	96,262	32.4%
Not in labor force	287,064	49.1%

Among white alone, black or African American, Asian alone, and Hispanic or Latino race and ethnic groups, the black or African American population suffered the highest unemployment rate, 17% (chart 2). White alone and Hispanic or Latino alone both had a 9% unemployment rate, and Asian alone had a 6% rate. Fifty percent of the Asian population over 25 years attained at least a Bachelor's degree (chart 3). The majority of the white and black or African American populations attained a high school diploma or equivalent, whereas the majority of the Hispanic or Latino population over 25 have not earned a high school diploma.

[1] "S1501: Educational Attainment, 2009-2011 American Community Survey, 1-Year Estimates: Tennessee." *American FactFinder*. US Census Bureau, 2010

[2] "National Assessment of Adult Literacy: State & County Estimates: Tennessee." *National Center for Education Statistics.* Institute of Education Sciences National Center for Education Statistics, 2003.

Chart 1. Educational Attainment by Language

Population 25 Years and Over

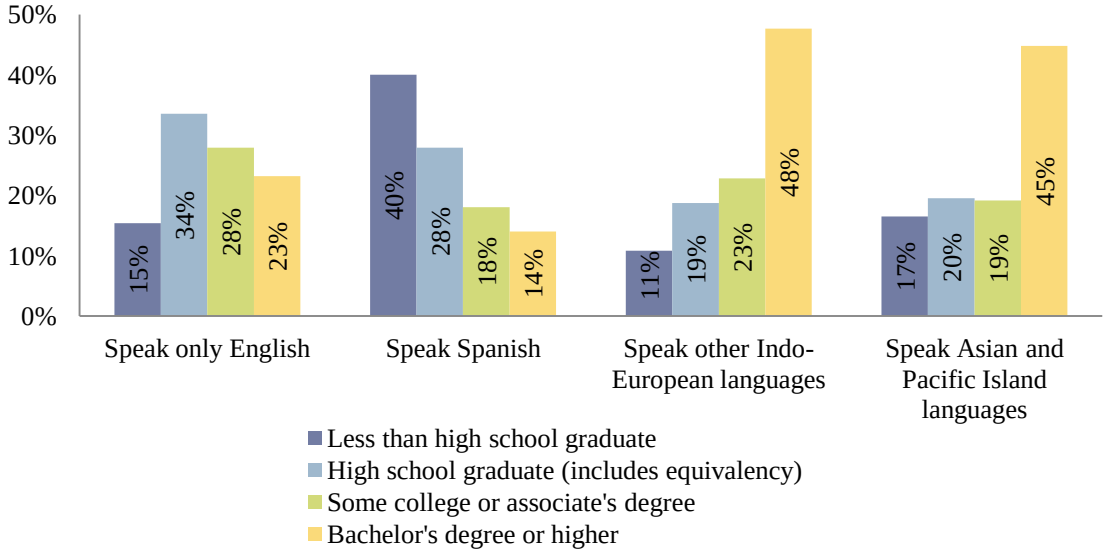


Chart 2. Unemployment Rate

Civilian Labor Force 16 Years and Over

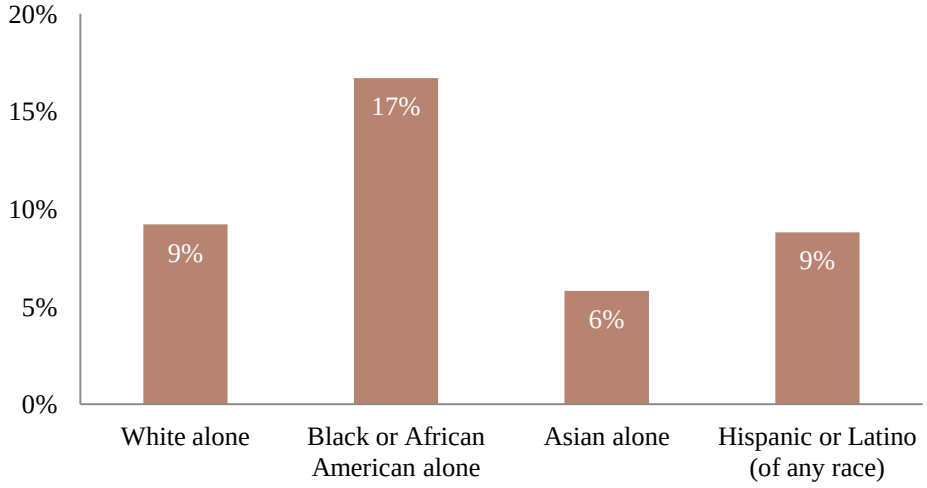
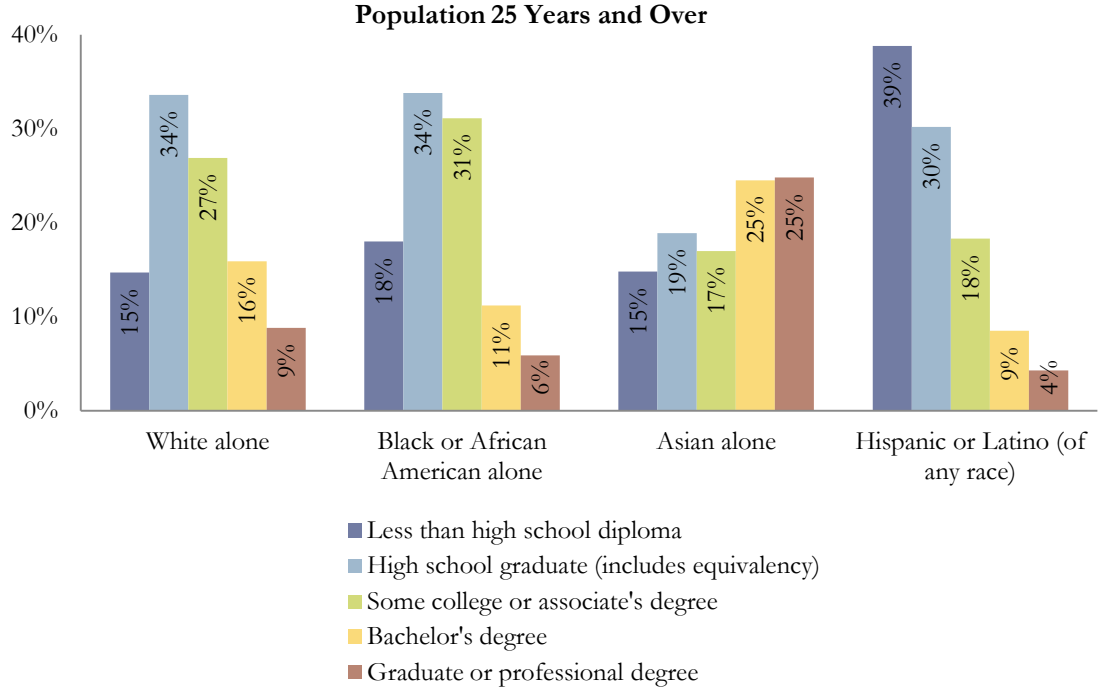


Chart 3. Educational Attainment

Population 25 Years and Over



Over 515,000 Tennesseans are disabled. 194,000 participate in the civilian labor force, and 38,070, 19.7%, were unemployed in 2012 (table 10). Of those who earned an income in the previous 12 months below the poverty level (36,431), 46.7% were unemployed (table 11).

Table 10. Persons with Disabilities

In labor force	194,267	37.7%
In Armed Forces	867	0.4%
Civilian	193,400	99.6%
Employed	155,330	80.3%
Unemployed	38,070	19.7%
Not in labor force	321,030	62.3%

Table 11. Persons with Disabilities with Income in the Past 12 Months Below Poverty Level

In labor force	36,438	23.1%
In Armed Forces	7	0.0%
Civilian	36,431	100.0%
Employed	19,430	53.3%
Unemployed	17,001	46.7%
Not in labor force	121,583	76.9%

In Tennessee, approximately 6.8% of those ages 18-34 have a disability; the percentage in the 35-64 age group is 17.4%. Median annual earnings for persons with a disability ($19,377) are notably lower than the median household income ($42,764) and median per capita income ($23,692) of people in Tennessee.[3]

[3] Source: American Community Survey, 2012.

According to analysis by the U.S. Bureau of Labor Statistics[4] persons with disabilities had less labor force attachment than persons without a disability: their employment/population ratio was considerably lower, 33% were only employed part-time, and they were more likely than those without a disability to be self-employed. They were less likely to be employed than those without a disability at all levels of education. Barriers to employment identified by BLS[5] were inadequate education or training, unavailability of transportation, their disability, and the need for features to assist them at work.

Assisting those with disabilities to enter the labor force and increase their employment, hours of work, and earnings will involve assessing their individual capabilities including education, job skills, and work experience and then determining how those align with occupations experiencing skill gaps listed in the Occupational Analysis in the Appendix. Identifying needed support services and special work features are also essential to employment. Partnering with the Tennessee Department of Vocational Rehabilitation in accomplishing these services as well as in

Table 12. Disability Profile, TN Vocational Rehabilitation Clients, 1-2012 to 4-22-2014	**Count**	**%**
Cognitive Impairments (impairments involving learning, thinking, processing information and concentration)	10,531	30.93
Psychosocial Impairments (interpersonal and behavioral impairments, difficulty coping)	9,331	27.40
Other Physical Impairments (not listed above)	2,603	7.64
Other Mental Impairments	1,985	5.83
Mobility Orthopedic/Neurological Impairments	1,730	5.08
Other Orthopedic Impairments (e.g., limited range of motion)	1,397	4.10
Both mobility and Manipulation/Dexterity Orthopedic/Neurological Impairments	1,277	3.75
Other Visual Impairments	965	2.83
Blindness	938	2.75
Deafness, Primary Communication Visual	586	1.72
Manipulation/Dexterity Orthopedic/Neurological Impairments	580	1.70
General Physical Debilitation (fatigue, weakness, pain, etc.)	535	1.57
Hearing Loss, Primary Communication Auditory	474	1.39
Communicative Impairments (expressive/receptive)	446	1.31
Respiratory Impairments	276	0.81
Hearing Loss, Primary Communication Visual	271	0.80
Deafness, Primary Communication Auditory	83	0.24
Deaf-Blindness	27	0.08
Other Hearing Impairments (Tinnitus, Meniere's Disease, hyperacusis, etc)	14	0.04
Total	**34,049**	**100.00**

[4] (http://www.bls.gov/news.release/pdf/disabl.pdf)
[5] (http://www.bls.gov/news.release/pdf/dissup.pdf)

obtaining information on the prevalence of major types of disabilities of job seekers will be essential in improving workforce outcomes.

The 2008-2011 recession made employment and financial conditions worse for many groups who tended to have higher unemployment rates during better economic periods, such as low-skilled workers, youth, minorities, and women. An Urban Institute Report on the financial consequences of long term unemployment found that during this time period, for the U.S., six percent of workers remained unemployed for at least six months. Six months after losing their jobs, half of workers who were unemployed long term had reductions in per capita family incomes of 40% or more. [6]

A recent report from the National Bureau of Economic Research [7] found that a high percentage of workers (more than 40%) become re-employed by going back to work for their last employer. This includes workers who were on temporary layoffs as well as those who had been permanently separated from the employer and were not expecting to be recalled. This emphasizes the importance of policies and programs such as work sharing, reducing hours while maintaining incomes, and upgrading the skills of current workers to maintain job attachment and reduce unemployment.

In the last 15 years, according to recent research, the factor most important in whether an individual stays unemployed for at least a year is the unemployment rate when he or she gets laid off [8](Casselman, 2014). If the unemployment rate goes up 1 point, the chance of them staying unemployed for a year increases by about 35%. No other personal characteristic had that large an impact. A person living in the U.S. who lost their job in the recession in 2009 was four times as likely to be out of work as a person losing a job during better economic times in 2007. The country has not seen so many long term unemployed since World War II, which emphasizes the critical nature of working with this population.

Table 13. U.S. Civilian Labor Participation Rate

Age Group	Rate
Total, 16 years and older	63.7%
16 to 19	34.3%
20 to 24	70.9%
25 to 54	81.4%
55 to 64	64.5%
65 to 69	32.1%
70 to 74	19.5%
75 and older	7.6%

[6] http://www.urban.org/UploadedPDF/412800-Financial-Consequences-of-Long-Term-Unemployment-during-the-Great-Recession-and-Recovery.pdf

[7] S. Fujita and G. Moscarini. (March 2014). *Recall and Unemployment*, National Bureau of Economic Research, NBER Working Paper No. 19640.

[8] http://fivethirtyeight.com/features/the-biggest-predictor-of-how-long-youll-be-unemployed-is-when-you-lose-your-job/ downloaded 4-21-2014

Casselman notes that the characteristics of those unemployed do tend to be in significant subpopulations: younger, less educated than the workforce on average, more likely to be racial or ethnic minorities, and part-time workers at their most recently held job which was often in a high-turnover sector such as hospitality, or, in the housing downturn, construction.

United States civilian labor participation rates are lowest among the youngest and oldest age groups; just 34.3% of youth between the ages of 16 and 19 and 7.6% of persons over the age of 75 participate in the national civilian labor force (table 13). In Tennessee, 27 % of those between the ages of 16 and 19 who participate in the civilian labor force were unemployed (table 14), as were 18.8% of the 20 and 21 year olds. On the other hand, more than 125, 000 Tennesseans over the age of 65 were in the civilian labor force (table 15). In 2012, more than 4,000 were unemployed.

A recent report by the Center for Labor Market Studies, *the dismal state of the nation's teen summer job market, 2008-2012, and the employment outlook for the summer of 2013*[9] noted that only 26% of U.S. teens had any paid employment in 2011 and 2012, which was the lowest rate in U.S. history in the years after World War II.

Table 14. Civilian Labor Force

	Employed	Unemployed
16 to 19 years	73.0%	27.0%
20 and 21 years	81.2%	18.8%
22 to 24 years	84.2%	15.8%
25 to 29 years	88.7%	11.3%
30 to 34 years	90.5%	9.5%
35 to 44 years	92.2%	7.8%
45 to 54 years	92.6%	7.4%
55 to 59 years	93.7%	6.3%
60 and 61 years	93.8%	6.2%
62 to 64 years	93.6%	6.4%
65 to 69 years	93.6%	6.4%
70 to 74 years	94.3%	5.7%
75 and over	94.0%	6.0%

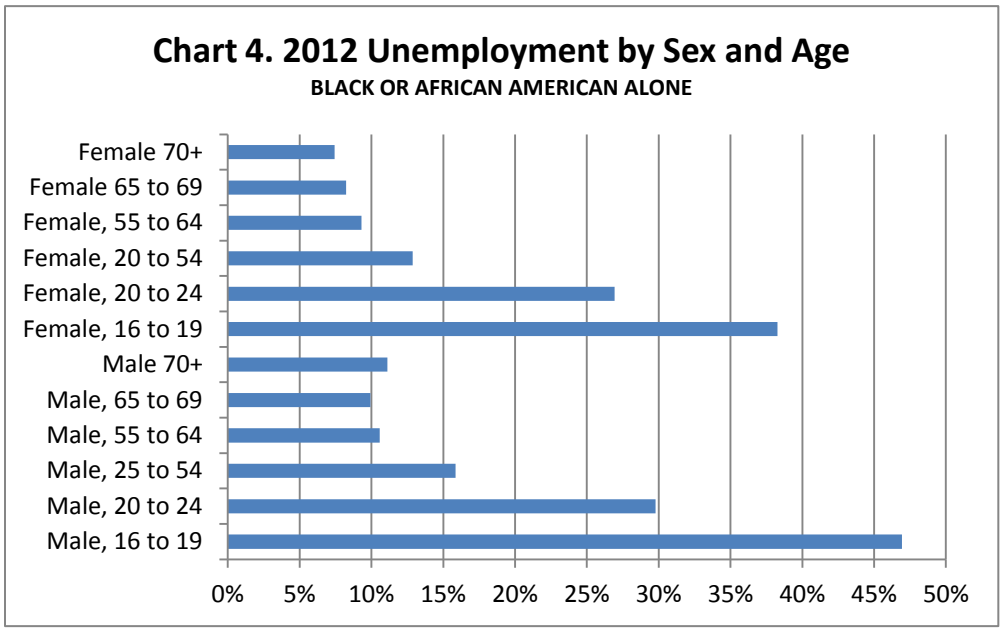
While the American Community Survey (2012) showed higher unemployment rates for younger workers than for the workforce as a whole, rates for several ethnic minorities ages 16 to 24 in Tennessee were higher. Unemployment rates for African American men were 47% for 16 to 19 year olds and 30% for 20 to 24 year olds; for African American women, 38% and 27%, respectively (chart 4) . Rates for white (non-Hispanic) men were 30% for ages 16 to 19 and 18% for 20 to 24; for white (non-Hispanic) women, 21% and 14% (chart 6). These rates compare with that of white males, age 25 to 54, who had a rate of 8%. Hispanics had reported unemployment rates for 16-19 year olds of 19% for males and females; Hispanic men aged 20-24 had the lowest rates of any of the younger

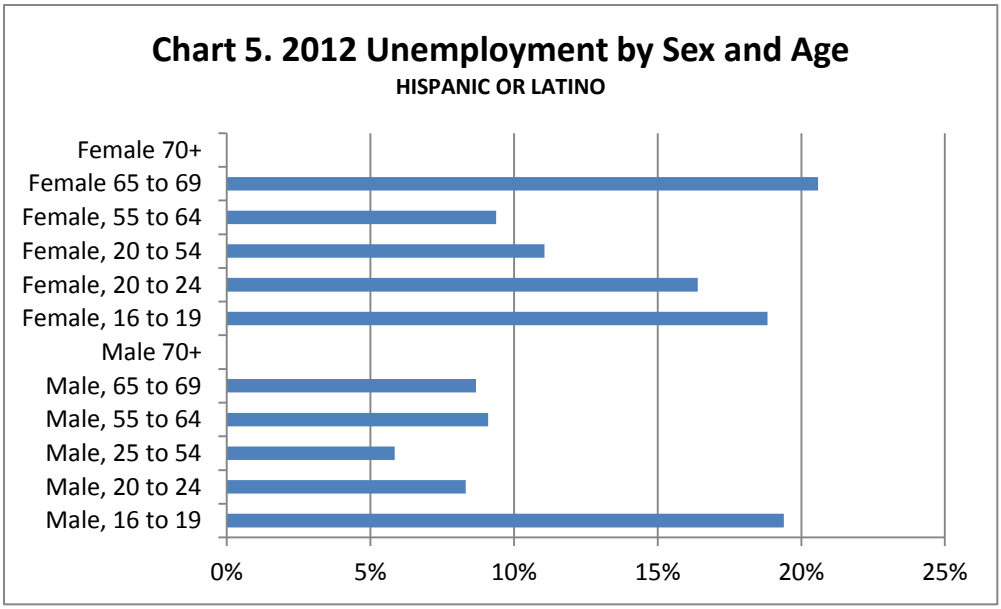
Table 15. Persons 65 and Over Who Have Worked in the Past 12 Months

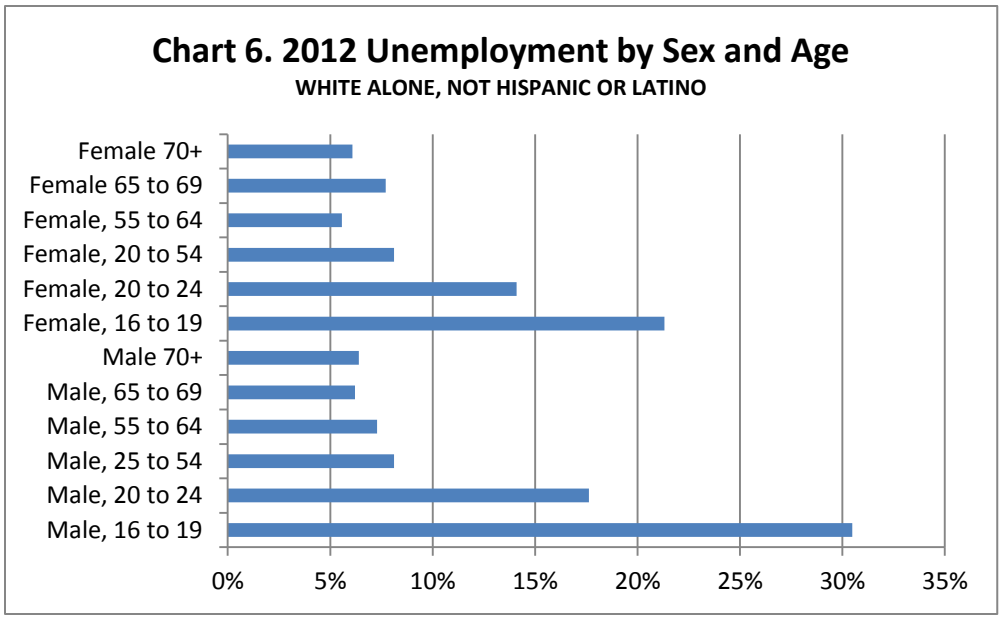
	In labor force	Unemployed	Not in labor force
65 to 74 years	104,875	3,514	22,371
75 years and over	20,631	584	6,088
Persons 65 and Over Who Have Not Worked in the Past 12 Months			
	Total	Unemployed	Not in Labor Force
65 to 74 years	365,163	3,189	361,974
75 years and over	342,291	691	341,600

[9] http://www.northeastern.edu/clms/wp-content/uploads/Summer-2013-Teen-Summer-Job-Market-Paper2.pdf

workers at 8%, with Hispanic females at 16% (chart 5). The low rates for young Hispanic adult males were probably due to their employment in landscaping and construction.







System-wide felony inmate releases in fiscal year 2012 totaled 16,067 (table 16). Releases were nearly evenly distributed among types of release. 32% were released on parole, 36% were released on probation or into the community corrections program, and 30% were released on sentence expiration. A 2010 study by the Tennessee Department of Correction found that system-wide average recidivism between 2001 and 2007 one year from release dramatically varied by type of release. 52.4% of community corrections releases, 38.1% of probation releases, and 25.8% of parole releases returned within one year from release. Only 8% of those released through sentence expiration returned within one year from release.[10]

Table 16. Felony Inmate Releases by Type: FY 2012-2013

Parole	5,152	32.1%
Probation/Community Corrections	5,832	36.3%
Sentence Expiration	4,853	30.2%
Other	230	1.4%
Total	16,067	

[10] Dr. Mary Karpos with Michael Gasiecki and Vanessa Langston. Tennessee Department of Correction: Policy, Planning and Research Unit. *Recidivism Study: Felon Releases 2001-2007.* March 15, 2010. http://www.tn.gov/correction/pdf/RecidivismStudy2001-2007.pdf

Skill Requirements and Skill Gaps

Table 17 lists the top 10 most rapidly growing skills requirements for growing occupations through 2020 for the state, and the number of jobs that will require that skill, based on job skills identified in O*Net, the online occupational database. Among the top four skills needed for growing occupations (based on the number of jobs requiring the skill) are the "soft skills" of active listening, social perceptiveness, and judgment and decision making, although the latter will depend considerably on occupational context. The second most important skill is critical thinking, usually emphasized more in higher education. The next largest areas are operation and control and troubleshooting, often required in manufacturing jobs.

Table 17. Skills Based Occupational Projections

Skills	Base Year Employment	Projected Year Employment	Openings due to	Replacements	%Growth
Operations	4,900	6,098	1,198	1,080	24.4%
Installation	15,439	18,895	3,611	2,908	23.4%
Science	55,895	66,278	10,769	13,516	19.3%
Troubleshooting	69,866	82,664	13,004	15,006	18.6%
Operation and Control	299,686	348,879	51,262	63,931	17.1%
Judgment and Decision Making	322,339	371,019	48,969	77,298	15.2%
Critical Thinking	733,417	842,299	111,367	160,390	15.2%
Mathematics	30,037	34,454	4,433	7,823	14.8%
Social Perceptiveness	611,037	699,662	88,882	149,476	14.5%
Active Listening	2,472,329	2,817,391	352,350	528,758	14.3%

By 2020, more than 66,000 jobs will require proficiency in science, with jobs needing science expertise expected to growing more than 19% from 2012 to 2020. Those requiring math expertise are expected to grow by 15%. Tennessee's "Drive to 55" initiative, along with new legislation in 2014 to provide free community college education, should allow adults of all ages to increase their skills in critical thinking, science, and math and gain employer credentials in one to two year programs. Soft skills can be improved in transitional employment, family, and community settings.

Employers seek to hire the most productive workers. Productivity is the result of an individual's personality and interests, his or her family and community environment (social capital), and additional successful educational and learning experiences (human capital). Increasing workforce opportunities involves overcoming barriers to employment arising from all the above contexts.

Poverty has been defined as social exclusion. Emerging from poverty requires sufficient income and/or a social safety net with wages sufficient to meet basic family needs plus opportunities to increase social capital (access to needed community resources such as transportation, child care, credit, and health care), reduce "soft skills" gaps, and learn while earning.

Table 18. Supply-Demand Gap by Education Level

Doctor's Degree	14
First Professional Degree	-87
Bachelor's Degree	1813
Master's Degree	57
Associate Degree	139
Postsecondary Vocational Training	222
Work Experience in a Related Occupation	64
Long Term On-the-job Training	1727
Moderate Term On-the-job Training	10787
Short Term On-the-job Training	26288
Not Defined	438

Table 18, based on the Occupational Analysis of demand occupations in Economic and Community Development target sectors in the appendix, shows the skill gap (number of workers needed compared to the number of training program completers) by educational level. The

majority of individuals needed to fill the skills gap will need on-the-job training, from short to long term. In some cases, education will be able to substitute for or enhance on-the-job training experiences. The second largest group will require bachelor's degrees.

Examples in the Appendix of occupational clusters requiring on- the- job training (which may be accompanied by classroom training) include skilled construction, accounting administrative support, communications development, precision production, operations and maintenance, and transportation. Examples of clusters requiring bachelor's degrees include business analysis, medical laboratory technology, information technology, human resources, and environmental and industrial engineering.

Some successful workforce practices include the formation of regional collaboratives of government, foundations, and businesses to development innovative solutions for the unemployed with barriers to employment in regional economies. About 25 states have regional collaboratives associated with the National Fund for Workplace Solutions- Innovation Generating Impact (http://nfwsolutions.org/).

In Greenville, South Carolina the Partnership coordinates regular industry partner meetings. The purpose is to create a recruitment stream of trained entry-level transportation manufacturing workers by 1) specifying training goals, 2) laying out career paths, and 3) interviewing and hiring candidates. (http://www.careerskillsnow.com) The partnership also improves communication among industry partners and training service providers to better identify skills gap issues and coordinate public and private training responses. Job seekers are enrolled in a three step training progression that leads to employment and more skill development with transportation and other manufacturers in the region; a database is tracking completer progress and will be available for continuous improvement. Such partnerships could also connect to high school academies to have input into applied learning activities and faculty in-service opportunities.

Tennessee has the Tennessee Energy, Industry and Construction Consortium (TEICC) to educate the general public and students about industry needs in these sectors; it uses jobs4tn.gov to post job openings.

Veterans receive priority of service with daily day-ahead access to job listings in jobs4tn.gov and utilize a variety of services coordinated by veterans' representatives.

For those with significant and/or multiple barriers to employment, such as the disabled , some veterans, youth, and ex-offenders - those considered more detached from the workforce- transitional employment opportunities, with support services and mentoring, will need to precede greater integration into the workforce. Tax incentive programs operated by the Employment Security Division leverage workforce investment funds and increase employment of ex-offenders and those who have received public support. A new law passed by Tennessee in 2014 creating a Certificate of Employment for ex-offenders and lessening employer risk upon their hiring is another opportunity to be tested.

Education, Skills, and Training Challenges

The attainment of basic skills, critical to most jobs, helps workers to perform required tasks and provides a foundation for success. For workers to be successful they must be grounded in basic mathematics, reading, and problem solving; at a minimum, most jobs require these abilities. Most higher-paying jobs require higher-level skills and, at a minimum, a high school diploma or high school equivalency diploma (HSE). Nationally, workers face multiple barriers in attaining the basic educational skills or credentials needed to get a job, keep a job, or get a better job. Adults have family, job-related, and community responsibilities that create barriers to participation in structured learning. Such challenges include a lack of time, a lack of money (gasoline to attend educational classes or money to pay for the high school equivalency exam fee), childcare and transportation issues, health, and lack of interest or motivation. Often, adults lack support or they encounter resistance from family or friends when attempting to attend classes. Adults, reading at lower levels, often become discouraged and drop out before reaching their goals. Commonly, a lack of progress is due to diagnosed or undiagnosed learning disabilities.

According to *Pathways to Success: Integrating learning with life and work to increase national college completion, A report to the U.S. Congress and Secretary of Education, February 2012*, there are many barriers to receiving a structured education. Some of these are prior learning issues, anxiety and fear, lack of confidence in ability to succeed, cultural factors, lower educational aspirations, lower levels of academic preparation, student support and services, alienation and isolation, and scheduling. All of these are barrier for adult learners to participation in and the attainment of education, skills and training needed to obtain employment. Aligned with the Governor's Education and Workforce Goal, Pathways Tennessee, a statewide multiagency initiative, is focused around providing rigorous education that leads to relevant careers in high demand sectors across the state. This regionally driving initiative focuses on education, workforce, and community development that will lead to a more skilled, educated, and prosperous state. By meeting the skill requirements of regional employers- a comprehensive college/career pathways system can help businesses prosper and grow while enabling individuals to attain employment at good wages in industry sectors vital to regional economies. State support for these regional undertakings comes from a gambit of agencies including the Tennessee Departments of Economic & Community Development, Education, Labor & Workforce Development, Tennessee Higher Education Commission, and many other statewide organizations.

Data from the American Community Survey shows 17 percent of the adult population, over the age of 18, does not have a high school diploma or a HSE. This data shows TDLWD that approximately 1 out of 6 of these adults is a target for educational services leading to substantial job attainment. Table 18 below breaks down Tennessee potential to serve population by counties.

Table 18.

County	Total Pop.	Potential to Serve	% of Pop. w/out
Cannon	10507	2,296	22%
Hawkins	43790	9,404	21%
Giles	22847	4,896	21%
Smith	14368	3,074	21%
Moore	4826	1,024	21%
Lincoln	25157	5,317	21%
McMinn	39995	8,445	21%
Jefferson	39184	8,228	21%
Henderson	20903	4,378	21%
Dyer	28441	5,917	21%
Marshall	22376	4,583	20%
Chester	12846	2,613	20%
Gibson	36824	7,347	20%
Franklin	31911	6,327	20%
Obion	24537	4,806	20%
Houston	6260	1,224	20%
Cumberland	44279	8,650	20%
Sevier	68007	13,250	19%
Bradley	74569	14,390	19%
Robertson	47489	9,105	19%
Dickson	36267	6,904	19%
Coffee	39369	7,328	19%
Humphreys	14044	2,606	19%
Stewart	9968	1,836	18%
Henry	24988	4,590	18%
Cheatham	28897	5,305	18%
Roane	42726	7,838	18%
Sullivan	123159	22,030	18%
Fayette	28416	4,929	17%
Tipton	43342	7,422	17%
Putnam	55256	9,225	17%
Loudon	37404	6,220	17%
Maury	59706	9,924	17%
Anderson	57728	9,502	16%
*Shelby	**673842**	**107,999**	**16%**
Weakley	27566	4,296	16%
Madison	73418	11,222	15%
*Hamilton	**257085**	**39,171**	**15%**
*Davidson	**478631**	**72,460**	**15%**
Washington	95199	14,330	15%
Blount	93772	14,018	15%
Sumner	115966	17,124	15%
Wilson	81760	10,360	13%
Rutherford	184549	22,210	12%
*Knox	**330800**	**38,271**	**12%**
Montgomery	117735	12,153	10%
Williamson	123273	7,877	6%

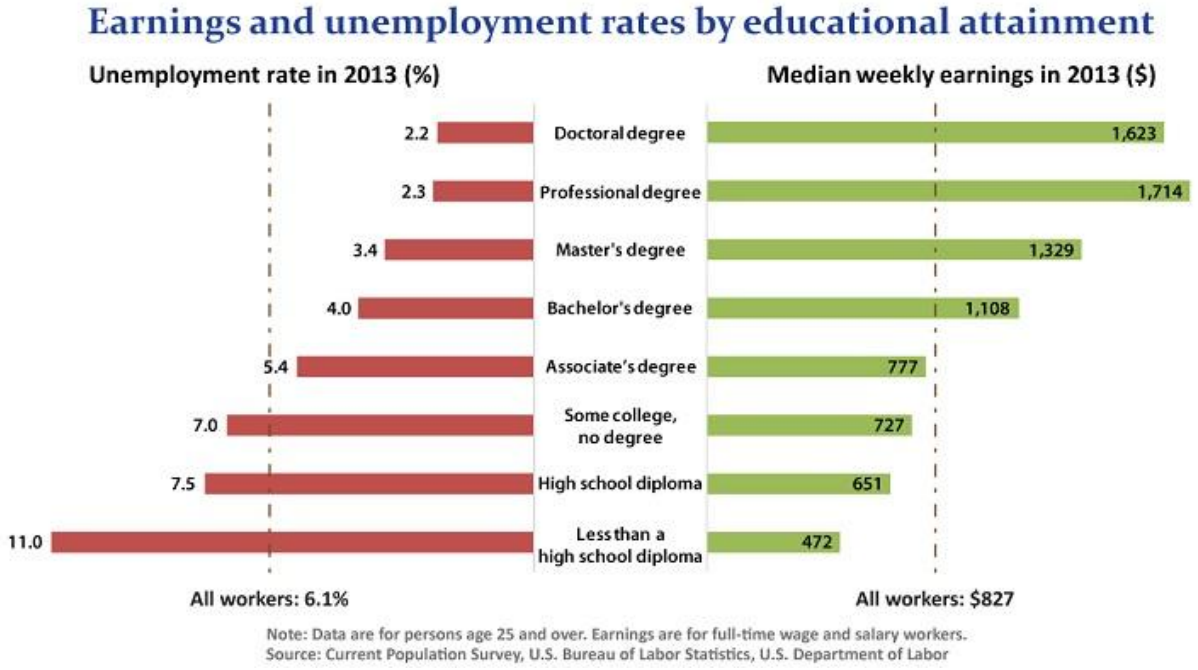
County	Total Pop.	Potential to Serve	% of Pop. w/out
Lake	6550	2,292	35%
Grundy	10609	3,550	33%
Union	14500	4,694	32%
Campbell	31534	9,685	31%
Grainger	17448	5,336	31%
Hardeman	21662	6,518	30%
Johnson	14902	4,468	30%
Hancock	5321	1,586	30%
Jackson	9100	2,671	29%
Polk	12992	3,770	29%
DeKalb	14249	4,109	29%
Fentress	13680	3,926	29%
Claiborne	25107	7,029	28%
Decatur	9189	2,571	28%
Overton	16704	4,645	28%
Cocke	27736	7,671	28%
Bledsoe	10220	2,765	27%
Macon	16283	4,378	27%
Clay	6425	1,723	27%
Bedford	32264	8,542	26%
Monroe	33734	8,917	26%
Lauderdale	20885	5,519	26%
Marion	21932	5,748	26%
Hardin	20221	5,298	26%
Sequatchie	10470	2,739	26%
Meigs	9035	2,359	26%
Rhea	23871	6,232	26%
Trousdale	5838	1,518	26%
Scott	16521	4,260	26%
Haywood	14016	3,572	25%
White	19645	5,006	25%
Pickett	3961	991	25%
Van Buren	4310	1,062	25%
Unicoi	14554	3,584	25%
Hickman	18826	4,608	24%
Lawrence	30785	7,521	24%
McNairy	19666	4,801	24%
Wayne	13578	3,311	24%
Warren	29902	7,166	24%
Benton	13113	3,077	23%
Morgan	16922	3,952	23%
Greene	53522	12,246	23%
Carter	45875	10,306	22%
Carroll	22266	4,978	22%
Perry	6051	1,346	22%
Lewis	8969	1,979	22%
Hamblen	47200	10,359	22%
Crockett	10963	2,396	22%

Despite these barriers, research has shown that adults of any age can learn and succeed if they are given the opportunity and support needed. TDLWD's Division of Adult Education provides extensive training and technical assistance to local Adult Education personnel to enable them to help students overcome their challenges.

Adult learners have different experiences and expectations. Those who administer Adult Education programs understand that no two adults perceive the world in the same way and that adults need to see the immediate usefulness of new learning: the skills, knowledge, or attitudes they are working to acquire. This requires our adult educators to be technically proficient in content and program planning areas as well as highly competent in interpersonal and human-relation skills. Tennessee adult educators are trained to listen, observe, design, and use open-ended questions that invite participation in a positive learning atmosphere and help overcome the barriers of anxiety, lack of confidence, and other classroom issues that many adult learners face.

These programs also partner with the Local One-Stop Career Centers, social service agencies and other partnership entities to provide services and resources to help students overcome barriers in completing their education.

In addition, data shows that there is a direct correlation between education, unemployment, and wages. The U.S. Department of Labor's Bureau of Labor Statistics (BLS) produces a chart depicting the correlation. Although the data is national, this direct correlation is consistent with every state.



This chart shows that the more education/skill a person obtains, the more likely that person is better positioned to obtain more secure and stable employment. This economic empowerment is critical and goes hand in hand with the Governor's vision for education. TDLWD hopes to

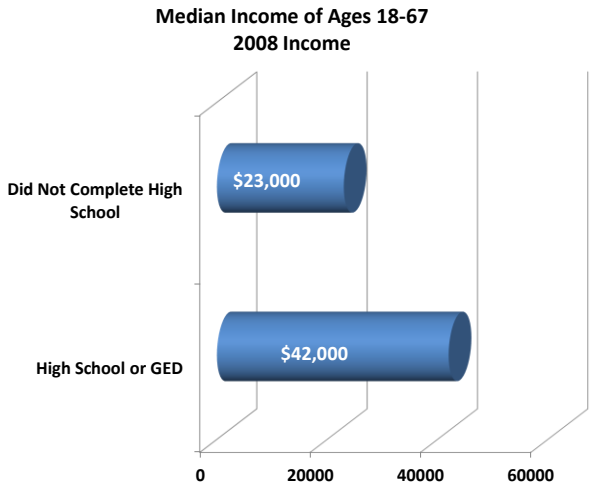
initiate a discussion with the Tennessee Department of Education and other appropriate agencies about partnering in the Cradle to Career initiative with given goals. This potential partnership would be steered by the P-20 designees.

These goals include:

- Being prepared for school
- Being supported inside and outside school
- Succeeding academically
- Enrolling in postsecondary education or training
- Graduating and enter a career

Tennessee is uniquely located to attract businesses and industry. With merging businesses requiring high skills, Tennessee has seen an increase in migration from various states during the economic recession. However, the population migrating to Tennessee does not meet or exceed the demands of the emerging workforce. Issues such as high unemployment, low wages, and the lack of education levels required by employers have become a priority in Tennessee's Workforce System. Each year, approximately 1.3 million students drop out of high school in the United States to join the growing ranks of those who lack a high school diploma. Last year in Tennessee, more than 28,000 students dropped out of school. Today, there are nearly 40 million adults who lack this important credential which them to progress to postsecondary education and/or job training programs, leading to improved employment and an increased lifetime-earning potential.

According to a 2010 National Center for Education Statistics (NCES) report about drop-out rates, "Dropping out of high school is related to a number of negative outcomes. For example, the median income of persons ages 18 through 67 who had not completed high school was roughly $23,000 in 2008. By comparison, the median income of persons ages 18 through 67 who completed their education with at least a high school credential, including a high school equivalency (HSE) diploma, was approximately $42,000.



Over a person's lifetime, this translates into a loss of approximately $630,000 in income for a person who did not complete high school compared with a person with at least a high school credential." These statistics show that while there may be a few celebrated cases of successful young entrepreneurs who drop out of high school to start their own companies, it is evident that dropping out of high school is extremely detrimental to the income potential of the majority who do.

To make matters worse, while the number of drop outs increases, Tennessee employers, seeking to compete in a global economy and bring back jobs to America, are demanding that workers bring to the job a greater productivity through application of higher-level thinking and reasoning skills. Therefore, it is reasonable to conclude that the economic future of Tennessee is tied to reducing the drop-out rate and increasing the number of those who attain a High school diploma or high school equivalency (HSE) to become productive members of the workforce.

Studies also show that Tennessee has an estimated 800,000 individuals to be trained and to merit increased wages which will help to create a sustainable workforce. The following programs are addressing and identifying ways to ensure that all Tennesseans have an opportunity to become productive citizens and to provide for themselves and their families. By aligning the TDLWD's Business Services staff with local area business service teams and with the Governor's Jobs Base Camps partnering with the Department of Economic and Community Development (ECD), Tennessee has prioritized responsiveness and integrity of information for Tennessee businesses. Included also are Chambers of Commerce, Industrial Boards and nonprofit organizations ensuring consistent messaging. This advances the Governor's goals and objectives for moving Tennessee forward in high-demand jobs.

Through strong partnerships and coordination with the Tennessee Board of Regents, TDLWD is building momentum during an economic downturn by linking students to high demand/highly skilled jobs. Successful methods to form these connections include "Job Fair" information sent to

the student's home page through the training institutions, media advisories, and "Twitter" as well as the department Web site. Such connections have proven to be extremely effective in meeting the needs of Tennessee employers and training institutions. Over 9,000 employers, through the quarterly department WEOC (Workforce Employer Outreach Committee), have attended these meetings customized to streamline information to the business community. The department's objective has been to bring government and department programs to employers rather than have employers navigate through the department and its programs.

The Career Coach Unit provides workforce services to rural areas that lack a TDLWD presence as well as recruiting employers to mobile events in rural areas. Tennessee has three mobile Career Coaches which cover all three grand divisions of the state and all 95 of its counties, and provide services during plant closures, disasters, Job Fairs, and Resource Fairs. The staff includes twelve interviewers, three coordinators and outreach to all 95 counties in Tennessee with 16,304 services rendered, 7,835 applicants registered, and 1,632 dislocated workers hired.

Utilizing WIA Funds to Implement Governor's Goals and Objectives

The Tennessee Department of Labor (TDLWD) is aware of the various skill gaps in the state and supports the Governor's vision for creating an educated workforce to meet the demands of new and existing industries. To meet this objective, WIA funds have been used to support the training of workers for new and existing industries through statewide and formula funds at the local level. Local areas assess and identify the needs of job seekers by using several assessment tools. One of the assessment tools praised by Tennessee employers is the WorkKeys. Workers meeting WorkKeys-scored competencies provide new and existing industries with a pool of workers to select from; these are often the ones who are hired first. For those workers who fail to meet these work-place competencies (as shown by their WorkKeys assessments), WIA funds are used to train them to meet these and other competencies. To help meet the Governor's goal of a high standard of education for everyone, local investment areas are required to select institutions that provide credentials; and they are also required to select institutions which meet the completion-and-placement requirements set by the Tennessee Higher Education Commission. In addition, to ensure access to training and support services, WIA funds serve diverse populations with multiple barriers. The TDLWD has developed a policy that requires local areas to prioritize this segment of the population for services when the local area has expended 75% of its allocation for that program year.

WIA funds are used to train and support workers and employers in averting mass layoffs. These funds are provided through the Incumbent-Worker program which advances the core skills competencies employers identify to meet the specific demands of their industries. Also, WIA funds are used to quickly stabilize the economy of an area where mass layoffs occur. This stabilization is reached by providing ITAs, life skills training and support services as identified by the needs survey used by the Rapid Response staff. WIA funds are used to provide support services, life skills and training services. In consultation with the Tennessee Department of

Economic Development, WIA funds have been used to support the training of workers for new industries which have moved into areas with high unemployment.

The Governor's vision to increase youth exposure to the workplace is supported by WIA funds. In line with this vision, the TDLWD has encouraged Local Workforce Investment Areas (LWIAs) to increase services that provide workplace experiences for youth. These LWIAs are also encouraged to use WIA youth formula funds to provide for job shadowing and summer employment. It is hoped that all these services will expand opportunities to prepare youth for employment after high school graduation.

With continued, annual reductions in WIA funds over the last few years, leveraging resources and partnering with other non-WIA funded programs has become necessary to expand program capacity and provide more seamless training services. To ensure the leveraging of WIA funds with other non-WIA funding, LWIAs have partnered with local institutions of higher education to provide information regarding the Pell-Grant eligibility of WIA-referred participants. Participants who are fully supported by Pell Grants for their training services will receive support services, for other needs, to complete their training. This practice has enabled WIA funds to expand training services for other participants ineligible to receive Pell Grant assistance. WIA funds have supported and continue to support the Governor's focus on job seekers who lack appropriate school equivalencies to enter the job market or to return to the job market through Adult Education. WIA funds have supported Adult Education by providing services to WIA-referred individuals to help them gain their high school diplomas.

The TDLWD has closely worked with colleges and other entities which have applied and received TAACCT Grants. The Department has provided data and information about TAA applicants in the state and has supported the application for such grants. The TDLWD has referred those who are TAA eligible, needing advanced training, to these facilities and will continue this relationship with current colleges and entities which have received these grants.

Meeting the Skill Needs of Employers

A critical factor in meeting the skill needs of employers is an understanding of exactly what those needs are. TDLWD will work with its education and economic development partners to clearly identify and forecast employer needs aligned with the industry clusters and sectors identified in the Governor's vision.

The cornerstone of the Governor's Jobs and Economic Development Goal and Objectives, TDLWD considers employers to be primary customers. The workforce system focuses on "people for jobs" and "jobs for people" that is achieved through a collaborative relationship among partners. Outreach and promotion, and providing time sensitive and effective customized screening and recruiting services, have developed strong ongoing relationships with employers.

The department will:

1. Enhance relationships with employers currently served through local Career Centers via Labor Exchange, Veterans Programs, the Trade Act, Reemployment Services, Unemployment Insurance, and Local Workforce Area Business Service efforts
2. Establish protocol and policy to deliver employer services through a functionally aligned approach with seamless service delivery as outlined in the business service alignment section of this plan. Current policies developed under the leadership of the State Workforce Development Board which strengthen statewide the business service delivery are available on the TDLWD Web-site: http://www.tn.gov/labor-wfd/et_services_prog_mgmt_plng.html
3. Establish a Career Center chartering process that has standards required for business services statewide
4. Continue to provide and track training to workforce system partners to build the capacity to serve employers and to better understand labor market information data and analyses
5. Establish policies and procedures to support meeting the skill needs of employers
6. Use the American Job Center brand to market a consistent message and image to employers and job seekers (Governor's Jobs & Economic Development Goal: Objective III)
7. Develop job opportunities for the supply side of the Workforce System by demonstrating the value and benefit of participation to employers; all of this will result in increased job postings in the statewide computerized bank
8. Will pursue high-demand sector-based workforce collaborative that include employer engagement
9. Continue the practice of assisting employers in recruiting skilled workers
10. Provide services requested by employers based on their individual and specific needs
11. Develop a plan to manage participation in community events and promote services available through the American Job Centers
12. Establish a balanced scorecard/performance management dashboard that provides success indicators for employer services

Two additional areas of outreach are the Governor's FastTrack Initiative and the Governor's new initiative, Jobs4TN.These initiatives focus on identifying available labor pools and connecting them to employers who are either locating or expanding.

FastTrack is a way to support new business investment and growth. The Workforce System continues to support this initiative by identifying eligible dislocated workers and offering them on-the-job training (OJT) to assist new or expanding employers to create jobs in Tennessee. This is in addition to the state funds used to support new business growth and workforce development. With state funds from the Tennessee Department of Economic and Community Development (ECD) and with OJT funds to support eligible dislocated workers with re-training in needed areas, many companies are positioned to grow.

In accordance to the Governor's Conservative Fiscal Leadership Goal and Objectives, by leveraging existing assets in each region, these plans will be able to attract new businesses to the state while helping existing businesses expand and remain competitive. The Governor's Jobs4TN plan was developed through interviews with more than 300 stakeholders, community leaders, and national experts as well as through seven roundtables across the state. Commissioner Phillips

has continued the Governor's efforts to maintain business engagement in the workforce system and the overarching strategy by conducting listening tours across each of the thirteen local areas in Tennessee, which brought together business and community leaders to communicate the employer and community needs and strategize ways the workforce system can assist. The plan includes four key strategies:

Prioritizing target clusters and existing industries --Tennessee will focus its statewide recruitment efforts on target clusters (currently ten sectors as identified in the Economic and Workforce Information Analysis) in which the state has a clear competitive advantage demonstrated by Tennessee's labor market research: aerospace and defense; automotive; chemicals, plastics, and rubber; transportation, distribution and logistics; energy and technology; food and agribusiness; healthcare and medical devices; business services, headquarters and research and development; manufacturing; and entertainment and media. In 2010 expansion of existing business accounted for nearly 86 percent of new jobs created in Tennessee. The state will focus on helping existing businesses expand and remain competitive through a targeted outreach program. A new "existing business toolkit" of resources has been created for Tennessee companies.

Establishing regional "Jobs Base Camps" across the state--ECD has fundamentally restructured its field staff to establish a "jobs base camp" in each of nine regions across the state. Each base camp works with local Workforce System partners to develop and/or revise a regional economic development plan and align existing federal and state resources around that plan. A key function of these Jobs Base Camps is to reach out to rural counties to incorporate them into broader regional economic development strategies that leverage existing resources and maximize the assets of rural communities.

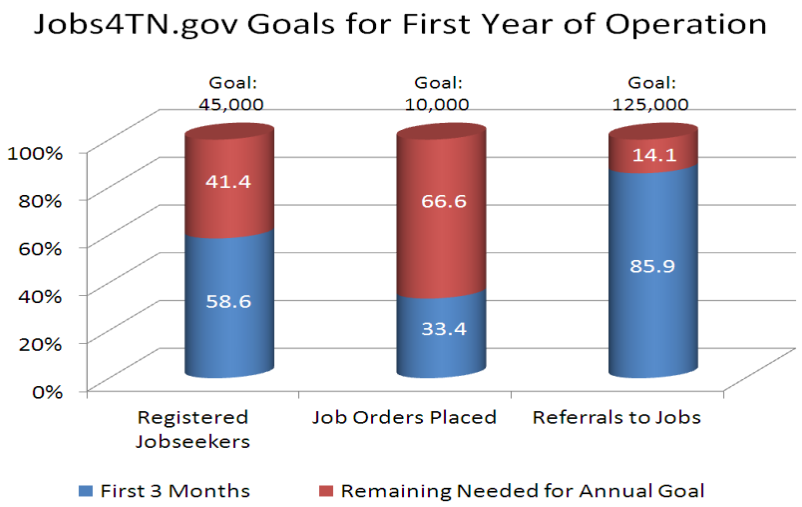
Reducing business regulation--The Governor has asked ECD to lead a review of federal and state business regulations. ECD continually works with existing Tennessee businesses, business advocacy groups and state agencies to identify any element that promotes positive job growth. To implement the plan, ECD has undergone a significant reorganization that resulted in a new senior leadership team as well as a 35 percent reduction in staff.

Jobs4TN is another component of the governor's comprehensive jobs plan to support and encourage investment of new business and existing business in Tennessee. The single objective of the Jobs4TN was to provide a one-stop, self-service platform for both employers and jobseekers. The Jobs4TN.gov site was the result and was formally released to the public on May 14, 2012. For the first three months of operation, use of the site is exceeding expectations for

registrations, job orders, and referrals. This site will continue to be promoted and expanded in future months.

Recent Accomplishments:

- First year goals for Jobs4TN.gov were: 45,000 registered jobseekers, 10,000 job orders placed, and 125,000 job referrals within from the site. The chart below notes the progress for the first 3 months of operation:



In addition to the Jobs4TN.gov site, the LMI unit has been focusing on providing detailed supply and demand occupational data. A new spreadsheet containing updated supply (completers of training programs and unemployment insurance claimants), and demand (occupational projections) data has been provided to the Tennessee Department of Education, Tennessee Higher Education Commission, LWIAs, and demonstrated at several meetings. Input from these data users has been requested and partnerships have been strengthened with these agencies.

Tennessee continues to provide the Incumbent Worker Training Program (IWT).In program year 2011-2012, the IWT program served 56 companies, trained 2,613 incumbent workers, with a projected savings of 2,409 jobs. Through this grant program, Tennessee continues to support existing businesses threatened with layoffs with a 2012-2013 budget of $1,050,000. These grants accomplished many of the goals of the state's workforce effort with the expectation of serving 50 to 60 Tennessee companies, 2,000 to 3,000 incumbent workers with a projected savings of 2,000 to 3,000 jobs. The program is customer driven, highly responsive, and provides a valuable proactive response to serving business and saving jobs.

The Incumbent Worker Training Program targets existing employers who have been in Tennessee for at least one year. This program is funded through Rapid Response with a focus on layoff aversion. Training is demand-driven, highly flexible, cost effective and is designed to provide layoff avoidance through skills development or process improvement. The program provides training assistance in the form of reimbursements for specific training costs such as instructor wages, books and manuals, tuition, and curriculum development. The Incumbent Worker Training Program is administrated through the local administrative entity. As the available state set-aside funds have dwindled, Tennessee requested and was approved to have its LWIAs to use up to 10% of their Adult and Dislocated Worker formula funds to provide a local incumbent worker training program. This can helped more businesses to address the necessary skill gaps.

DESIRED OUTCOMES

Tennessee is a common measures state, and the WIA program currently negotiates the state's common measure targets by using seven data sources: regression adjusted factors and weights, national averages, regional averages, past performance, residential employment forecasts, unemployment rates, extraordinary factors (such as plant closures and disasters), and QWI data points such as quarterly wages, jobs-creation rate, jobs-separations rate, and jobs-turnover rate. TDLWD maps the data to forecast information, compute possible outcomes; then it submits it to Region 3. Over the last two years, TDLWD has developed regression-based estimates of adult and dislocated worker program performance targets. As a regression-model, pilot-project state, Tennessee now uses regression-adjusted targets as a major tool in the negotiations process and will continue to do so. Taken as a unit, the data and information also are computed to state-regressed targets which help the national office achieve its goals. Baseline quarterly-performance indicators used in the negotiations are collected and computed using the performance-reporting system, Dolce Vita. The table below (Table 19) displays the 2012 Performance Common Measures: **Table 19.**

WIA/W-P Negotiated Performance Indicators and Goals PY 2012

*This column shows the PY 2012 negotiated goals, because the PY 2013 negotiations have not yet been scheduled to take place.

WIA Performance Measures WIA §136(b)	Previous Year Performance PY 2012	Negotiated Performance Goal PY 2012*
Adults:		
Entered Employment Rate	86.3%	81%
Retention Rate	91.7%	88.6%
Average Earnings	$17,794.	$15,711.
Credential and Employment Rate		
Dislocated Workers:		
Entered Employment Rate	91.1%	88%

Retention Rate	92.5%	92.2%
Average Earnings	$15,943.	$15,000.
Credential and Employment Rate		
Youth, Aged 19-21		
Entered Employment Rate		
Retention Rate		
Earnings Change		
Credential Rate		
Youth, Aged 14-18:		
Skill Attainment Rate		
Diploma/Equivalent Attainment Rate		
Retention Rate		
Youth Common Measures:		
Placement in Employment or Education	83.8%	75.5%
Attainment of Degree or Certificate	84.1%	75%
Literacy and Numeracy Gain	65.5%	48%
Customer Satisfaction		
Participant		
Employer		
Additional State Established		
W-P Requirement at Section 13(a)	PY 2012	
Entered Employment Rate	55%	58%
Employment Retention Rate	80%	78%
Average Six-Months Earnings	$11,785.	$11,600.

Tennessee also determines performance targets with the 13 local areas by using the same eight data sources shown above, and by using the methods mentioned above. Tennessee is focused on setting targets which help local areas serve a broad range of participants and also help the state achieve its goals. Past-performance outcomes are not the only, or the most important, factors used in determining local area performance. Performance negotiation with the local areas is one of the most formal procedures Tennessee uses in workforce development. These procedures involve sharing data and information, scheduling in-depth negotiations. These procedures may also involve renegotiations which depend on economic status, presenting targets, and counter-proposals, if needed, typically in fully-documented teleconferences or face-to-face meetings. Final targets are fully documented and validated at the close of negotiation sessions. The process itself is concentrated in time, follows negotiations with Region 3, and is extended if extraordinary factors are present. Baseline quarterly-performance indicators used in the negotiations are collected and computed using the performance reporting system, Dolce Vita.

INCREASING WIA ETPL MINIMUM PERFORMANCE STANDARDS

In order for a program to remain subsequently eligible to appear on the statewide Eligible Training Provider List (ETPL), it must meet the minimum performance standards established by the state. With the initial implementation of WIA in Tennessee, the performance standards were set as follows:

1) 35% Completion Rate for all WIA program enrollees
2) 35% Completion Rate for all program enrollees
3) 65% Placement Rate for all WIA program completers
4) 65% Placement Rate for all program completers

Programs have to meet at least one of the four performance standards in order to remain on the ETPL. Many of the Local Workforce Investment Boards (LWIBs) have established policies that require that providers in their respective areas meet significantly higher standards within the WIA student population. The LWIBs require higher standards largely because of the performance funding model used to allocate federal funds across the state.

The state minimum performance standards have not been changed since WIA's inception in Tennessee; however, the LWIB standards have changed. In addition, there is a general state initiative to increase the proportion of students who complete higher education in the state. This is indicated by the passage of the Complete College Tennessee Act in January 2010.

Among other things, the Act brought a change in the performance funding model used by the Tennessee Higher Education Commission (THEC). Under the old funding model, institutional funding levels were determined based on the number of student enrollments.

The Act changed the formula and tied institutional funding levels to the graduation rates. The change was intended to hold public institutions more accountable for getting their students to graduation. Below are the most recent average graduation rates for public institutions in Tennessee:

Category	Completion Rates
Universities (TBR)	46.6%
Universities (UT System)	62.9%
Community Colleges	26.0%
Technology Centers	76.0%

Sources: 2012 Tennessee Higher Education Commission Fact Book
Tennessee Board of Regents, Graduation Trends - 2007 to 2011

For the next program year, in addition to the advanced research analysis, the TDLWD will increase the minimum performance standards for providers on the ETPL to the following:

1) 40% Completion Rate for all WIA program enrollees
2) 40% Completion Rate for all program enrollees
3) 70% Placement Rate for all WIA program completers
4) 70% Placement Rate for all program completers

In addition, the TDLWD will periodically revise the state minimum performance standards as more data becomes available measuring the impact on the Complete College Tennessee Act. The objective is to ensure that the state minimum WIA ETPL standards are in line with the LWIB standards and other overall state initiatives.

Advanced Analysis of Training Provider Performance Data

The Workforce Investment Act (WIA) stipulates that states may remove institutions from the Eligible Training Provider List (ETPL) for failure to meet minimum performance standards related to their completion and placement rates. In addition to the general completion and placement rates, the TDLWD will begin conducting advanced research analysis using the performance data obtained from training providers and additional data sources. The primary objectives of the research analysis is to 1) ensure the most efficient and effective use of the funding resources, and 2) provide additional information to assist WIA customers and local officials in making informed decisions when deciding where to utilize training funds from an Individual Training Account (ITA). Some of the new performance metrics are intended to provide institutional and program measures comparable to the WIA core performance measures referenced on page 51. The table presented below summarizes the performance measures that will be calculated for each provider and for each program. Some measures, however, are only calculated on the WIA student population. All of the measures presented below with the exception of A, C, and E, are part of the new advanced analysis.

Description of Performance Metrics

Metric	*WIA*	*ALL*	*Brief Description*
A. Completion Rate	X	X	The percentage of total enrollments that completed training during the reporting year.
B. Percent Completed On Time	X		The percentage of students who completed training within the duration specified on the ETPL.
C. Average Time to Completion	X		The average number of weeks participants took to complete their training.
D. Entered Employment Rate	X	X	The percentage of total completers with a valid wage recorded the 1st quarter after completion who were not employed the quarter before or during training.

E. Placement Rate	X	X	The percentage of total enrollments with a valid wage recorded the 1st quarter after completion.
F. Rate of In-Field Employment	X	X	The percentage of total completers with a valid wage recorded the 1st quarter after completion in their field of study.
G. Employment Retention Rate	X	X	Of those completers employed in the 1st quarter after exit, the percentage employed during the 2nd and 3rd quarters after completion.
H. Average Earnings	X	X	Of those employed in the 1st, 2nd, and 3rd quarters after completion, the average earnings for the 2nd and 3rd quarter combined.
I. Average Wage Adjustment	X	X	Of those employed the quarter before program enrollment and the subsequent quarters of training, the average difference in the earnings the quarter before training compared to the 1st quarter after completion.
J. Cumulative Completion Rate	X		The overall percentage of total enrollments that completed training from July 1, 2010 through the current annual report period.
K. Cumulative Entered Employment Rate	X		The overall percentage of participants who entered employment from July 1, 2010 through the current annual report period.
L. Cumulative Placement Rate	X		The overall percentage of total enrollment with a valid wage reported in the 1st quarter after completion from July 1, 2010 through the current annual report period.

The list above is not a finalized selection of the types of advanced analysis that TDLWD will begin to compute. The options presented are merely illustrations to demonstrate the manner in which the state intends to more systematically use research outcomes to drive state and local funding decisions. In all of the analysis, the data is input at the individual level and subsequently aggregated to the training program, the training provider, the Local Workforce Investment Area, and lastly the state.

PERFORMANCE INDICATORS AND GOALS

Evidence-based results will provide a blueprint for reviewing the outcomes related to required federal common measures and those specifically established to support the Governor's vision for the Tennessee workforce system. In addition to the required common measures, Tennessee's State Workforce Board will establish a balanced scorecard/performance management dashboard to measure key indicators of success. The required and State Workforce Board established measures will reveal levels of success related to sector strategies, functional alignment, and seamless service.

Required common performance measures are primarily focused on job seeker customers. Tennessee will work to achieve and exceed its negotiated common performance indicators as outlined in "DESIRED OUTCOMES" above. However, as Tennessee is focused on business services and supporting the creation and growth of businesses, TDLWD will establish a

Tennessee Balanced Scorecard/Performance Management Dashboard that promotes key performance indicators to support the Governor's vision and the sector strategy partnerships.

The Tennessee Balanced Scorecard is a performance measurement tool that will measure the right things instead of just measuring things right. It will focus on business measures not required by USDOL.

This effort will be spearheaded by the State Workforce Board and will provide evidence-based information to continually improve services to business customers. It is expected that a team of state and local Workforce System partners will help to create the scorecard from the bottom up and advise the State Board on measures to consider. The State Board will facilitate conversation to define the specific meaning of each of the measures selected so each partner has a common understanding of what the measure is pertaining to and how to achieve successful results.

It is extremely important that the measures selected are supported by data collection systems that can report on the progress with minimal staff time. When specific measures are identified, local workforce areas will collect the data for six months to create a baseline on which to improve. The "goal" for each measure will be set and progress updates done at least quarterly.

The creation of a Balanced Scorecard/Performance Management Dashboard for the Tennessee Workforce System will include these steps:

- **Identify a vision**. Where is the Workforce System going? This work is supported by the Governor's vision.

- **Define critical success factors**. What do you measure to ensure that the local workforce area staff, partners and vendors are meeting your expectations? This will include information related to sector strategies and criteria outlined in the Chartering Policy.

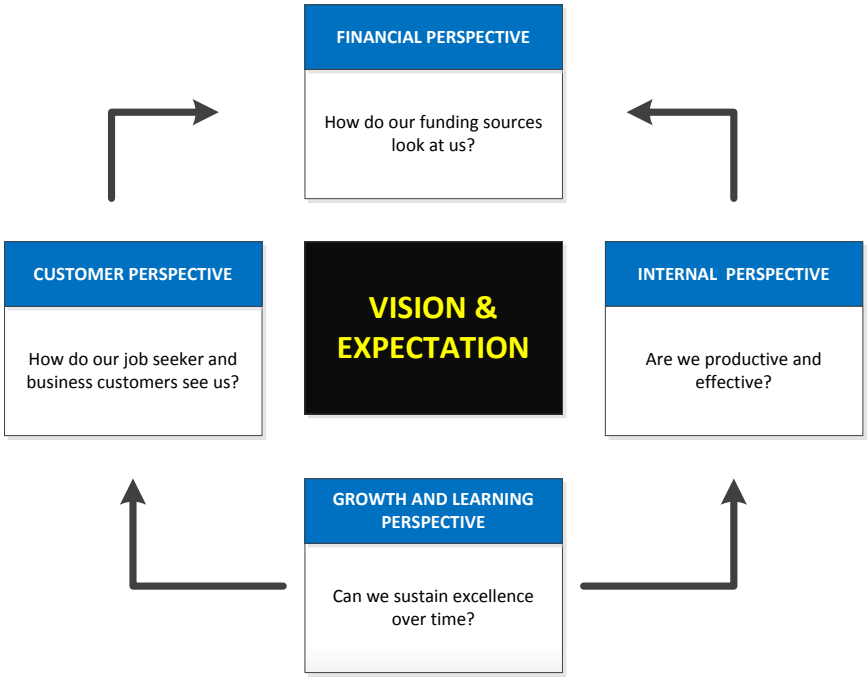
- **Evaluate the scorecard**. Are we measuring what we have to AND what we should in order to have a high-performing Workforce System?

- **Create action plans and provide reports**. How do we manage the Scorecard? Which persons should have reports and what should the reports look like?

It is important that the data collected help Tennessee tell our story which is focused on business understanding the features, advantages and benefits of the support provided through the Tennessee Workforce System and partner agencies. The Tennessee Balanced Scorecard/Performance Management Dashboard will look at four perspectives to establish the balance:

1. Financial
2. Customer
3. Internal

4. Growth and Learning



The format for the Balanced Scorecard/Performance Management Dashboard provides a visual impact to the success of the indicators:

FINANCIAL	GOAL	ACTUAL	PERCENT
GROWTH & LEARNING	GOAL	ACTUAL	**PERCENT**
INTERNAL PROCESSES	GOAL	ACTUAL	**PERCENT**
CUSTOMER PERSPECTIVE	GOAL	ACTUAL	**PERCENT**

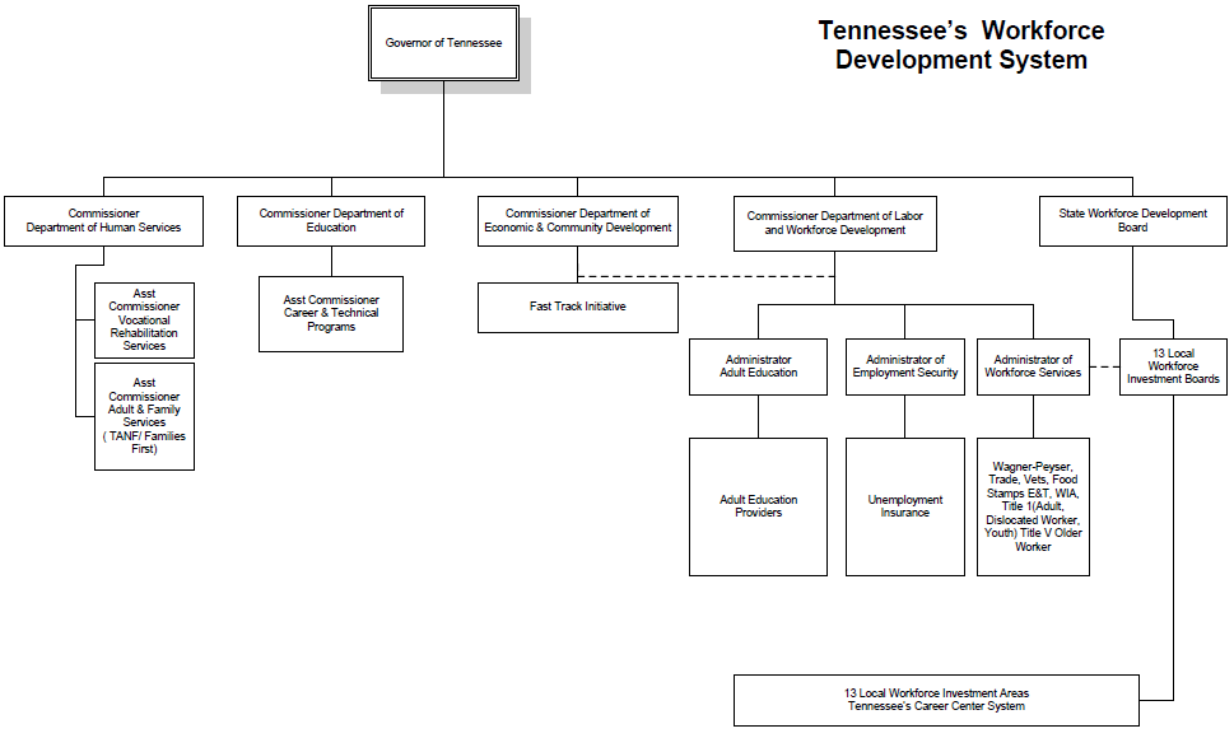
The Percent column will be filled in with green, yellow, or red to quickly identify those measures that are below plan and need attention. Here is a sample that would tell us to focus our discussions and improvements on customer interactions, increasing our market share of repeat customers, and jobs in training related fields:

CUSTOMER PERSPECTIVE	GOAL	ACTUAL	PERCENT
Healthcare Market Share	25%	33%	
Avg Quarterly Customer Interactions	100%	45%	
Healthcare Repeat Business (3 or more times a year)	50%	25%	
Percent of Individuals Who Get Jobs in Training Related Field	80%	70%	

Actual:		
More than 80% of Goal Year-to-Date	*good*	
61% - 80% of Goal Year-to-Date	*warning*	
Below 60% of Goal Year-to-Date	*trouble*	

SECTION II - STATE OPERATIONAL PLAN

WORKFORCE SYSTEM



TDLWD is a large, diverse department with several areas of focus. It provides workforce development, workplace safety, and health services to the citizens of Tennessee. Adult Education, Employment Security (UI) and Workforce Services provide a variety of workforce services. These three divisions are integral parts of the workforce system. The Division of Adult Education administers: Adult Education and Literacy funds that provide educational opportunities for adults seeking basic skills upgrades; high school equivalency (HSE) exam preparation; English language skills for speakers of other languages; and, basic workplace computer skills. These services are offered at Adult Learning Centers and to employers on-site at their request.

Employment Security administers Tennessee's unemployment insurance program. The division receives and processes unemployment claims, pays unemployment benefits to eligible claimants, and collects wage information and unemployment insurance premiums from employers. The Employment Security Division serves as the state's official source for employment research and statistics; it also assists employers who are looking at business expansions or are interested in labor availability and wage information.

TDLWD is the State Administrative Entity for Workforce Investment Act and Wagner-Peyser Act funds. In 2013, in an effort to better align by function and encourage increased leveraging of

funds, these two previous divisions within the department were merged to place all employment and job training programs for job seekers and employers under the management of one division. 'Workforce Services' is a required partner in the operation of a local Career Center system and provides free services across the state. Workforce Services houses the Adult, Dislocated Worker, Youth, National Emergency Grants, Disability Employment Initiative, Incumbent Worker and Eligible Training Providers List. The Division also houses the Job Service/Wagner-Peyser programs which also include Trade, Veterans, Food Stamp E&T, RESA (WPRS) and the Title V Senior Community Services programs. Job Service's primary objective is to serve as a labor exchange by assisting job seekers in finding jobs, assisting employers in filling jobs, and facilitating the match between job seekers and employers. The job service programs provide career placement and resume services for job seekers, along with administering the trade readjustment and assistance programs for dislocated workers. Workforce Services also values its strong partnerships with industry/employers through administering the Work Opportunity Tax Credit program, which provides federal tax credit to employers for hiring individuals from certain target populations, and the Tennessee Registered Employer Assistance Team (TREAT) unit, which is responsible for processing and posting employer job postings on the Jobs4TN webpage.

In addition, Workforce Services administrative staff acts as support for the Tennessee State Workforce Board. Such support includes arranging all meetings, preparing any handouts, engaging speakers, and answering questions. TDLWD ensures that State Board members receive technical assistance and guidance for all workforce services matters brought before the Board. TDLWD Executive staff provides prep work for policy drafts and other business items that are the responsibility of the State Workforce Board.

Although Tennessee has done a good job in serving the citizens of Tennessee, the change in the economy and the overall change in employer needs and expectations, requires an examination of every facet of TDLWD's services, processes, procedures, and policies. TDLWD is in the process of completing reengineering to establish a functionally-aligned and seamless-service delivery model that is responsive to the changing needs of job seekers and employers. This will be a thoughtful and dynamic process analysis.

State Board

The State Workforce Development Board ensures alignment between Tennessee's workforce investment system, national strategic objectives and the Governor's Goals and Objectives for Jobs and Economic Development, Education and Workforce Development, and Conservative Fiscal Leadership. The State Workforce Development Board has oversight involving multiple, federally-funded programs throughout state government including Economic and Community Development, Department of Human Services, Department of Education, and Department of Correction. This creates the need for collaborative projects, managed by the division, including ex-offender re-entry, faith-based and community based grants, Families First, child support,

career and technical matters, vocational rehabilitation, and others. The workforce system plays a vital role in the economic development process.

The mission of the Tennessee Workforce Development Board is to provide effective leadership and guidance to Tennessee's workforce system. The Board's vision is to increase the competitive position of Tennessee businesses and attract new businesses through development of a highly-skilled workforce. To achieve this vision, the Board has established five guiding principles for the workforce development system.

- Workforce Development = Economic Opportunity
- Customer Focused Performance Based System
- Integrated, Seamless, Cost Effective, Competitive, and Responsible System
- Utilization of Career Centers
- Demand Driven

The Board is composed of:

Tennessee's State Workforce Development Board is a grandfathered alternative entity which includes all categories of membership required in Section 111 (b)(1)(C) of the Workforce Investment Act with the exception that the Governor is not a member of this board. However, the Governor is represented on the State Board by four members of his cabinet; Labor and Workforce Development, Economic and Community Development, Human Services and Education. In accordance with 20 CFR Section 661.210(b)(2)(i) the board meets the description of "alternative entity" and was established under Title VII as a Human Resource Investment Council of the Job Training Partnership Act Amendments, (29 U.S.C. 1501 et. seq.) Private sector appointments to the board are representative of the state's business community and include appointments representing small businesses. Members have policymaking authority within their organizations, agencies, or entities. Representatives of individuals and organizations that have experience with respect to youth activities are represented within the Community-based Organization category by both institutions of higher education and other non-profits. Additionally, the Governor considers minority, gender, and geographical representation when making appointments to the board. To ensure that all required partners are represented on the board, the Governor's Office of Board and Commissions utilizes a standardized application for

prospective nominees. Applications are solicited from local workforce investment boards, business organizations and business trade associations, the State labor federation, and other governmental organizations which helps ensure a diverse selection of candidates. The information included on the application and provided through a required supplemental resume or vita, provides information regarding the nominees current employment, involvement in professional and community based organizations. This allows the Governor to select applicants who meet the requirements of WIA, who have demonstrated career achievements reflecting optimum policy making authority, and who actively connected to their communities. This most often results in selection of applicants who are eligible to serve in multiple categories of representation as they are often a combination of business leaders and community-based organizations, or meet the criteria for Government and the General Public. Thus the expertise of the Board is robust in multiple disciplines. With representatives from business, industry, education and community based organizations, and state and local government agencies, the board brings together many partners in the economic development system. Member's knowledge of and expertise in workforce development issues allow the board to focus on carrying out the Governor's Vision.

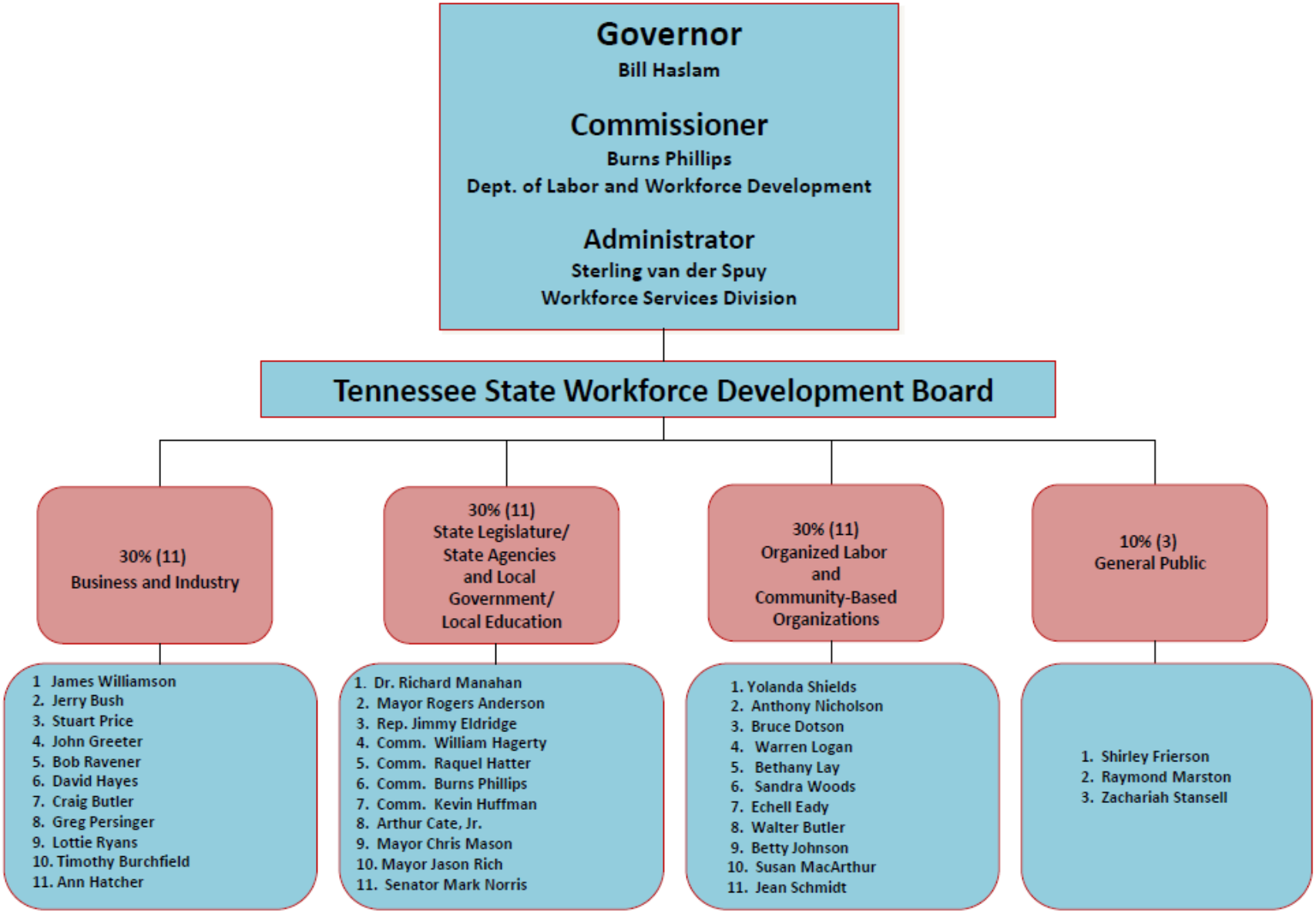
To expand this structure, additional agencies, such as Human Services, Economic and Community Development, Education, and Vocation Rehabilitation (VR), are included. Memorandums of Understanding (MOU) are developed and implemented using federal guidelines. This tool remains the administrative process for coordinating policy, eliminating barriers, leveraging resources, and reducing duplication. The MOU identifies services available through the Career Center System. This system allows local areas to have the flexibility to tailor services for their area's needs. The TDLWD's Commissioner has appointed a designee from VR for inclusion of the VR State Plan in the WIA Title I/Wagner-Peyser Act State Plan.

The Board currently has five standing committees and appoints ad hoc committees as needed. The standing committees are the Executive Committee, Strategic Planning, Continuous Improvement, Operations, and Policy Committees. These committees provide guidance to TDLWD staff on the needs of constituents and various industries across the state. The Executive Committee members and Strategic Planning Committee members were part of the State Integrated Plan Team. The Board provided direction and oversight of the development of this plan ensuring the plan is connected to the Governor's priorities for Jobs and Economic Development, Education and Workforce Development, and Conservative Fiscal Leadership. The Executive committee is made up of the Chairpersons from each of the standing committees and the State Workforce Development Board Chair.

TDLWD continues to engage the Board leadership to improve new member orientation and training opportunities for all Board members. The Board will participate in strategic planning and discussions to examine committee structures to support new strategies identified in this plan. The Board consists of members who are committed to workforce development and act as advocates across the state to help encourage new partnerships and business engagement. With

representatives from business, industry, education and community organizations, and state and local government agencies, the board brings together many partners in the economic development system. Members' knowledge of and expertise in workforce development issues allow the board to focus on carrying out the Governor's vision.

TDLWD administers the majority of the programs of the state's workforce investment system including: the Workforce Investment Act (WIA) program, Unemployment Insurance, Adult Education, Trade, Title V, Wagner-Peyser, Veterans, Food Stamp, and Employment and Training. Department staff assists the State Workforce Board to ensure the workforce system operates effectively. The Board's strong leadership and oversight of the current reengineering of policies, processes, and procedures will further enhance service delivery through enhanced alignment of all resources.



*The chart above reflects the individual representatives as of date of submission. It is subject to change due to term expirations, resignations and appointments.

State Workforce Development Board

Member	Title	Company/Organization	Representation
Bob Ravener, Board Chair	Executive Vice President & Chief People Officer	Dollar General Corporation	Business and Industry
Rogers Anderson	Mayor	Williamson County	State Legislature/ State Agencies & Local Government/Local Education
Timothy Burchfield	Owner	Chik-fil-A	Business and Industry
Jerry Bush	Principal Staffing Recruiter	Eastman Chemical Company	Business and Industry
Craig Butler	Owner	Bow Properties, LLC	Business and Industry
Walter Butler	President	Bethel University	Organized Labor and Community-Based Organizations
Arthur Cate, Jr.	Chief Operating Officer	Knoxville Community Development Corporation	State Legislature/ State Agencies & Local Government/Local Education
Bruce Dotson	President	Upper East TN Labor Council	Organized Labor and Community-Based Organizations
Echell Eady	Educational Administrator	Middle Tennessee State Univesity	Organized Labor and Community-Based Organizations
Representative Jimmy Eldridge	State Representative	State of Tennessee House of Representatives	State Legislature/ State Agencies & Local Government/Local Education
Shirley Frierson	E.A.A.	Tennessee General Assembly	General Public
John Greeter	Owner	Greeter Building Center	Business and Industry
Bill Hagerty	Commissioner	TN Department of Economic & Community Development	State Legislature/ State Agencies & Local Government/Local Education
Ann Hatcher	Vice President, Human Resources, IT&S Division	HCA Holdings Inc.	Business and Industry
Dr. Raquel Hatter	Commissioner	TN Department of Human Services	State Legislature/ State Agencies & Local Government/Local Education
Kevin Huffman	Commissioner	TN Department of Education	State Legislature/ State Agencies & Local Government/Local Education
Betty Johnson	Vice President & Chief People Officer	Goodwill Industries of Middle Tennessee, Inc.	Organized Labor and Community-Based Organizations
Bethany Lay	Executive for Advancement & Executive Director CSCC Foundation	Columbia State Community College (CSCC Foundation)	Organized Labor and Community-Based Organizations
Warren Logan	President & Chief Executive Officer	Urban League of Greater Chattanooga	Organized Labor and Community-Based Organizations
Susan MacArthur	Director of Nursing Professional Development	Maury Regional Medical Center	Organized Labor and Community-Based Organizations
Dr. Richard Manahan	Vice President for University Advancement	East Tennessee State University	State Legislature/ State Agencies & Local Government/Local Education
Raymond Marston	Owner	Ford/Lincoln/Mercury Dealership	General Public
Chris Mason	Mayor	City of Harriman	State Legislature/ State Agencies & Local Government/Local Education
Anthony Nicholson	Business Manager	International Association of Heat & Frost Insulators & Allied Workers	Organized Labor and Community-Based Organizations
Senator Mark Norris	State Senator	State of Tennessee Senators	State Legislature/ State Agencies & Local Government/Local Education
Greg Persinger	Human Resources Manager	Yates Services, LLC	Business and Industry
Burns Phillips	Commissioner	TN Department of Labor & Workforce Development	State Legislature/ State Agencies & Local Government/Local Education
Stuart Price	Vice President of Operations	Lee Company	Business and Industry
Jason Rich	Mayor	Wayne County	State Legislature/ State Agencies & Local Government/Local Education
Lottie Ryans	Vice President General Manager	CenturyLink	Business and Industry
Jean Schmidt	Chair, Advisory Committee	CABLE (Women's Professional Community Organizations)	Organized Labor and Community-Based Organizations
Yolanda Shields	CEO	Youth Life Foundation of TN – Youth Life Learning Centers	Organized Labor and Community-Based Organizations
Zachariah Stansell	Attorney	The Law Firm of Zachariah Stansell, Esq.	General Public
James Williamson	Owner/Operator	Aztec Pest Control	Business and Industry
Sandra Woods	Office Assistant	Trenton Tower Apartments	Organized Labor and Community-Based Organizations

Local Areas

The thirteen Local Workforce Investment Areas were originally designated by the Governor through consultation with the State Workforce Development Board in 2000. Additional entities involved in area designation included chief elected officials, business, organized labor, higher education, state agencies and members of the state legislature. These designations were based on labor market areas, commuting patterns, the location of education agencies, vocational and post-secondary schools in the area. In 2011 the county mayors of four counties from Local Workforce Investment Area 11 petitioned the Governor to move the geographic boundaries of their counties to LWIA 12 to better implement regional Jobs Base Camps and create regional economic development plans. Governor Haslam granted this request and the change was effective July 1, 2011.

A unit of local government, or combination of units, which has requested but has been denied its request for designation or redesignation as a Workforce Investment Area may appeal the decision to the state board, in writing, stating the reasons for the appeal. If a decision on the appeal is not rendered in a timely manner or if the appeal does not result in designation, the entity may request review by the Secretary of Labor, under the procedures set forth at 20 CFR 667.640(a). The following steps will apply in an appeal process:

(a) Time Limit for Appeal. An appeal of a designation or redesignation of a workforce area must be delivered to the state board no later than 30 days after the date the designation or redesignation was made.

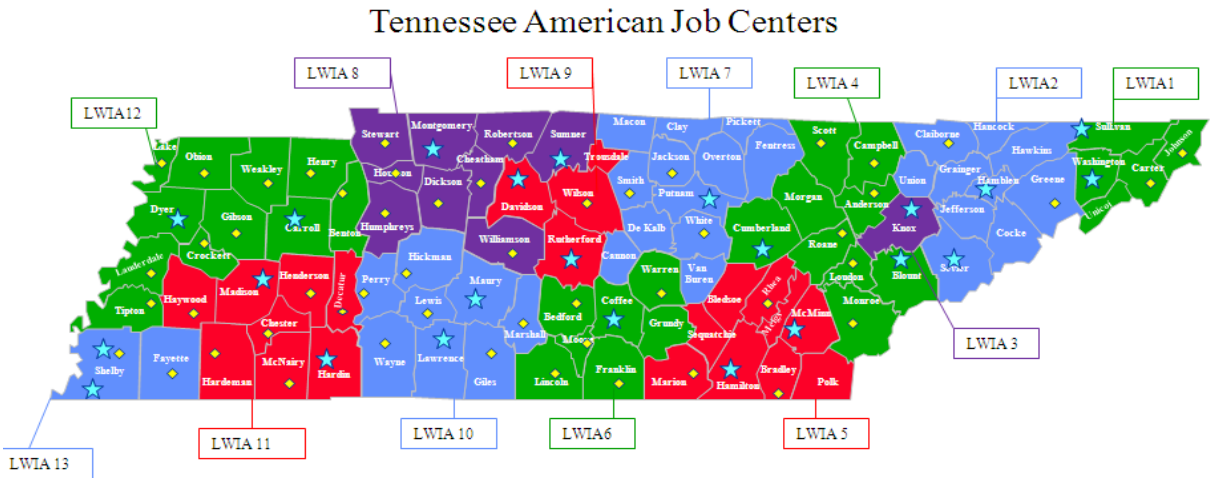
(b) Contents of Appeal. An appeal shall be in writing and shall include the specific reasons for appealing the designation or redesignation. The request shall also include any new information the requestor seeks to have considered in the appeal process.

(c) Notice of Appeal. When an appeal is received, notice of the appeal shall be posted on the department's website for 30-day public comment period. The state board, at its discretion, may also schedule a public meeting at which oral comments on the appeal will be accepted.

(d) Consideration of Proposal or Request. The state board may consider an appeal or may designate a committee to do so and make a report to the state board. In considering an appeal, all relevant information may be reviewed in addition to the information submitted with the appeal and the information obtained during the public comment process.

(e) Recommendation. After considering an appeal, the state board will have 30 days from the comment period or public meeting to make a recommendation to the Governor.

Tennessee Local Workforce Investment Areas
***as of date of submission**



Comprehensive Career Centers (23)
Affiliated Sites (52)
75 Offices Total

Designation of Intrastate Regions and Interstate Regions

Tennessee has not required its LWIAs to participate in designated intra- or inter-state regions. However, areas of the state have chosen to collaborate in regional partnerships when certain conditions arise or for economic studies of similar areas. The following include example of regional collaboration in Tennessee:

- The Goodyear plant (Closed in July 2011) located in LWIA 12:At that time, Local Workforce Investment Area 12 took the lead in providing services to participants, coordinating with LWIA 11 and workforce areas in Kentucky to assess the skill gaps of the workers and to develop the core service strategy to train employees in demand occupations.

- Areas 8, 9, and 10 collaborated on a sector study to determine the most viable industries for training.

- In August 2012, LWIA 13 participated in a regional Cradle to Career Summit held in LWIA 11 to identify and understand business and industry needs related to worker skills and knowledge. The LWIA Executive Director in area 13 will be participating in a sector strategy effort in Mississippi where she will provide information on work being done in Tennessee.

- LWIA 5 has been the lead in an active regional-collaborative team called the Tri-State Alliance that includes Tennessee, Georgia and Alabama. The teams meet regularly to deal with workforce issues impacting the region and the team prepares joint funding applications.

- The theme of regional collaboration among partners will be ongoing as many statewide efforts will be according to the nine ECD regions. TDLWD will continue to identify opportunities to work more closely with the ECD regions. Such as with the Business Services Teams. Local business service teams have been developed within the American Job Centers to work collaboratively to reduce duplication and leverage funds. These teams are co-led by local Workforce Investment Act and Wagner-Peyser team members. Business services function. The Career Center staff and partners involved in the business services function are responsible for building relationships with employers through local and regional initiatives including but not limited to sector partnerships and business alliances; and identifying opportunities to address the human resource needs of employers. The goal is to become the bridge between business and job candidates by coordinating with all Career Center staff and partners to actively recruit and refer qualified job candidates based on the needs of business. Services associated with the business services function include but are not limited to the following: business outreach; recruitment and referral for job vacancies primarily for targeted business and industry; job candidate qualification review; provision of economic, business and workforce trends; organize specialized training programs around business and industry needs; provide information on human resource services. At the state level, communication and collaboration between Economic and Community Development and Tennessee Department of Labor and Workforce Development, such as participation on the State Workforce Development Board and meetings of the Governor's Executive Cabinet, result in senior leadership from both agencies collaborating on efforts to expand industries within Tennessee. From these efforts, TDLWD is able to enhance communication on the local level to identify opportunities LWIAs can assist Jobs Base Camps with employer needs.

OPERATING SYSTEM AND POLICIES SUPPORTING THE STATE'S STRATEGIES

Data Collection and Reporting Processes

1. One of the main objectives of Tennessee's workforce services is to connect workforce development with job creation and growth, and a major tool intended to achieve and maintain these relationships is our data and case management system developed by

Geographic Solutions, Inc. Thus, workforce services presently is transitioning to powerful systems modules which will replace the legacy system (Ecmats) with several major functionalities:

- Self Service for Job Seekers (currently available on JOBS4TN Website)
- Self Service for Employers (currently available on JOBS4TN Website)
- Labor Market Information (currently available on JOBS4TN Website)
- Mediated Labor Exchange
- Case Management through Virtual One-Stop System (VOS) – WIA, WP, TAA, WTP, Generic
- Reemployment Exchange (REX)
- Performance Reporting and Flexible Ad Hoc Reports
- Individual Fund Tracking

These functions provide integrated and secure, Web-based applications hosted by Geographic Solutions, Inc. They are also password protected and have role-based security. They provide, in addition, full, statewide metrics and streamlined participant data; and they also provide performance reports just for the unique local workforce area, as well as all the Career Centers. In these ways the Workforce Services Division will utilize VOS as the single most contributor to our seamless performance management approach to the delivery of ETA-funded programs. In addition to streamlining data entry and program integration, VOS will have the major advantages which accompany significant system enhancements, such as:

- Cycle Time and Timeliness
- Quality
- Security and Privacy
- Reliability and Availability
- Effectiveness

The software development phase and the conversion phase of VOS currently are underway, with departmental, cross-program teams and Geographic Solutions, Inc. staff guiding the data migration process. Implementation of the VOS system now is scheduled for late September, 2014. IT projects of this magnitude often see issues such as data points failing to carry over to the new system, typically data points which involve special projects in the system such as Recovery Act enrollments. But the solutions to such issues are handled by program staff and information technology staff working together to construct custom logic models which then extract and pull the activities properly. We do not foresee reporting issues, especially because state office staff, Geographic Solutions Inc. staff, and University of Memphis technical assistance staff are working closely together to ensure the reporting logic is constructed correctly. We expect to begin carrying out reports testing in late May, 2014. Data conversion and migration procedures are well established and carried out, primarily due to daily interactions with Geographic Solutions staff, and semi-weekly teleconferences on the current conversion status of various projects, as well as on the overall system project status. Currently, we do not see capacity issues regarding timely and accurate reporting.

This request for modification of our state plan comes also to introduce new policies, effective July 1, 2014, regarding Information Security #3, Design of Youth Services #4, ETPL #5, Local

Governance #6, Service Integration #7, and One-Stop Delivery System #8. Each of these policies have been approved by the State Board. In addition, we expect to roll-out additional policies this program year to buttress these foundational policies and procedures. These important policy additions will include Oversight and Monitoring #9, Eligibility Determination and Documentation #10, Individual Training Accounts #11, Common Measures #12, and Incentives and Sanctions #13. It is understood that a modification of the state plan is required when these policies, as approved by the State Board, go into effect.

Tennessee is in the process of researching and analyzing other data tracking systems relating to Unemployment Insurance, that provide even greater opportunities for integration and alignment.

At the present time, Tennessee's data systems rely upon eCMATS (eCase Management and Tracking System), a consolidated, web-based, customer tracking system. End-users provide the transactions which data is then extracted daily, weekly, monthly, quarterly, and annually to support service delivery, case management, and cross program reporting. The strength of this system is in its ability to integrate seemingly different program designs, such as WIA, W-P, TAA, and Adult Education programs. In addition, DolceVita's wiki site has been in production use for nearly 6 years and has proven to be an invaluable evaluation tool for coordinating and documenting all the processes and requirements of federal reporting. These collaborative Web sites provide documentation for the numerous iterations of data extracts that have been run leading up to each quarter and annual extracts.

These sites provide user-editable, web pages where authorized users can edit and update documentation of issues, plans, and data specifications. The sites also provide a "ticket" system for requesting, prioritizing and tracking; they also help to coordinate changes between staff in policy, performance, and MIS. These sites, including DolceVita, are secure, Web-based applications, hosted by the University of Memphis. They are also password protected and have role-based security. They provide full, statewide metrics and participant data; and they also provide performance reports just for the unique local workforce area, as well as all the Career Centers.

1. eCMATS had a central role in our strategy of integrated common data collection and reporting, but it is not the only or most important role. It is a data system used to support the reporting processes for WIASRD and the recently implemented WISPR requirement. A major element of these transactions is the interaction between our ESCOT system and eCMATS; and this interaction transfers source earnings data to eCMATS' tables. This method is based on quarterly updates to employee earnings, as entered by employers and staff, to ensure the accurate delivery of earnings data. Earnings data then is extracted by DolceVita and used to automatically report earnings. Administrators and end-users, among all these programs, until the implementation of VOS, are utilizing eCMATS to enter and to capture jobseeker and employer data. The purpose for this capture is to track and report program costs, priorities, solutions, and, most of all, timely and accurate performance outcomes.

State Performance Accountability System

Tennessee's performance accountability system focuses on key strategic goals of its workforce development program, continuously evaluates performance outcomes, and provides strategic and operational information for policy makers and managers in the decision making process. Thus, our performance system operates in the light of major long term goals as follows:

- Implement Common Measures Throughout the Workforce Development System
- Provide Leadership and Guidance to all Tennessee Local Workforce Agencies
- Implement Cost Effective and Efficient Delivery of Services, and
- Promote Partnership with Employers

Tennessee's WIA program currently determines the state's proposed common measure targets using seven data sources: national averages, regional averages, past performance, residential employment forecasts, unemployment rates, extraordinary factors such as plant closures and disasters, and QWI data points such as quarterly wages, jobs creation rate, jobs separations rate, and jobs turnover rate. We map the data to forecast information, compute possible outcomes, then submit to Region 3. Over the last two years, we have developed regression-based estimates of adult and dislocated worker program performance targets, and as a regression model pilot project state, we are now using regression adjusted targets as a major tool in the negotiations process and will continue to do so in the future. Taken together, the data and information also are computed to state regressed targets which will help the national office achieve its goals. Baseline quarterly performance indicators used in the negotiations are collected and computed using our performance reporting system, DolceVita, (Department of Labor Consolidated Environment for Validation, Integration, Testing, and Analysis).

Tennessee negotiates performance targets with the 13 local areas using the same seven data sources shown above, and using the methods mentioned above, but focused on setting targets which help the local areas serve a broad range of participants and help the state achieve its goals. Past performance outcomes are not the only, and not the most important factor used in determining local area performance. Performance negotiations with the local areas are one of the most formal procedures TN uses in workforce development, statewide. The procedures involve sharing data and information, scheduling sometimes lengthy negotiations, as well as renegotiations depending upon economic status, presenting targets, and counter-proposals if needed, typically in fully documented teleconferences or face-to-face meetings. Final targets are fully documented and validated at the close of negotiations sessions. The process itself is concentrated in time, follows negotiations with Region 3, and is extended if extraordinary factors are present. Baseline quarterly performance indicators used in the negotiations are collected and computed using our performance reporting system, DolceVita.

The negotiation process leading to the establishment and implementation of the common performance levels is systematic and based upon coordinated communications and the exchange

of key economic and statistical data. This negotiation procedure is set in place with the performance unit and proceeds along the following lines:

1. The parties to negotiation sessions first are provided with comprehensive spreadsheets which present both historical performance data and statistical analyses for at least two (2) previous program year performance outcomes, with current performance outcomes reflected in our regular, quarterly reports. Performance teams at each LWIA are asked to submit proposed local area performance levels, and provide support for the proposed levels by providing the following information with sufficient details to support the proposed performance levels. The state identifies where information and/or data is not sufficient to justify the request:
    - The methodology used for developing the proposed performance levels,
    - Any unanticipated circumstances which impact performance levels,
    - How the proposed levels will positively impact customer satisfaction,
    - How the proposed levels will promote continuous improvement in local area performance and regarding each performance measure, and
    - How the proposed levels ensure optimal return on investment of funds.

2. The state office performance unit delivers the results of the negotiations to the local areas within 30 working days after receipt of the attached written request.

We understand that performance levels and outcomes may vary depending upon the factors which impact each local area, but our expectation is that local areas will submit proposed performance levels which are consistent with regression model targets, and often above the negotiated figures calculated for the state performance levels. The following are types of information requested from the LWIAs and which indicate factors that may be considered in the renegotiation and negotiation process:

DIFFERENCES IN ECONOMIC CONDITIONS:

• Unemployment rate
• Rate of job creation/loss
• New business start-ups

CHARACTERISTICS OF PARTICIPANTS:

• Indicator of welfare dependency
• Indicator of educational level
• Indicator of poor work history
• Indicator of basic skills deficiency
• Indicator of disability
• Indicator of age
• Creation of "hardest-to-serve" index

OTHER FACTORS THAT MAY BE CONSIDERED:

- Community factors, like availability of transportation and daycare
- Policy-objective factors, like:
- Evidence of application of Malcolm Baldrige criteria
- Pursuit of new or enhanced partnerships
- Piloting of new programs

In addition to the common performance metrics systematically tracked through eCMATS, our performance accountability system also places great emphasis upon capturing and reporting outcomes regarding disability, race, ethnicity, sex, and age. In addition, we are continually extracting information from CMATS which provides information for reporting outcomes on virtually all WIASRD and Data Validation data elements. We will continue to enhance our already existing emphasis upon integration of service delivery, primarily through the VOS system, and the shift from thinking and working programmatically, to thinking and working functionally. Currently Tennessee and the LWIAs are held accountable for the following performance metrics:

Adult/DW Measures: Common	Youth Measures: Common
Entered Employment	Placement in Employment or Education
Employment Retention	Attainment of a Degree or Certificate
Six Month Earnings Increase	Literacy and Numeracy Gains

Wage Record Information

Workforce development in Tennessee has an internal earnings transfer procedure, and three contracts with other national agencies in order use quarterly wage information to measure progress on state and local performance measures. Each quarter, earnings from Tennessee employers are uploaded, and our system enjoys long-running contracts with the state of Maryland's administration of the FEDES (Federal Employment Data Exchange System), and US DOL's WRIS & WRIS2 (Wage Record Interchange System), which provide earnings data for out-of-state individuals who participated in Tennessee's workforce programs, as well as individuals who, as a result of our services, obtain employment with the Department of Defense, Postal Service, and the federal jobs generally. All earnings data is secured through multiple, fire-walled systems, and access is granted only to individuals which a legitimate business interest.

State Policies

All Tennessee workforce system policies will support alignment of service delivery and a focus on the Governor's vision. As indicated within this plan, Tennessee will review and revise all workforce system policies and include alignment and seamless strategies that are customer focused and demand driven. The policy development will be a collaborative approach bringing in stakeholders to assist.

In particular, three new policies will provide specific direction in supporting the strategies outlined by the Governor and TDLWD:

1. Chartering policy to certify local area Career Centers
2. Functional alignment of job seeker and business services
3. Career Center system

Information on the policies that will be revisited due to alignment reengineering is included in this plan on page 36.

Program Alignment

Collaboration is essential to continue the progressive development of a strong workforce investment system between state officials, local workforce representatives, and economic and industry leaders. Through continued guidance by the State Workforce Board, each LWIA's local board is capable of meeting the demands of the state's workforce and employers. In addition, TDLWD's customers, employers, and jobseekers are able to make direct connections through local area Career Centers.

The following partners were included in the planning process: Workforce Investment Act Title I Programs (Adult, Dislocated Worker, Youth and National Programs),Wagner-Peyser (WIA Title III, Employment Services), Adult Education and Literacy (WIA Title II), TANF Families First Work Programs, Vocational Rehabilitation (WIA IV), Senior Community Service Employment Programs, Trade Adjustment Assistance/NAFTA, Veterans, and Unemployment Insurance.

The first step in reengineering the Tennessee workforce system to be more functionally aligned included each local area meeting with all partners to conduct an analysis of the strengths, weaknesses, opportunities and threats (SWOT) for each area. Each area was required to submit to the state a list of strategic goals using the information provided in its SWOT analysis, for eliminating duplication, opportunities for necessary mergers, and prioritization for the plan to be established. The SWOT analysis will help LWIAs line up with the department's strategic goals and to assist in identifying regional economy needs and to devise strategies to produce a well-trained workforce.

An online labor-market information system, Jobs4TN (www.jobs4tn.gov) is a primary way of disseminating accurate and timely information. It was specifically designed for job seekers, students, employers, training providers, workforce professionals, and others seeking to explore local labor markets in Tennessee.

Features to help job seekers and students within the system (Jobs4TN) include:

- Assessing personal job skills, setting goals, and researching training providers
- Researching possible career choices online
- Reviewing available jobs and applying online
- Researching regional labor market information, such as salaries
- Employer-friendly:
    - Research of labor market information on salaries and economic data
    - Search for qualified candidates
    - Assessment of the current trends in the job market in Tennessee to assist when advertising job openings
    - Review of current economic climate for industry anywhere in Tennessee
    - Analysis of the labor market in areas of Tennessee where businesses may be looking to locate

In addition, the Jobs4TN has the Virtual Recruiter® functionality, which allows individuals to save a job search and run it periodically to identify any new job postings that fit the search criteria. Results are reported to the job seeker's message box, to an email address, or even to their cell phone as a text message. Users may also modify the search frequency or redeploy them manually whenever they choose. The Virtual Recruiter® component allows employers to save a résumé search and run it periodically to identify any new talent that fit the search criteria. Results are sent to the employer's message box, to an email address, or even to their cell phone as a text message. Essentially, this tool can keep the system searching for jobs or applicants when jobseekers or employers are not logged into the Jobs4TN.gov site.

Tennessee has Labor Market Information (LMI) field analysts stationed throughout the state. These individuals are available to provide and explain labor-market data and to provide valuable assistance to local planners, chambers of commerce, employers, and industrial recruiters.

Apprenticeship programs remain a challenge. The coordination between workforce development and other federal programs that have a stake in the development of human resources will enhance the option of customers and employers. The State has entered into a Fee-for-Services contract with the Tennessee AFL/CIO and one of the line items is referral of dislocated workers to registered apprenticeship programs. Registered apprenticeship programs do not generally put in job orders with the Career Centers as they often have a waiting list for entry into the program.

Currently, any apprenticeship openings are sent to the local American Job Center for processing and referral. When invoicing for services rendered they list the names and referrals made to the registered apprenticeship programs to the office of Workforce Services. These are processed by Job Service staff or veterans representatives. Based on information given to TDLWD from USDOL, Office of Apprenticeship (as of June 2012), about 4,600 people were working in a registered, apprenticeship program.

TDLWD's Apprenticeship Assistance Program (AAP) has been suspended due to the loss of State Set Aside funds (reduced from 15% to 5%).

Looking forward, TDLWD will continue its successful Incumbent Worker Training Program (IWT). Resulting from the loss of state Set Aside funds for state-wide programs, the IWT program is now funded through the statewide Rapid Response 25% set aside. Local areas are allowed to use 10% of local funds for IWT as described in the current waiver. The IWT program focuses on layoff aversion strategies with an emphasis on skill upgrades and process improvements leading to certification where possible. This model helps businesses stay competitive while avoiding layoffs.

TDLWD has been instrumental in the development of the Tennessee Energy Industry and Construction Consortium (TEICC). This is a group of concerned local business, labor, local and state government that is concerned about the availability of highly-skilled, high-demand workers which are in demand and will be more so in the future. TEICC, formed in 2008, is one of the state consortia under the Center for Energy Workforce Development (CEWD), a non-profit consortium of electric, natural gas, and nuclear utilities and their associations - Edison Electric Institute, American Gas Association, Nuclear Energy Institute, and the National Rural Electric Cooperative Association. CEWD was formed to help utilities work together to develop solutions to an anticipated the coming workforce shortage in the utility industry.

TEICC's mission is to engage electric, nuclear, natural gas utilities, energy industries, related industries, manufacturing, other business partners and construction in strategic, unified, and results-oriented efforts to ensure a diverse, skilled workforce to meet future industry needs. To achieve this mission, TEICC focuses on these major activities:

- Educator, Student and Parent Career Awareness and Outreach
- Transitioning Worker Awareness and Outreach
- Grants and Funding
- Strategic Messaging

During 2009, TEICC created a Web site (www.energizeTN.com) for students and teachers, and produced handouts to "energize" students about "high-tech, high-demand, high-wage" jobs to lead them to the Web site. TEICC has recently put a direct link on www.energizeTN.com to the new www.jobs4tn.gov web page which will be a huge asset to the TEICC client looking for

meaningful employment. Member companies participated in over 20 events that touched thousands of school counselors and administrators, teachers, and high school and middle school students. At Career and Technical Education conferences, county high school and middle school career fairs, and Skills USA conferences, panel discussions were presented were presented and booths were staffed.

There is a large demand for these jobs in Tennessee because of the projected movement of Green industry into Tennessee over the next couple of years. Other major construction has taken place in East Tennessee with the new Volkswagen facility that is preparing to require 2,000 skilled workers for the production of their vehicles. The Employer Services (ES) and Workforce Development (WD) teams work in partnership with ECD and support the Governor's FastTrack initiative, Tennessee Works, Work Opportunity Tax Credits (high utilization of this program in Tennessee), and the Worker Adjustment and Retraining Notification (WARN). Programs first serve low income adults and dislocated workers. Many companies choose to utilize the Workforce System, and the customer satisfaction results indicated that TDLWD is effective.

American Job Center Network

Tennessee's focus to increase job seeker and employer awareness of workforce development resources and services implementation began last year during Governor Haslam's Top to Bottom Review. Tennessee has chosen to participate with the "American Job Center Network" as the branding logo to enhance the public's awareness and access to all services in the state workforce system as directed by the USDOL. The revamping and refocusing of Tennessee's One-Stop Career Centers has been initiated. The new logo will be included on all Career Center brochures, letterheads, door signage, store-front signage, veteran's material, posters to employers and department overviews. In addition, a tagline has been added to the department home Web page and will be added to all LWIA partners' Web sites by October 1, 2012.

Tennessee believes that streamlining and consolidating information and material with all partners in the workforce system will create a more comprehensive explanation of services. Tennessee's will use the logo with the tagline as materials are developed. All of this will ensure consistency with the departments graphic standards. Logo tags will be added as requests are received for the reorder of material. Directives and guidance ensuring consistency will be given to the State Workforce Board, LWIA Directors and Career Center partners in September 2012.

A guideline packet will also be given for steps in the rollout process which will ensure consistency. Through the Workforce Employer Outreach Committee (WEOC), TDLWD has built strong relationships with Chambers of Commerce, Industrial Boards, Society of Human Resource Management (SHRM) and non-profit organizations. Over 9,000 employers per year attend these quarterly statewide meetings. In addition, many of the local workforce investment areas have business-service units that work with Chambers of Commerce and local business and industry. Local workforce areas will be included in the marketing and branding of the American

Job Center Network. Organizations which utilize the Career Center services provided by state and local staff will be given a "peel & stick" for display in their businesses stating "We Partner with Tennessee Career Center--A Proud Partner of the American Job Center Network." The estimated costs of this branding effort for PY 2012-2013 is $85,418.00

As new business service protocols are established, Tennessee will move to a functionally aligned, seamless system that cuts across many funding sources and service agencies to provide exceptional customer service for our business and job seeker customers.

Below is an in-depth timeline for the state of Tennessee:

August 2012

- Implemented Americas Job Center tag line with current Tennessee Career Center logo
- Graphic standards for new logo created
- Singular and plural versions of the Tennessee Career logo created
- Met and discussed roll out of new logo with LWIA Directors, Wagner-Peyser staff and Vet staff

September 2012

- New logo sent out to LWIA staff to incorporate into their material and Web site
- New logo incorporated into TDLWD Web site
- New logo incorporated into TDLWD marketing material
- New logo incorporated into job fair flyers

October 2012

- Received initial quotes on rebranding signs for the Tennessee Career Centers – Funding TBD

November 2012

- Display banners with new logo to be designed promoting TDLWD programs and services
- Review of LWIA implementation of new logo
- TDLWD Overview folder to be redesigned to include new logo to be distributed to Tennessee businesses

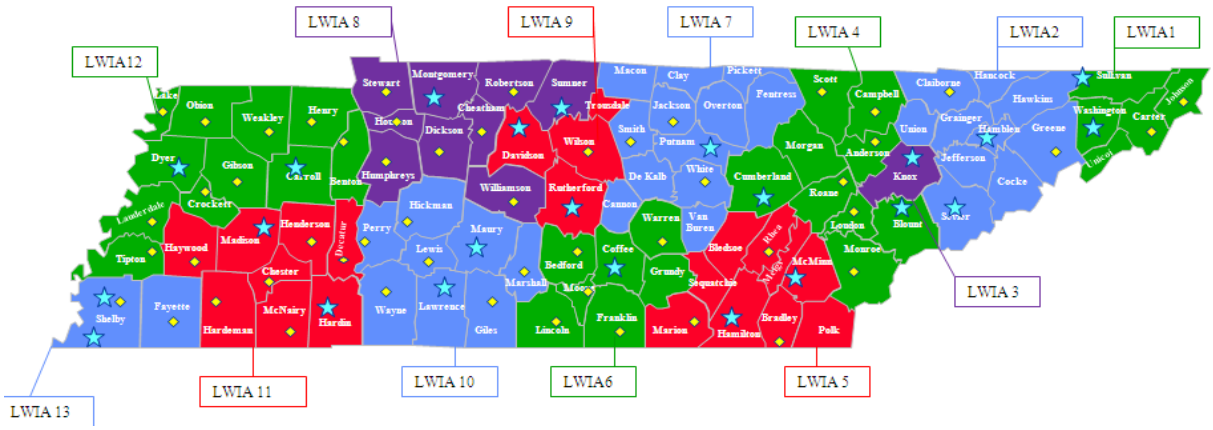
December 2012

- Review continued of LWIA implementation of new logo

January 2013 – June 2013

- Monitoring to ensure consistency of use and graphic standards are adhered to

Tennessee American Job Centers



***as of date of submission**

Comprehensive Career Centers (23)
Affiliated Sites (52)
75 Offices Total

In June of 2013, Commissioner Phillips announced that the department is restructuring its career center network to more effectively serve Tennessee citizens within current budget constraints. Thirty-four career centers suspended Wagner-Peyser job services in order to continue job placement activities with fewer federal dollars. However, this did not result in closure of 34 American Jobs Centers in Tennessee, as several of the other partners maintained their presence in the location. The above map shows the new expanded footprint the American Job Center Network of the Tennessee Career Centers with twenty-three (23) Comprehensive and 52 Affiliate Career Centers, for a total of seventy-five total. Citizens across the state were ensured they would continue to have convenient access to career center services, and continue to serve all 95 counties.

To ensure services are available to all citizens, all career centers have computer work stations with internet access. Staff is available to assist job applicants in using Jobs4TN.gov to search for work and to create and post resumes. Career centers continue to provide on-site job preparation workshops and are a resource for referrals to skills training and supportive services. Affiliate centers are able to connect customers to Wagner-Peyser services through referrals through use of technology, such as computers and phones. Additionally, to continue to provide services to those areas that do not have a full-time comprehensive center, the Workforce Services Career Coaches Mobile Unit has increased frequency of public events in areas where service reductions have occurred and high unemployment. The three mobile centers are located in all three regions of the state (west, middle and east) and are equipped with computer workstations, internet access, and other resources to connect workers and employers. The mobile units recruit employers to mobile events, provide services during plant closures and disasters, Job Fairs and

Resource Fairs. They have rendered more than 16,304 services rendered, 7,835 applicants registered, and 1,632 dislocated workers hired. (http://www.getonthecoach.tn.gov/).

Additionally, the reduction of TDLWD administered programs, resulted in increase collaboration and leveraging of resources among partners. Local communities, through county executives and commissions, and other partner agencies developed strategies to maintain high level of services to employees within the counties where TDLWD staff were reduced. This was captured in the Program Year 2013 Local Plan modifications which received approval by both the local workforce investment boards and the State Workforce Investment Boards. Each LWIA administrative entity director was required to present their local plan to the Strategic Planning Committee of the State Workforce Development board and address how the reduce of TDLWD staff and services in 34 of the Career Centers would affect WIA operations both logistically and programmatically. Some areas were impacted resulting in consolidation of locations within the local area. However, several partnerships were developed among local board and county governments to ensure continued services by negotiations of substantial rent reductions, sometimes resulting in zero rent for partners, and through identifying other building structures that address the ratio of needed space due to reduced staff. Through these partnerships and strategies several affiliate centers, and some itinerant sites, were able to stay open to provide services to citizens. (http://www.tn.gov/labor-wfd/wfboard_strategic2013.shtml).

Rapid Response

Rapid Response activities are provided as part of a comprehensive workforce development system designed to respond quickly to employer, worker, and community needs when a layoff or plant closure appears imminent. To ensure that Tennessee is ready to meet the needs of local employers, rapid response- activities are funded out of the WIA dislocated worker allocation. This method allows for a quicker response to layoffs, as funds are readily available locally. Tennessee has reserved rapid response funds at the state level for local areas that demonstrate a need for additional assistance .Rapid Response funds can be used to prepare materials, travel to early intervention sites, pay and train staff; pay costs associated with informational meetings, pay costs associated with transition committees and provide disaster and emergency services. Rapid Response provides immediate onsite services for workers and employers upon notice of layoffs and plant closures; it also works to minimize the impacts of these layoffs by helping workers obtain new employment as quickly as possible.

The State Dislocated Worker Unit (DWU) serves as the central point of communication, receiving and distributing information as needed. The DWU is responsible for providing training technical support, and monitoring of statewide rapid response services. The Tennessee

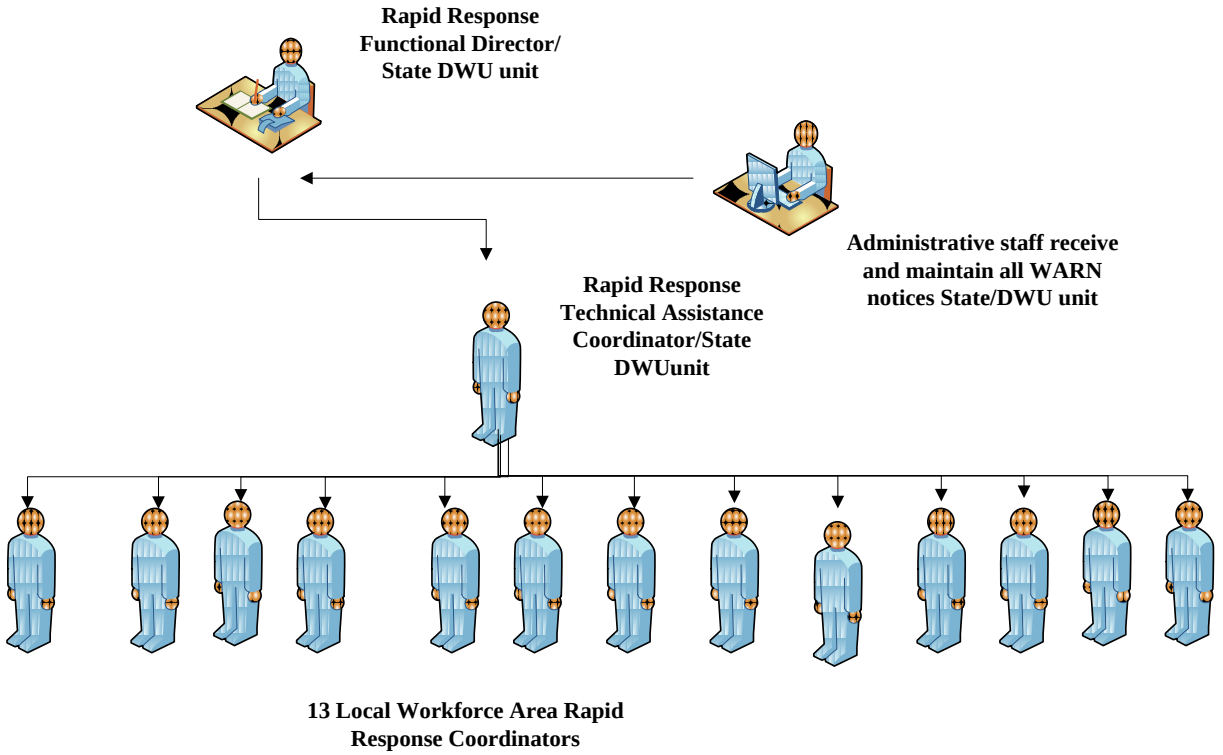
Department of Labor and Workforce Development, through the Local Workforce Investment Areas (LWIA's), will provide all aspects of Rapid Response. Each LWIA will have a single point of contact that will coordinate Rapid Response activities as a designated Local Rapid Response Coordinator and will work closely with the DWU to carry out these services

The state's Dislocated Worker Unit consists of a program director, rapid response technical assistance coordinator and administrative staff. The rapid response technical advisor provides rapid response technical support, training and statewide monitoring to the LWIA's. In order to communicate effectively with the LWIA's the coordinator will have rapid response roundtable meetings quarterly with the LWIA coordinators. During these meetings they will discuss strategies and share best practices. The DWU also contains administrative staff that facilitates the receipt and distribution of all WARN notifications. Tennessee has a Rapid Response infrastructure in all 13 LWIAs. All team partners and stakeholders actively participate in the Rapid Response process, to include American Job Centers, WIA, Wagner-Peyser, UI, TAA, TRA, AE, DHS, AFL-CIO, and others as deemed necessary.

In order to ensure that rapid response activities are carried out at the local level, the state involves the local boards and state board in the development of operational plans that reflect their current rapid response strategy for the coordination of resources and delivery of services. These plans are reviewed at the state level and each area is required to have its plan approved by the state board to ensure they meet the required elements of rapid response.

Rapid Response Organizational Structure and Process

Starting June 30, 2013 rapid response activities have been functionally aligned and provided through Local Workforce Areas to establish a more integrated seamless approach to helping job seekers and business customers. After the transition training and guidance on how to perform these activities were provided to all 13 LWIA's rapid response coordinators. The state maintains administrative policies and procedures in Rapid Response Procedures Manual. The move was based on the local workforce areas relationships with their business communities and being able to react faster to the needs of the employers. Local business service teams have been developed within the American Job Centers to work collaboratively to reduce duplication and leverage funds. These teams are co-led by local Workforce Investment Act and Wagner-Peyser team members. By having the rapid response activities performed by the LWIA's, this allows for a quicker response to layoffs. The system seeks first to avert layoffs, when possible, while maintaining the capacity to return workers to productive employment as quickly as possible. The objective being to start the process of reemployment on or before the affected worker's last day of work and, upon notification of the layoff, the successful transition of dislocated workers to participate in appropriate intensive or training services to facilitate a quick return to work.



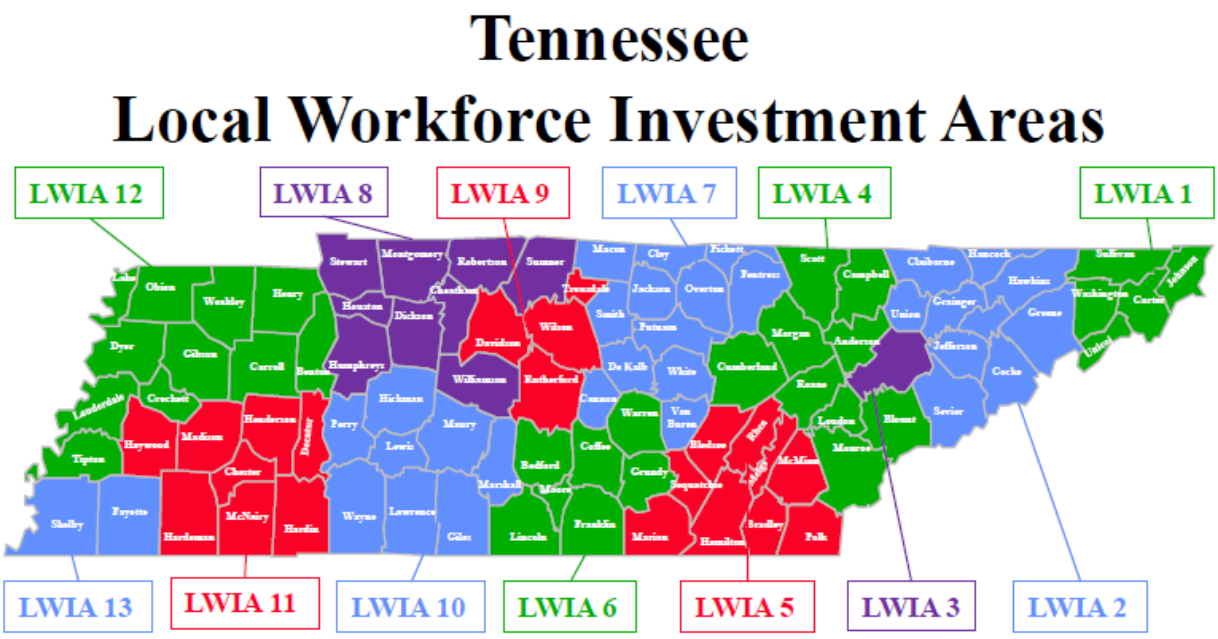
Dislocated Worker Unit Responsibilities:

- Receive and maintain all Worker Adjustment & Retraining Notification (WARN) notices;
- The State DWU will provide grant oversight of the Rapid Response program;
- Recommend grants and contracts related to overall Rapid Response management to Commissioner/Administrator's office;
- Implement the necessary contracts related to dislocations and special projects funded through Rapid Response;
- Serve as the central point of communication;
- Provides technical assistance and training to the local areas;
- Develop prospective strategies for addressing dislocation events that ensure rapid access to the broad range of allowable assistance in conjunction with other appropriate federal, state and local service agencies and officials, employer associations, technical or other business councils and labor organizations;
- Compile information and distribute it to the State Workforce Board, the USDOL, and others as needed;
- Serve as the state WARN contact. E-mail WARN notices to Local Rapid Response Coordinators and appropriate partners within 24 hours;
- Maintain the WARN online data base;
- Coordinate outreach efforts with LWIA's regarding Rapid Response;

- Establish and maintain dislocated worker and Rapid Response information on the Department's websites;
- Oversee the preparation of the quarterly and annual Mass Layoff Report;
- Work with LWIA Rapid Response Staff to ensure the materials are up-to-date, appropriate and useful;
- Monitor participation in all planned activities to ensure appropriate and meaningful activities and programs are being provided;
- Work with the Research and Statistics Division, Labor Market Information unit, to develop resources to provide economic trends, current labor market information and employer and worker needs;
- Work with appropriate staff to apply for National Emergency grants (NEG) if needed;
- Continually evaluate and improve Rapid Response services;

- In connection with the Trade Adjustment Assistance Program, work with the LWIA Rapid Response Coordinators to inform and coordinate services when a Trade Adjustment Assistance (TAA) petition is filed, in compliance with TEGL 11-02, or any additional guidance provided by USDOL.

All 13 Local Workforce Areas Local Rapid Response Coordinators will work closely with the DWU to coordinate rapid response activities. Listed below are the responsibilities of the LWIA Rapid Response Coordinators and the areas that they serve.



Local Rapid Response Responsibilities

LWIA Rapid Response Coordinator responsibilities include the following:

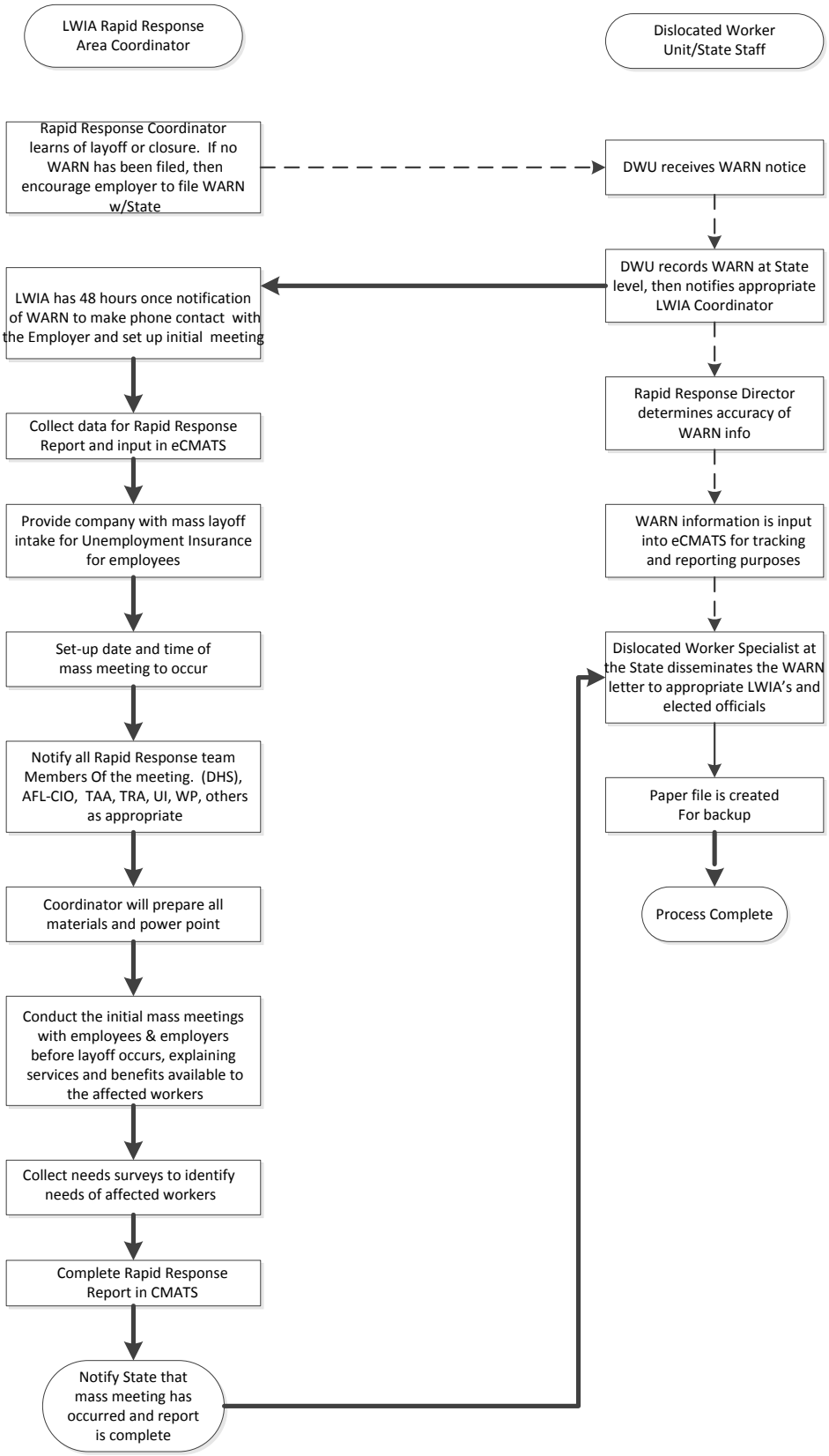
- Upon notification of a permanent layoff or closure not received from the DWU the coordinator should contact the DWU immediately.
- Upon notification of a permanent layoff or closure from the DWU, immediate contact shall be made with the employer and/or representatives of the affected workers within 48 hours;
- When making initial (phone) contact with the employer the coordinator should work with the company to complete the Rapid Response Company Information Report. When the Company Information report is complete the Coordinator should enter the appropriate information into the Rapid Response Report in CMATS.
- The coordinators should provide the employer with the employer questionnaire developed by Unemployment Technical Services. Follow up with the employer to ensure completion of survey and submission to UI Tech. UI Tech will review information on the questionnaire and provide the coordinator with details related to unemployment benefits for the laid off workers that could be used at the mass meeting.
- Upon making the initial contact with the employer the coordinator should send the employer the Mass Layoff excel spread sheet with instructions (www.tn.gov/labor-wfd/Employers/forms/taa2.pdf). The instructions will inform the employer where to send the spreadsheet upon completion.
- The coordinator should also provide an Employee Needs Inventory/Survey that should be distributed to the employees to complete and returned to the LWIA before the mass meeting or at the mass meeting.
- The purpose of the initial contact is to establish communications with the affected employer, to give an overview of services available and schedule an initial meeting with company representatives. A mass meeting should be scheduled at this time, pre layoff when possible. Inform the employer of all programs including TAA, Trade Readjustment Act (TRA), and provide TAA application (www.doleta.gov/tradeact/) if appropriate and advise on WARN (www.tn.gov/labor-wfd/et_WARN_guide.pdf) if the company needs assistance.
- Provide employer with basic Unemployment Insurance information
- If a TAA petition has been filed or will be filed, contact State TAA (TAA) officials to inform them of the layoff at 615-253-6668, or 1-800-432-5268
- At Mass Meeting where TAA may be involved coordinators should provide written information on TAA/TRA Benefits. Inform the dislocated workers that if the TAA petition is approved the TRA unit will contact them with next steps.

- Notify affected partner agencies of a permanent layoff and closure and advise as to when participation in the mass meeting may be appropriate. Notification shall occur as soon as all pertinent information is gathered;
- Develop and maintain communication and coordination with the local workforce investment boards (LWIBs), chief elected officials (CEOs), business retention and recruitment organizations, economic development agencies, employer associations, business councils, labor organizations and technical councils to ensure all employer needs are met. These responsibilities will be carried out by the business service teams that have been developed within the American Job Centers of which the Local Rapid Response is a team member.
- Contact Dislocated Worker Unit (DWU) to request materials needed to be provided to affected employees. The coordinator shall maintain a supply of all materials needed for rapid response activities. Agency and partner materials shall be made available to the coordinator in advance of all employee meetings. The coordinator shall assemble all such materials for distribution and shall coordinate the distribution of these materials with the partners whose jurisdiction covers the affected employer and laid-off workers;
- Work with employers, affected employees and union representatives (if applicable), to identify the types of services the employer and the affected workers need;
- Conduct outreach if the layoff has already occurred and the affected employees are no longer available at the layoff site;
- Organize, manage and facilitate meetings for impacted employees to inform participants of services and programs available to them including, but not limited to, the following:
    - Career counseling and job search assistance;
    - Resume preparation and interviewing assistance;
    - Education and training opportunities;
    - Labor market information and reemployment prospects;
    - Unemployment insurance
    - Local supportive services (i.e. legal aid, United Way, faith-based and community organizations, food and clothing banks, mental health and family counseling and other relevant services such as displaced homemaker services);
    - COBRA and HIPAA (written information at a minimum);
    - Other available resources to meet the short and long-term assistance needs of the affected workers.
- Identify special needs requirements and provide accommodations – language interpretation or handouts, hearing-impaired services and/or services for people with disabilities;

- Administer and collect dislocated worker survey information including the following:

    - Individual background information;
    - job information about the position they were laid off from;
    - future plans/interests/needs and
    - Satisfaction about the meeting.

Rapid Response/DWU Process Flow



Promoting the Effectiveness of Rapid Response

Rapid Response collaborates with all available partners and stakeholders in promoting innovative and effective strategies for better use of the system. As the department's initial point of contact for employers, state and federal WARN reporting requirements are emphasized and encouraged. Technology is used in presenting effective Rapid Response service delivery, including maintaining a comprehensive Dislocated Worker/Rapid Response Web site. The website contains a list of all the current WARN notices. WARN notice reports will be used to evaluate and monitor to ensure that rapid response activity is being captured properly. Promotion of the Jobs4TN Web site has enhanced jobseeker's ability to find and apply for available jobs, while enhancing his or her access to current and viable labor market information.

In an effort to leverage state and federal resources local rapid response coordinators collaborate with the state and training providers that have received TAACCT grants. Coordinators will continue to encourage dislocated workers to seek training with these providers as they have already been identified as providing training in job areas that are in high demand.

The state continues to look for ways to develop layoff aversion strategies such as working with companies to use incumbent worker training to provide skills upgrades so that the companies can remain competitive and hopefully avoid having to lay off workers. This has been accomplished by using the waiver from USDOL to use existing dislocated worker funds to provide companies with incumbent worker training grants.

Rapid Response Funding

Rapid Response is a required state function under the WIA act and is funded by reserving up to 25% of the state's WIA Dislocated Worker allotment. Tennessee has traditionally reserved 15% - 20% of the dislocated worker formula allotment to be used for Rapid Response activities. Based on the applicable TEGL locals will receive 70% -80% of the Dislocated Worker allocation, depending on what is reserved at the state level for Statewide and Rapid Response activities.

The dollars remaining at the State level support a Rapid Response Functional Director, Technical Assistance Coordinator, as well as provides set-aside funds for areas requesting additional assistance, special projects, system training, technical assistance, outreach, and support.

Gathering Intelligence

Rapid Response in Tennessee includes a network of team members and stakeholders—media, employees, employers, and state agencies. All these team members are committed

to monitoring and sharing information pertaining to potential dislocations. Action items include layoff-aversion strategies. Once information of a layoff or closure is received that information is immediately passed on to the Local Rapid Response Coordinator for them to investigate the layoff and start the process.

Providing Customized, Collaborative Solutions and Consistent, Quality Results

Assessing Potential Dislocations

LWIA Area Rapid Response Coordinators are tasked with initiating contact with employers within 24 to 48 hours of receiving notice of the event; yet, contact often occurs within hours. Key demographic and logistical data are gathered for comprehensive recording and reporting purposes. Such data may consist of: layoff plans and schedules, a listing of affected workers, TAA eligibility, possible layoff aversion, special needs of the work group, any need for a Workforce Assistance Committee, and a determination of whether other businesses may be expanding and need to utilize the skill sets of the company experiencing a reduction in force. If possible, the Rapid Response event is provided onsite during normal working hours. Otherwise, a mutually beneficial offsite location is provided that allows attendance for all shifts involved. All team members participate in all events to ensure that all materials are adequately presented.

Collecting and Analyzing Worker Survey Data

An Employee Needs survey is made available to all affected workers. Contact information, job search assistance, training needs, education, personal assistance, and other demographic data is captured and analyzed to formulate strategies and assess the capability to provide for the needs indicated by the survey. Data is cross matched to other existing employers' needs to facilitate rapid re-entry into the workforce. Processes are underway to consolidate multiple existing surveys in an effort to streamline the process, reduce duplication, and share information across divisions and departments. Jobs4TN will allow all programs to have a common intake and allow a rapid response activities to be reported for each individual that has been provided services.

Providing Information, Solutions, and Services to Employers, Workers, and the Community

A comprehensive toolkit has been developed and is provided to affected workers. The toolkits contain: information on available services and benefits, general program

eligibility criteria, and contact information for all relevant service-providing entities and agencies. Information and explanations are provided on filing for Unemployment Insurance, TAA and TRA (if applicable), COBRA and HCTC (if applicable), labor market information, reemployment services, job training opportunities, and severance and retirement benefits. Representatives from social-service agencies, such as DHS, are present and explain the services they can provide. Other programs and agencies (such as the Tennessee Housing Development Agency) contribute when funds are available. Veterans Preference is always given. Updated information, as well as literature is always a constant and ongoing action item.

Connecting Affected Workers to the Workforce System and One-Stops Career Centers

Tennessee Career Center staff members participate in Rapid Response service program delivery by explaining available services and benefits. Tennessee Career Centers provide WIA and TAA eligibility determination, case management services, skills assessments, résumé writing and interviewing skills workshops.

Career Centers also provide labor market information, job fairs and other job matching services, active marketing of available workers to area employers, as well as occupational and academic training and other Career Center services as needed and requested. Union facilities may offer peer counselors to assist in navigating social services networks.

Providing Services to Employers

American Job Centers have business services teams that will link employers with federal, state, and local agencies that finance economic development opportunities, business loans, and business retention programs. An ongoing action item of Rapid Response is to establish links to assist in layoff aversion and to partner more closely with ECD and local chambers of commerce practitioners. With Tennessee's integrated workforce service delivery system, the department and the local workforce board have multiple employment and training resources at their disposal to craft layoff aversion solutions for employers. For example, local boards may take advantage of rapid response funds with approval of the waiver and develop incumbent worker programs to help employers address training needs to help aver layoffs. This primarily focuses on skill attainment activities.

Steps are being identified and necessary changes must be implemented to make Rapid Response more proactive. To best achieve the goals of the department's overarching business model of eliminating duplication of services, Rapid Response must streamline its processes and procedures, and provide enhanced services in an effective and efficient

manner. There is a new emphasis on layoff aversion strategies and techniques and on consolidating and sharing intake information across programs, divisions and departments, while providing the most up-to-date information available to program participants. Efforts to identify faltering companies and to offer immediate assistance in preventing worker dislocations are being expanded. Partners for these efforts include Economic and Community Development, LWIAs, LWIBs, Chambers of Commerce, and others associated with workforce development. Future efforts to emphasize the importance of early notice, required through the WARN Act and TCA 50-601, will provide increased access to the future delivery of available services and benefits for dislocated workers.

In addition, Tennessee is aligned with USDOL's vision to expand the effectiveness of Rapid Response Services and thus is implementing methods of obtaining a more comprehensive, initial data-collection system for the state's dislocated workers. This enhanced tracking and monitoring system of participants will ensure a higher degree of success for those requiring skills-upgrade training as well as for a quicker re-entry into the workforce. Jobs4TN will also play a key role in this initiative. The Rapid Response unit strives to be:

- Streamlined, highly effective and efficient
- Integrated and highly collaborative among all partners and stakeholders
- Pro-active in layoff aversion strategies and techniques
- Universally-recognized statewide as a valuable resource for employers
- Universally-appreciated statewide as a valuable resource for job seekers
- A knowledgeable link for employers seeking employees through skills identification
- An asset to the Workforce System

The functional alignment process to achieve a seamless service delivery will be a collaborative effort between partner agencies at the state and local levels.

Data-Collection and Reporting Processes

The enhanced Consolidated Management Activity Tracking System (eCMATS) plays a central role in TDLWD's strategy of integrated common data collection and reporting. However, it is not the only or most important role. This data system is used to support the reporting processes for the Workforce Investment Act Standardized Record Data (WIASRD) and the upcoming Workforce Investment Streamlined Performance Reporting (WISPR) requirement. A major element of these transactions is the interaction between Tennessee's ESCOT system and eCMATS; and, this interaction transfers source earnings data to eCMATS' tables. This method is based on quarterly updates to employee earnings, as entered by employers and staff, to ensure the accurate delivery of earnings data. Earnings data then are extracted by DolceVita (Department of Labor Consolidated Environment for Validation, Integration, Testing, and Analysis). It is also used to automatically report earnings. Administrators and end-users, along

with all these programs, are using eCMATS to enter and to capture jobseeker and employer data. The purpose for this capture is to track and report program costs, priorities, solutions, and most of all, timely and accurate performance outcomes.

State Performance Accountability System

Tennessee's performance accountability system focuses on key strategic goals of its workforce development program, continuously evaluates performance outcomes, and provides strategic and operational information for policy makers and managers in the decision-making process. Thus, TDLWD's performance system operates in the light of major long-term goals such as:

- Implementing common measures throughout the workforce development system
- Providing leadership and guidance to all Tennessee local workforce agencies
- Implementing cost effective and efficient delivery of services
- Promoting partnership with employers
- Quarterly Rapid Response training is provided to keep all staff updated on changes and/or regulations governing any aspect of service delivery, as well as any new best practices. The DWU reviews existing communications materials and processes, data collection, and follow-up services in an effort to streamline service delivery while increasing effectiveness and efficiency. Rapid Response is a primary gateway to the workforce system for both dislocated workers and their employers. The Rapid Response unit provides immediate onsite services for workers and employers upon notice of layoffs and plant closures; it also works to minimize the impacts of these layoffs by helping workers obtain new employment as quickly as possible.

SERVICES TO STATE TARGET POPULATION

It is the policy of TDLWD to ensure non-discrimination and equal service opportunity to all its applicants, including those with limited English proficiency, homeless individuals, ex-offenders, and those with multiple challenges to employment. In alignment with the Governor's Education and Workforce Development Goal, Objective III- Increase employer engagement with workforce development system, TDLWD will continue to engage employers to market and educate employers on the value of hiring diverse populations, to include but not limited to the specialized target populations. The Governor's Jobs and Economic Development Goal: Objective I- Identify, assess, and certify skills for successful careers, will also be addresses as the target populations are able to access the universal core services, and other appropriate services offered by all partners, of the Tennessee Career Center/American Job Center. Additionally, as extensively discussed in the Leveraging Discretionary and Formula Resources section of this plan, the Governor's goal of Conservative Fiscal Leadership: Objective I- Improve job search and placement services for unemployed and underemployed workers and Objective II- Establish

cost-effective co-investment models, across government funding streams and other funding streams, will be achieved through a more seamless referral process among partner agencies, and direct service strategies they leverage the funding of multiple providers. The following highlights show how the state's programs serve multiple populations, and how the programs work together to ensure that customers who need a broad range of services receive them.

Limited English Proficiency (LEP)

From 1990 to 2010, according to the Migration Policy Institute, Tennessee's 281% increase in LEPs ranked the state fifth in the nation in percentage growth. Tennessee trailed only Nevada, North Carolina, Georgia, and Arkansas in this percentage category. According to US Census Bureau statistics, in 2010, Tennessee had 174,000 LEPs, or nearly three of every 100 Tennesseans was listed as being Limited English Proficient. The individuals with Limited English Proficiency are assisted through the One-Stop Career Center through the use of language-line, a telephonic interpreter service that includes over 170 languages. This service is available during operational hours and is at no cost to the customers. Some of the Career Centers also have a bi-Lingual staff who provide interpretation and translation services. Depending on the individual's needs, the Career Center staff will refer the individual to adult education within the Career Center to help him/her learn English as a second language (since English is a priority for Tennessee employers). This helps accomplish the Governor's Conservative Fiscal Leadership Goal, Objective I- Improve job search and placement services for unemployed and underemployed workers. Additionally, it aids the Governor's Education and Workforce Development Goal, Objective III- Increase employer engagement with workforce development system: Engage employers to market and educate employers on the value of hiring diverse populations, to include but not limited to the specialized target populations, as the individual is able to utilize the services of the career center to achieve job placement.

Homeless

In 2010, more than 10,000 (or .17 percent) in the state were considered to be either homeless ("sheltered" or "unsheltered"). Individuals requiring assistance and services from the Career Centers are first provided with informational fliers distributed through Department of Human Services and developed by TDLWD. The information basically informs the homeless the opportunity for employment and other services if they choose to do so. The Department of Human Services assists the homeless and provides Food Stamps for the immediate needs of these customers and provides information for additional services and refers them to the local Career Centers for further help. If a homeless individual shows up at the Career Center for a job it is sometimes difficult for the Career Center to assist him/her due to lack of permanent address. It is anticipated that as the partnership between Career Centers and community organizations strengthens, services to the homeless will increase and the issue of homelessness will be resolved. This cross program strategy helps accomplish the Governor's Conservative Fiscal Leadership Goal, Objective I- Improve job search and placement services for unemployed and

underemployed workers. Additionally, it aids the Governor's Education and Workforce Development Goal, Objective III- Increase employer engagement with workforce development system: Engage employers to market and educate employers on the value of hiring diverse populations, to include but not limited to the specialized target populations, as the individual is able to utilize the services of the career center to achieve job placement.

Ex-Offenders

Ex-offenders face many obstacles upon returning to society. One of the largest obstacles, and perhaps most significant in terms of reducing the likelihood of re-offending, is gainful employment. Thus, a primary objective of TDLWD's Re-entry Program focuses on connecting previously incarcerated individuals with the tools and resources necessary to help obtain gainful employment.

State Activities:

- Educate employers on the WOTC (primarily during job fairs) and the Federal Bonding program
- Maintain resource materials and guides on other indirect employment resources that ex-offenders will need upon release.
- Maintain working relationships with non-profit groups that work specifically with ex-offenders in Tennessee.
- Actively seek funding opportunities offered through the U.S. Department of Labor geared towards re-entry programs.
- Respond to inmate or general public queries about employment options and resources for ex-offenders.

This helps accomplish the Governor's Conservative Fiscal Leadership Goal, Objective I- Improve job search and placement services for unemployed and underemployed workers. Additionally, it aids the Governor's Education and Workforce Development Goal, Objective III- Increase employer engagement with workforce development system: Engage employers to market and educate employers on the value of hiring diverse populations, to include but not limited to the specialized target populations, as the individual is able to utilize the services of the career center to achieve job placement.

Non-Traditional-Training

Training is accessible through the WIA program and the TAA program for individuals who are eligible to receive these services. TDLWD encourages Career Centers to provide information on training for jobs that women or men traditionally do not choose. Many customers (especially women that have made a determination to pursue occupations which are dominated by men) have benefited from such trainings. As the labor market tightens it is anticipated that more men and women will gravitate to non-traditional jobs and training to meet the demands of life. Additionally, the individual if interested in entrepreneurship can access resources electronically to the Department of Economic and Community Development Business Enterprise Resource Office website, which has specific links for information related to minority owned businesses,

such as minorities, women, veterans, rural, youth, and other grants. This cross program strategy helps accomplish the Governor's Conservative Fiscal Leadership Goal, Objective I- Improve job search and placement services for unemployed and underemployed workers. Additionally, it aids the Governor's Education and Workforce Development Goal, Objective III- Increase employer engagement with workforce development system: Engage employers to market and educate employers on the value of hiring diverse populations, to include but not limited to the specialized target populations, as the individual is able to utilize the services of the career center to achieve job placement.

Hispanics

From 2000 to 2010, according to the federal census, the Hispanic population for Tennessee increased more than 50% while the state's overall population only increased by 11.5%. In 2000, 123,838 (or 2.2% of the state's population) were Hispanics; by 2010, that number and percentage had increased to 290,059 or 4.6%. The One-Stop Career Centers have a bi-Lingual staff who provide interpretation and translation services. Depending on the individual's needs, the Career Center staff will refer the individual to Adult Education within the Career Center to help him/her learn English as a second language. This helps accomplish the Governor's Conservative Fiscal Leadership Goal, Objective I- Improve job search and placement services for unemployed and underemployed workers. Additionally, it aids the Governor's Education and Workforce Development Goal, Objective III- Increase employer engagement with workforce development system: Engage employers to market and educate employers on the value of hiring diverse populations, to include but not limited to the specialized target populations, as the individual is able to utilize the services of the career center to achieve job placement.

Veterans

Veterans' employment, re-employment, and training are priorities at the Career Centers in accordance with the law as directed through the Jobs for Veterans State Grants (JVSG). The role of the Local Veterans Employment Representative (LVER) and Disabled Veteran Outreach Program (DVOP) staff in the One-Stop Career Center is separate and distinct from each other as outlined in 38 USC §4103A (DVOP) and §4104 (LVER). The LVERs primary responsibility is to provide outreach and discuss benefits of hiring Veterans to Employers; however, the DVOPs duties focus on providing individual services to Veterans and assist them in overcoming barriers to employment in the form of intensive services or case management.

State policy ensures that Priority of Service is provided to veterans who meet the eligibility requirements. Once eligibility is met, several services—registration, interviewing, counseling, testing, referral to supportive services, job development, referral to training, job referral, and

placement—are provided to the Veteran. WIA priority of services will also apply should seating be limited. Priority of Service is the responsibility of all staff at the One-Stop Career Center, with compliance and oversight provided by either the LVER/DVOP representative and/or the local Office Manager. Additionally, the Office Manager and the LVER/DVOP are responsible for reviewing/monitoring veteran services through reports and on-site reviews to ensure adherence to mandated legislative requirements.

PRIORITY OF SERVICE IS PROVIDED IN THE FOLLOWING ORDER:

1. Service-connected disabled veterans;
2. Veterans who served on active duty during a war or in a campaign or expedition for which a campaign badge or expeditionary medal was authorized:
3. Recently separated veterans:
4. Other eligible veterans;
5. Eligible spouses.

Job orders are placed on hold status until released by an LVER, DVOP or other staff persons assigned veterans file search responsibility. However, a job order is not held over 24 hours, which will include at least one business day, without the documented consent and approval of the local office manager. If additional resources are warranted, then the Veteran will be referred to the appropriate partnering agency such as Vocational Rehabilitation, Adult Education, or other organizations as required. Additionally, the individual if interested in entrepreneurship can access resources electronically to the Department of Economic and Community Development Business Enterprise Resource Office website, which has specific links for information related to minority owned businesses, such as minorities, women, veterans, rural, youth, and other grants. This cross program strategy helps accomplish the Governor's Conservative Fiscal Leadership Goal, Objective I- Improve job search and placement services for unemployed and underemployed workers. Additionally, it aids the Governor's Education and Workforce Development Goal, Objective III- Increase employer engagement with workforce development system: Engage employers to market and educate employers on the value of hiring diverse populations, to include but not limited to the specialized target populations, as the individual is able to utilize the services of the career center to achieve job placement.

Re-employment Services Assessment (RESA)

The Re-employment Services Assessment (RESA) program will continue as a major area of emphasis to serve employment, re-employment, and the training needs of unemployment compensation claimants as well as long-term unemployed and the under-employed. RESA uses a modernized statistical model that focuses on general variables to reflect a number of economic and motivational aspects of the unemployed. The newly-expanded method of selection concentrates on those claimants most likely to exhaust benefits and an intermediate level of those

more likely to do so. Assessments and Employment Development Plans are initiated once a targeted claimant receives the 1st payment of benefits.

RESA clients are referred to intensive services to facilitate an early return to employment, resulting in a decrease in expenditures of trust-fund money. RESA collaborates with WIA and other One-Stop partners to deliver supportive activities and services through a comprehensive and integrated delivery system. The claimants targeted for these services are referred for: initial and comprehensive assessments; employability development plans focusing on potential barriers to employment; training opportunities; supportive services, and/or job service referrals (if deemed to be job ready by the initial assessment). The intensive reemployment services offered to such unemployment insurance claimants are further enhanced through the use of Jobs4TN.gov (a comprehensive solution to job searching and labor market information), O*NET, and the agency's automated notification system for job referrals.

Funding received for RESA supports staffing in 23 Comprehensive Career Centers across the state, providing reemployment services to UI claimants identified as mandatory participants. RESA funding also trains One-Stop staff in using technological tools such as skills transferability, ability profiler, labor market information, and initial and comprehensive assessments.

To improve the scope and depth of reemployment services to UI claimants, the review team evaluates these activities as part of the local office review process. In addition, review staff analyzes applications to determine compliance with work test requirements. If deficiencies are identified, the review team makes recommendations for improvement, and the local office develops a corrective action plan that is monitored by management until the desired improvement is achieved. This helps accomplish the Governor's Conservative Fiscal Leadership Goal, Objective I- Improve job search and placement services for unemployed and underemployed workers. Additionally, it aids the Governor's Education and Workforce Development Goal, Objective III- Increase employer engagement with workforce development system: Engage employers to market and educate employers on the value of hiring diverse populations, to include but not limited to the specialized target populations, as the individual is able to utilize the services of the career center to achieve job placement.

Employment and Training Needs of Individuals with Disabilities

While Tennessee's labor force has struggled to recover from the recession of 2008, those working with a disability have special challenges. In 2009, the American Community Survey indicated that there were almost one million Tennesseans (5-64 years of age) with a disability. Of this group (working age of 18-64), 29% were employed while 71% were unemployed. On a national level, in 2010 the Bureau of Labor Statistics estimated that approximately 85% of the Civilian Labor Force with a disability was employed. This would imply that the employment rate

for Tennesseans with disabilities is almost one-third the national rate, a statistic that must be improved. Tennessee received the Disability Navigator grant for three years to ensure that individuals with disabilities would receive the full array of services in the Career Centers. Through this grant the state hired 12 navigators and a lead navigator to oversee the project.

The Navigators developed links within and outside the Career Centers to provide a higher level of collaboration, resource sharing and improved opportunities for job seekers with disabilities. During the grant period the Career Centers were able to address issues that may create a barrier to individuals with disabilities. Some of these were: language and interpreter needs, physical disabilities, cognitive barriers, low-reading levels; and, economic disadvantages of people with disabilities. The state was fortunate to retain most of its navigators beyond the grant term since they were employed by the Career Centers. The State Workforce Board has been involved in challenging LWIAs to enhance services to individuals with disabilities. The LWIAs are asked annually, during the planning process, to explain challenges and solutions to increasing services to individuals with disabilities.

As funding for the Disability Program Navigator program ended and the state was able to retain most of its navigators beyond the grant term, the foundation of services to those with disabilities aided during the transition to October 2011 when Tennessee was awarded a Disability Employment Initiative which gives the state an opportunity to continue promoting economic development through the education and training of Tennessee's entire workforce. The overall approach of this project will be to provide cross-agency collaboration that facilitates employment and retention of individuals with disabilities by identifying pre-employment and service needs. TDLWD plans to collaborate with DHS Vocational Rehabilitation as well as with other disability service provides to achieve the below referenced goals. The state's long-term goals for Tennesseans with disabilities are to increase:

- Partnerships with Vocational Rehabilitation to develop a statewide referral system for persons being served by the Tennessee Division of Rehabilitation Services.
- Consulting with the Department of Human Services, Technical Assistance Program (TTAP) to determine the types of AT equipment/software needed to ensure Career Center computers are accessible for persons with disabilities. Partnerships and collaboration across systems provide effective and efficient employment or employment support services utilizing leveraged resources and funding from multiple systems.
- The use of self-direction in service and funding across various systems along with the use of self-directed career accounts to assist in achieving employment outcomes.
- Economic self-sufficiency through leveraging of all resources including tax incentives, financial education, social security work incentives, benefits planning, and other strategies to enhance profitable employment.
- The use of a universal design as a framework for the organization of employment policy and services in Tennessee.
- Customized and other flexible work options for individuals with disabilities.

- The assurance that the structural and technological accessibility of all Career Centers for persons with disabilities who are seeking employment services.
- Participation in disability awareness/sensitivity training to assist Career Center staff to understand how to provide quality employment services for this targeted population.

The Disability Program Navigator provided a bridge between the Career Center staff, private and public partners, and job seekers with disabilities. The concept immediately increased the use of Career Centers by persons with disabilities. Outreach and education also increased throughout the centers. With broadened collaborative partnerships with DEI, TDLWD expects to see heightened use of the Career Centers by jobseekers with disabilities. The state will continue to replicate and improve upon the experience of the Disability Program Navigator and to anticipate additional growth and understanding through the DEI project. This helps accomplish the Governor's Conservative Fiscal Leadership Goal, Objective I- Improve job search and placement services for unemployed and underemployed workers. Additionally, it aids the Governor's Education and Workforce Development Goal, Objective III- Increase employer engagement with workforce development system: Engage employers to market and educate employers on the value of hiring diverse populations, to include but not limited to the specialized target populations, as the individual is able to utilize the services of the career center to achieve job placement.

Youth

In accordance with 20 CFR 664.110, "the Local Board, working with the youth council, is responsible for conducting oversight of local youth programs operated under the Act, to ensure both fiscal and programmatic accountability. **(b)** Local program oversight is conducted in consultation with the local area's chief elected official. **(c)** The Local Board may, after consultation with the CEO, delegate its responsibility for oversight of eligible youth providers, as well as other youth program oversight responsibilities, to the youth council, recognizing the advantage of delegating such responsibilities to the youth council whose members have expertise in youth issues." In the state of Tennessee, youth activities are administered within the 95 counties through the thirteen (13) local workforce investment areas. Each local area's youth council, in conjunction with the local workforce investment board, provides the necessary guidance and management to their eligible youth providers to assure all ten program elements are delivered to youth participants and in accordance with the Act. The state provides over-sight and guidance through the State Workforce Development Board during the annual planning process and with approval of state policies. The state staff also provides support to the board to ensure local area youth programs have compliance with federal and state laws and policies through technical assistance provided by the director and program manager for the youth program, the state advises and conducts training to the local areas on several topics, including but not limited

to: program design, individual service strategy, resource mapping, eligibility, and program development and implementation for all ten youth program elements. Additionally, the state staff provides opportunities for additional statewide funded youth activities, such as the recent sector based Youth Work-Experience Pilot Program. Staff also works as liaisons to several inter-agency taskforce and councils (full list provided below) which are working to integrate programs and reach the Governor's Conservative Fiscal Leadership goal by leveraging funding. This information is directly passed down to the local areas through regular meetings and conference calls between TDLWD and LWIA staff which provide an opportunity for information to be shared, but also an opportunity for LWIA staff to develop relationships with the other agencies in Tennessee who provide services to youth.

Since the implementation of WIA, Tennessee has initiated a variety of strategies to engage both mandated federal and state partners to streamline efforts and eliminate duplication. While many of these strategies have worked, Tennessee has learned numerous lessons that have added value to the state's success. Those lessons have also expanded the belief that each youth participant who wants help can indeed find it. The Governor and TDLWD have learned that it is also imperative to initiate partnerships with private business industries and to improve educational and training attainment; and, in order to become competitive for the 21st Century, Tennessee must create a more seamless path between high school, post-secondary education or training, and the workforce. The Pathways Tennessee, a statewide multiagency initiative, is focused around providing rigorous education that leads to relevant careers in high demand sectors across the state. Pathways Tennessee is focused on implementing sector strategy education and work-based learning by collaborating with specified regions within the state who consist of a partnership of private business, government and community based organizations. In addition, through the Complete College Tennessee Act, the state has made access to college, along with success in college, a priority. The Act's new Public Agenda for higher education establishes the direct link between the state's economic development and its educational system. Congruently, there is an increased focus on assisting every region to raise educational attainment rates and enhance workforce development efforts through innovative public/private partnerships. The Governor's Drive to 55 campaign supports the goal of having 55 percent of Tennesseans (of all ages, not just exclusive to youth) with certificates or degrees beyond high school by 2025; reaching this goal will assure the state can keep up with the emerging job demand projected by labor market information. This initiative is overseen by the Tennessee Higher Education Commission, and involves collaboration of multiple state agencies to develop strategies specific to their agency and cross program strategies, such as the Governor's Goals and Objectives outlined in the entirety of this plan, which will help achieve the 55% goal.

To achieve the Governor's goals, specifically the Governor's goal of Jobs and Economic Development (Objective I), TDLWD has refocused its efforts regarding WIA Youth Services. During Program Year 2011, a comprehensive review of each Local Workforce Investment Area youth program design was completed. This process consisted of state staff working in

conjunction with local area staff to ensure LWIAs were in compliance with all state and federal regulations concerning program design. This process helped to ensure that each area was positioned within its community to be a vital partner and resource to other organizations. The Strategic Planning Committee of the State Workforce Development Board provided key oversight for this process. All local areas ensured that WIA eligible youth could access any of the ten program elements when deemed necessary by their assessments. Resource mapping, of existing organizations and resources within their respective regions, was completed and many of the local areas established new partnerships and strengthened those which currently existed.

In a continued effort to address the Governor's goal for Jobs and Economic Development and Conservative Fiscal Leadership, this process also identified areas where resources are lacking or difficult to access. Rural regions are facing decreasing resources as several public and private organizations have faced budget reductions and eliminations due to the economic decline. Rural areas face another challenge that is not as prevalent in urban areas, due to mass transit which is required to access services. Several such non-profit and public programs have been drastically reduced. This reduction burdens youth who need access to services and administrative entities that attempt to coordinate individual service strategies. To address this, Tennessee has applied for and received approval for a waiver during the past several years that has allowed local administrative entities to provide Support Services, Follow-up Services, and Paid/Un-paid Work Experience concerning youth. Approval of this waiver has allowed the flexibility local areas need to ensure that youth do not experience gaps in their service. As a result of resource mapping, local areas were able to identify agencies that could be used as referrals for WIA eligible youth at no additional cost to WIA youth funding. However, many of these agencies have limited funding and/or eligibility criteria; restricting the access of services for all WIA youth. For this reason, Tennessee would like to request additional waiver approval to allow local areas to provide the following: adult mentoring for a duration of at least 12 months; tutoring, study skills training and instruction that leads to secondary school completion; dropout prevention strategies; and, leadership development opportunities. By closely monitoring implementation of additional waiver authority, Tennessee will be able to pinpoint where services are lacking and the state will be able to provide those youth additional assistance to successfully reach their goals.

Local Workforce Investment Areas have demonstrated unique approaches to garnering partnerships with private industries while striving to still assist youth with reaching their goals. Paid work experience and un-paid work experience, as well as summer employment opportunities, have allowed the Workforce Systems in Tennessee to provide these youth with direct connections to the workforce. Some local areas have recruited companies, to participate in the summer youth employment program, by receiving a match from the business; This match supports wages earned by youth participants. Other local workforce investment areas have partnered directly with the chambers of commerce to provide youth with training in employability and professionalism. Such collaborations support the workforce system's

employment goals for youth in Tennessee as well as builds sustainable business relationships with private industries across the state (Governor Jobs and Economic Development Goal: Objective I: Identify, assess, and certify skills for successful careers, Objective III, Increase employer engagement with the workforce development system & Objective V, Increase work-integrated learning) .

In keeping with the Governor's conservative Fiscal Goal, the Tennessee Department of Labor and Workforce development has encouraged its local Workforce investment Areas to maximize resources and braid WIA funds with other Federal and state Discretionary funds and with local entities which have a vested interest in the development of the local workforce. Currently, Local Area 5 is coordinating its youth services with the Bradley County School system that received 4.5 million under Youth CareerConnect to integrate rigorous educational standards with work experiences and skills in ways that enhance instruction and deliver real–world learning opportunities for youth. In addition, TDLWD is encouraging LWIAs to also integrate their youth programs with local schools that are currently applying for Pathway to Prosperity Grants that the Tennessee Department of Education and Career & Technical Education received to create Regional pathways and work based learning. It is anticipated that the local school will welcome WIA funds to assist in providing support services and services allowed under WIA youth funds to expand opportunities for eligible WIA youth participants.

Local areas also continue to partner with businesses, community-based organization and government partners to collaborate in regional planning and strategy development. For example, the Local Investment Board of LWIA 1 (East Tennessee) Youth Council and Eastman Chemical Company partnered with East Tennessee Community College Bureau of Business and Economic Research to sponsor an in-depth, detailed community asset mapping project to identify new and existing employer expansion and retention plans. The results of the project revealed there is an urgent need for current workforce and new employees to have the following sets of skills. Critical thinking and problem solving skills; basic math/reading skills; strong communication skills; supervision and management skills and social skills such as listening , conflict resolution, team work and computer skills and following instructions and time management skills. Another outcome this research identified was the increasing diversity in the workforce and the trend towards a more mature workforce. The study concluded that workers who can think critically and solve problems prove to be extremely valuable. Since occupations that require post secondary education and training are expected to grow faster, a higher level of education attainment and increased technical skills train will be crucial in addressing the needs of the workforce. Skills attainment through education and training influences both lower unemployment as well as increased earnings.

Local Area 10 (South Central Tennessee Workforce Alliance) in middle Tennessee also collaborated with employers and Regional Development initiatives to assist youth who reside in their high unemployment counties. One of the developmental projects the Local Area collaborates on is the Appalachian Regional Commission Grant that provides entrepreneurship instruction to high school seniors. The project is ongoing and it is expected that 120 youth are

planned to attend this seminar at Martin Methodist University in Pulaski, TN. Youth will also work in summer youth internships and WIA funds will be leveraged to assist eligible youth with other needed services. Additionally, to leverage funds, the local area has secured funds from area employers who donate $1,250 to match WIA youth funds to provide paid summer work experience. A total of $61,040 was donated to the matching program. Sixty-two (62) youth participated in the summer youth program and twelve (12) youth were hired by the worksite at the completion of the program and Thirty-six (36) youth entered post-secondary education.

WIA youth programs collaborate with other youth serving agencies, which are funded by a variety of sources including federal, state, and non-profit funds. Referrals are made to participants when appropriate among agencies. At the direction of local youth councils, local WIA youth programs provide additional funds through competitive contracts, such as LWIA 9 who has a long relationship with Monroe Harding. Youth Connections (YC), Monroe Harding's Resource Center, in Nashville is a one-stop resource center for young people ages 16-25 that are currently in, or have aged-out of the foster care system. This program strives to help young people prepare toward independence by connecting them to their community and offering a support system as they grow from youth to adulthood. YC participants are referred to us by community partners such as Tennessee Department of Children's Services, Youth Villages, Omni, Davidson County Metro Schools, and other organizations that serve this population of youth. The program offers services that WIA youth may befit from and TDLWD continues to encourage the American Job Center (AJC) in Nashville to take advantage of some of the services the Nashville AJC does not offer and refer WIA youth to this Resource Center to help youth learn about finances such as the banking system; save money for education, housing, and sexual education designed to educate young women on how to change their behavior to avoid contracting HIV, STD's and to significantly decrease the chances of being involved in unintended pregnancies.

The Tennessee Department of Children services (DCS) Youth Villages Transitional Living Program contract, through state funds allocated to the Department of Children's Services, has been continued and expanded to allow more youth to receive services, with criteria revised to target those youth who need services the most. This program provides assistance to young adults transitioning from state custody and supports permanence for eligible youth who exited from state custody as teenagers. The Transitional Living program provides case management services and focuses on the identification of housing resources, employment/ employability, educational attainment, life skills preparation and the enhancement of permanent adult connections. The Youth Villages Transitional Living program has been nationally recognized and is undergoing a study to determine the effectiveness of the program. While the study is ongoing, preliminary results show that of youth who complete the Youth Villages program and respond to outcome surveys, 80 percent are living at home with family or independently, have had no trouble with the law in the past six months and have graduated or remained in school. Youth Villages Transitional Living program is a model for states and programs around the country serving youth making the transition from foster care to young adulthood. This is a 3 million dollar contract with an additional private funding of 3 million. Currently there are three existing Resource Centers one located in Knoxville, Memphis and Nashville. The planning and funding for an

additional Resource Center in the Southeast Tennessee/Chattanooga area are available in the Fiscal Year 2014 budget. DCS is working with Partnership for Families, Children and Adults and the City of Chattanooga to develop an environmental scan and implementation plan in hopes of having a resource center running by Spring 2014. To coordinate these services and leverage resources, staff from TDLWD participates on the statewide Transitioning Youth Advisory Council, where information between the multiple youth serving departments and agencies is shared, and opportunities to collaborate and leverage funds are explored. The TDLWD staff then communicates the information to each of the Local Workforce Investment Areas through regional and statewide youth lead training. TDLWD encourages the LWIAs located near the three Youth Resource Centers to explore ways to expand services for WIA youth who may need these services.

Project NOW is a Knoxville site for the Jim Casey Youth Opportunities Initiative, provided through Helen Ross McNabb Center. This project serves young people between the ages of 14-26 who have spent at least 1 day in foster care after the age of 14 and live in or around the Knox County area. Services available include a financial education curriculum that teaches basic knowledge such as: savings, asset building, credit, credit reports, money management, budgeting, etc. Participants receive assistance opening an Individual Deposit Account (IDA) account and (if desired) a bank account with the banking partner, Knoxville Tennessee Valley Authority (TVA) Employees Credit Union, or a personal account at a financial institution of their choice. Participants are encouraged and supported as they make savings contributions towards an asset purchase of their choice within the approved domains of: Housing, Education/Training, Microenterprise, Vehicle, Medical/Dental costs, Investments, Credit Building, Debt Reduction, or Participant-Specific. Once the participant is ready to make an approved asset purchase, Project NOW will assist them up to $1,000 per year ($3,000 lifetime) towards their asset purchase. Project NOW also provides asset-specific training to individuals to help them learn how to maintain their asset and maximize the benefit. The American Job Center in Knoxville may refer youth participants who may benefit from this program and in some cases braid WIA funds with Project Now funds to benefit youth.

In accordance with the Governor's Jobs and Economic Development Goal: Objective I, the youth program in Tennessee focuses on using Labor Market Information and data to develop strategic initiatives at the state and local level. According to the Bureau of Labor Statistics, young adults have attained the highest unemployment rate on record since 1948. Tennessee's Labor Market Information shows the same trend to be true. As overall rates of unemployment increase, inequalities between races and age groups become more apparent. While the margins have decreased, the disparities between the unemployment rates of White, Black, Hispanic and Asian workers also demonstrated growing discrepancies. Black workers 16 years or older had the highest rate in 2012 at 17%, followed by Hispanics or Latino (9%), Whites (9%), and then Asians (6%). United States civilian labor participation rates are lowest among the youngest and oldest age groups; just 34.3% of youth between the ages of 16 and 19 participate in the national civilian labor force. In Tennessee, 27 % of those between the ages of 16 and 19, 20-21 years

(18.8%), and 22-24 years (15.8%) were unemployed. To pinpoint significant differences at the local level, all LWIAs and youth councils are instructed to utilize data specific to their designated region to make data-driven decisions in regard to program design and populations served. For example, Quarterly Workforce Indicator data (as pictured below) can provide longitudinal employer-household data specific to each LWIA and can be segmented by age, race, and gender.

QWI Online [NAICS]

AgeGroup/Sex | Education/Sex | Race/Ethnicity

LEHD State of Tennessee WIA Reports - Quarterly Workforce Indicators

Select Criteria below. A new report will be created below as selections change.

Year: 2011 | Geographic Grouping: WIA | or Information by Detailed Industry

Quarter: Q3 | WIA: 01 Local Workforce Investment A

Sex: Male and Fema | Industry: All NAICS Sectors

AgeGroup: 19-2 | Ownership: All (1-5)

Download Dataset | Print Table

QWI Quick Facts	Local Workforce Investment Area (Q3)	Local Workforce Investment Area (Avg:Selected + 3 Prior qtrs)	Tennessee (Q3)	Tennessee (Avg:Selected + 3 Prior qtrs)
Total Employment	11,905	10,033	134,624	123,283
Net Job Flows	-78	616	-7,082	4,855
Job Creation	1,241	1,517	15,833	19,628
New Hires	4,976	4,172	55,386	50,406
Separations	5,509	3,989	66,939	51,645
Turnover	23.2%	21.1%	24.2%	21.4%
Avg Monthly Earnings	$1,088.00	$1,008.75	$1,222.00	$1,127.25
Avg New Hire Earnings	$1,089.00	$1,007.75	$1,158.00	$1,097.50

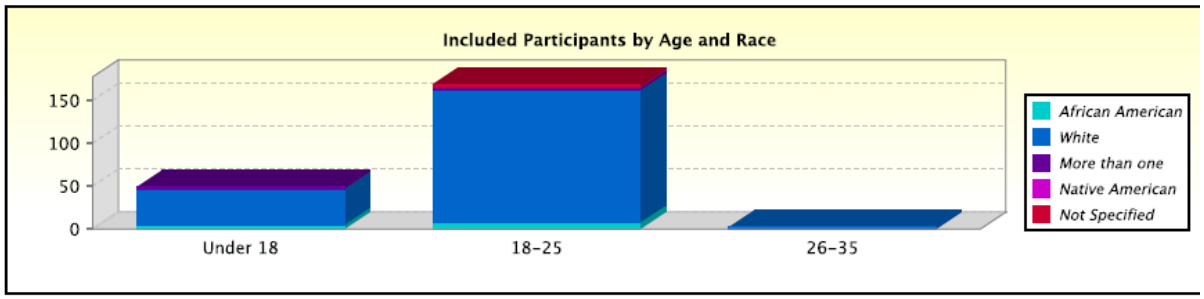
View Detailed Comparison Reports

For more information

In an effort to accurately analyze the work system and its outcomes, TDLWD instructs each LWIA and its youth councils to accurately track the numerous demographic and barrier characteristics of each youth enrolled in its programs. By making program design considerations which are focused around the demographics and needs of each LWIA, and tracking those demographics to ensure objectives are met and goals are achieved, the youth within each local area will have access to programs that directly meet their individual needs and those of the community. The sample demographics report below shows the various ways in which local area performance data can be collected, segmented and evaluated for program changes and improvements.

EXAMPLE: SAMPLE DEMOGRAPHICS REPORT FOR LWIA 1

Basic Demographic Measures



Age by Gender and Race	Female						Male					Total
	African American	Native American	White	More than one	Not Specified	Total Female	African American	White	More than one	Not Specified	Total Male	
Under 18	2 0.9%	0 0.0%	25 11.4%	2 0.9%	0 0.0%	29 13.2%	3 1.4%	17 7.7%	0 0.0%	0 0.0%	20 9.1%	49 22.3%
18-25	4 1.8%	1 0.5%	88 40.0%	2 0.9%	1 0.5%	96 43.6%	4 1.8%	66 30.0%	1 0.5%	2 0.9%	73 33.2%	169 76.8%
26-35	0 0.0%	0 0.0%	1 0.5%	0 0.0%	0 0.0%	1 0.5%	0 0.0%	1 0.5%	0 0.0%	0 0.0%	1 0.5%	2 0.9%
Total All Ages	6 2.7%	1 0.5%	114 51.8%	4 1.8%	1 0.5%	126 57.3%	7 3.2%	84 38.2%	1 0.5%	2 0.9%	94 42.7%	220 100.0%

NB: Age is based on date of exit, or the end of the reporting period for non-exiters. Percentages are expressed based on the total number of participants included in this measure.

Race	African American	Native American	White	More than one	Not Specified	Total
Total	13 5.9%	1 0.5%	198 90.0%	5 2.3%	3 1.4%	220 100.0%

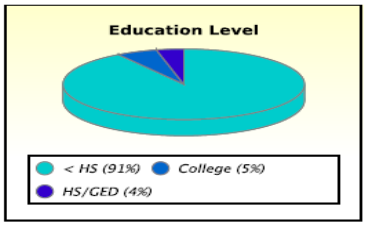
Ethnicity by Gender	Female			Male			Total
	Hispanic	Not Hispanic	Total Female	Hispanic	Not Hispanic	Total Male	
Total	3 1.4%	123 55.9%	126 57.3%	4 1.8%	90 40.9%	94 42.7%	220 100.0%

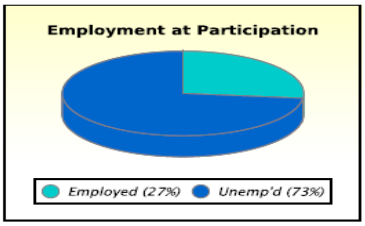
Program Participation

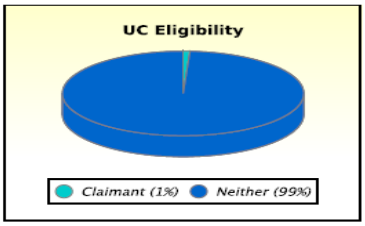
Program	Adult	DW	Youth	IW	RRAA	NEG
Participants	17	0	220	0	0	0

NB: Totals may not match participant counts above due to co-enrollment in multiple programs.

Education	Non HS-Grad	HS-Grad or GED	Some College	Total
Total	200 90.9%	8 3.6%	12 5.5%	220 100.0%







Emp/Partc	Employed	Unemp'd	Total
Total	59 26.8%	161 73.2%	220 100.0%

UC Status	Claimant	Neither	Total
Total	2 0.9%	218 99.1%	220 100.0%

Disability	Disabled	Not Disabled	Total
Total	45 20.5%	175 79.5%	220 100.0%

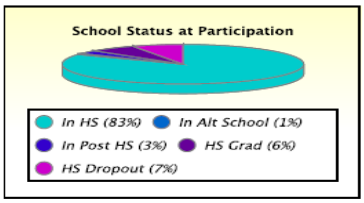
Veteran Status	Not Vet	Total
Total	220 100.0%	220 100.0%

Misc. Risk Factors	Limited English	Single Parent	Low Income	TANF	Homeless	Other Assistance	Offender
Participants	0	5	214	11	0	2	0

Youth Characteristics

School @ Partc.	In HS	In Alt School	In Post HS	HS Grad	HS Dropout	Total
Total	183 83.2%	2 0.9%	6 2.7%	14 6.4%	15 6.8%	220 100.0%

Youth Risk Factors	Pregnant or Parenting	Foster Care	Additional Assistance	Basic Skills Deficient
Participants	11	0	2	115



The continued efforts by each youth council to update resource mapping within each LWIA provides additional information to local areas when proceeding with strategic actions and planning. This collaborative effort also incorporates each LWIA's differences among population and resources available. Each LWIA within Tennessee has differences among population and resources available. At the state level, policy determines the priority of service for those youth "most in need" as youth who are on public assistance. This policy directly addresses the cycles of poverty experienced by generations who have remained on public assistance and youth with multiple barriers to employment. Likewise, capturing these demographics and the multiple barriers within the eCMATS tracking system helps the state in its accountability and management of the LWIAs. Collaborations with the Department of Human Services may provide direct referrals to local youth programs as well other youth eligible providers in the community that may directly recruit among youth who fit these characteristics within the community. Youth with multiple barriers often face the same challenges as youth who are disconnected. The increasing unemployment rate for youth, in addition to low educational attainment, provides a burden the workforce system must meet.

To leverage resources and help build partnerships, LWIAs consider all demographic data and reach out to the resources in their community during the competitive procurement process. Youth with multiple barriers often face the same challenges as youth are disconnected. Their immediate needs vary but most commonly involve returning to an educational system, obtaining employment, and/or becoming enrolled in post secondary education. Youth who are part of

families who are migrant and seasonal farm workers also face many of these same barriers as disconnected youth. In order to help these youth and their families achieve economic self sufficiency, local areas offer support services while they work in agriculture or aid them in acquiring new skills for jobs offering better pay.

To address the additional needs of disconnected youth, LWIAs directly contract or collaborate with Adult Education and other non-profits across the state. Several LWIAs have direct partnerships with Local Education Agencies to identify youth who are in jeopardy of dropping-out of school or becoming disconnected. Early identification allows the youth eligible provider to reengage the youth and help the youth remain on path to educational achievement and employment. Once a youth has obtained the basic skills necessary to succeed in post-secondary training, the youth are enrolled in in-demand training through utilization of the waiver which allows youth formula funds to be utilized for Individual Training Accounts. Youth are also connected with the other partners within the Career Centers, such as the Adult programs, to receive soft skills training and placement in education or job searches. Following the completion and evaluation of the Commissioner's Listening Tours in Program Year 2013, employer feedback brought special attention to the necessity for educating our youth on proper soft skills, such as attendance, timeliness, appropriate dress, proper business etiquette and interviewing skills, in addition to youth gaining specific occupational skills. Lack of work experience was identified as a major barrier to hiring younger workers who are competing in a job market of experienced professionals. In addition, the youth lack occupational skills, which further puts them at a disadvantage. As a result, TDLWD has offered an opportunity in Program Year 2013 for each local area to provide this essential training through a Youth Work Experience Pilot Program. This program is identified as a training program for out-of-school and older youth (high school seniors) to provide paid work experience within the demand industries outlined in the Governor's Sector Strategy and identified in their local labor market information. Each participating LWIA will serve a specified number of participants for a minimum of eight weeks. Earlier on this Pilot Program has seen substantial success in several local areas specifically providing work experience in the areas of advanced manufacturing, as the youth participant gains essential work readiness and soft skills training mentioned above needed for possible full-time employment with that employer upon completion of the program. TDLWD will continue to explore and provide opportunities when funding is available at the state level, such as the Youth Work Experience Pilot Program. By implementing in-demand sector strategy work experience pilot programs, and through continued WIA youth formula paid/un-paid work experience, summer employment, and occupational skills training, the local areas within Tennessee have additional opportunities to increase training to youth for demand occupations.

While many steps have been taken at the local level to pursue these partnerships, Tennessee feels it is imperative for TDLWD to maintain the leadership role on the state level in regards to these efforts. The most important way the state coordinates activity is through the State Workforce

Development Board where each of the state agencies, involved in youth issues, is an integral part of the leadership team. Another effective strategy is the formation of a youth-lead team made up of Tennessee's 13 LWIAs. This team meets quarterly to discuss relevant youth issues and also has input concerning the Integrated State plan. Meetings may take place in person (such meetings usually last a full day); or, meetings may take place through conference calls that allow the state and local areas to address pressing issues in a more timely manner. During these meetings, segments of the agenda focus on partnerships. In the past year, the state has had intense meetings with staff from the Tennessee Commission on Children and Youth, the Department of Children's Services, Career and Technical Education, Job Corps and from several other initiatives. These meetings have assisted in identifying key program staff throughout the state; all of whom have assisted with better coordination and streamlining of efforts and resources especially at the local level.

In addition to the local initiatives, youth-lead teams and the State Workforce Development Board, comprehensive services for eligible participants are available to youth with significant barriers to employment. All of these efforts are made possible by working collaboratively with state and private agencies to streamline services and ensure that the network of services is accessible. Tennessee's WIA youth program manager and a Career Center representative sit on several partner committees and are included as resources in their respective department's plan. Additionally, Tennessee has several groups that focus their energy and resources on children and youth issues. TDLWD serves as a valuable employment and training resource for many of these groups which include but are not limited to: local education agencies, Community and Faith Based organizations, and Children's Services including foster care and the juvenile detention programs and facilities.

In order to remain effective in the workforce community, each of these collaborative members plays an integral part in providing for all the needs of eligible youth. Additionally, the state legislature allocates state dollars to the Tennessee Commission on Children and Youth which advocates for improvements in the quality of life for children and families; the commission also compiles and disseminates information about Tennessee's children and their needs through the Commission's Kids Count: State of the Child Report, Resource Mapping Project and Youth Transitions Advisory council. TDLWD's shares information with this group, participates in meetings, and serves as a resource.

The Tennessee General Assembly established the Youth Transitions Advisory Council (YTAC) in 2009 to assist in the development and implementation of the Fostering Connections to Success and Increasing Adoptions Act. The successful passage of the Fostering Connections Act increased the age, from 18 to 21, for youth (in state custody) to receive services from the Department of Children's Services and began serving youth transitioning to adulthood out of foster care in 2010. This allows youth to continue to receive the support and stability they need to make successful transitions into adulthood. This also increased the amount of Federal IV-E funding from which the state can draw to help serve this population. The additional funding

provides youth with housing support, independent living services, life-skills instruction, and leadership training. In addition, youth can receive Chafee-funded Education and Training Vouchers to fund their post-secondary education. By increasing the funding available to the Department of Children's Services, LWIAs can leverage WIA funding to help address the barriers that these at-risk youth face. Success in this partnership has been seen specific to Federal Chafee dollars provided for Training Vouchers; this allows local areas to partner and provide support services to address transportation needs.

Comprised of all of the Federal Strategic youth vision partners and several state and private stakeholders, TDLWD is included in YTAC with numerous resources that deal with youth having the greatest barriers. The group meets regularly and includes staff from multiple state agencies, non-profits and youth service providers. In addition to youth transitioning out of foster care, the Youth Transitions Advisory Council is working with other vulnerable youth who have difficulty transitioning to adulthood. Young people with developmental disabilities and mental illness share many of the same barriers former foster youth experience transitioning to adulthood.

As a result of state legislation passed in 2008, the Tennessee Commission on Children and Youth is tasked with completing resource mapping of all funds in the state budget used to serve youth. Thus, Public Chapter 1197, TCA 37-3-116 states: "The commission shall design and oversee a resource mapping of all federal and state funding sources and funding streams that support the health, safety, permanence, growth, development and education of children in this state from conception through the age of majority or so long as they may remain in the custody of the state." TDLWD has been an active member of the User Group for this project which is responsible for the planning and data gathering of this report. This noteworthy process aligns congruently with the Governor's main goal of conservative fiscal leadership and continues to make customary practice of leveraging and tracking funding across various funding streams in the state (Governor's Conservative Fiscal Leadership Goal: Objective II, Establish cost-effective co-investment models, across government funding streams and other funding streams). In addition, this report has been highlighted by the National Conference of State Legislatures (NCSL) as a best practice. NCSL has reported that it is an effective practice for states to identify the following as they consider policy and budgetary matters:

1. Do funding levels reflect the state's priorities for children and youth? Are enough resources dedicated to these results?
2. Is the state spending equitably or adequately to address the needs across age groups, programs or geographic areas?
3. Is the state spending resources on effective programs that offer quality and cost-effective interventions?
4. What kind of duplication exists? Are there ways to streamline services, pool resources, and align eligibility and program requirements across departments?
5. Is the state taking full advantage of federal and other external resources?

In alignment with the Governor's Conservative Fiscal Leadership Goal, TDLWD partners with other agencies to eliminate duplication and leverage dollars to provide more opportunities to

existing job seekers and the emerging workforce. The following is a list of agencies and organizations that are currently meeting on a regular basis to address cross-agency collaboration, planning and resource sharing.

Youth Serving Agencies	Snapshot of Activity
Tennessee Department of Children's Services	• Foster Care & Juvenile Offender representatives attend quarterly meetings as part of Tennessee's strategic vision team. • TDLWD staff served on the Chaffee oversight committee and is an active part of the Chaffee foster care plan. • Part of Core Group Team
Tennessee Commission on Children and Youth	• Part of the strategic vision team and provides data related to at-risk youth • Serves on several LWIA youth councils and provides support for Tennessee Suicide Prevention Network (TSPN) with an emphasis on teen suicide prevention • Part of Core Group Team • Responsible for coordinating and compiling the Resource Mapping report to analyze all state programs which provide services to youth • Coordinates grant applications among departments • Serves as lead for Youth Transitions Advisory Council • Provides administrative support for the Council on Children's Mental Health, a statewide stakeholder group working to implement a more coordinated system of care for children's mental health, including services to facilitate successful transition to adulthood • Collects data for and publishes and disseminates an annual KIDS COUNT Data Book and The State of the Child in Tennessee report that includes county-by-county data on youth unemployment and other factors that impact the workforce
Department of Education	• Commissioner serves on the State Workforce Development Board. • TDLWD included in planning Counselor's Institute • Vocational/Technical Education partners with TDLWD on the Jobs for Tennessee Graduates program • TDLWD staff participates in evaluating Lottery Education After School Program grants (LEAPS) targeting dropout prevention and increase in SAT/ACT exam • Partners with Special Education on the Tennessee Transition Leadership team • Commissioner of TDLWD serves on the Vocational/Technical Oversight Committee • Part of Core Group Team • Pathways Tennessee- Project Managers Workgroup, Core Team, State Planning Team
Job Corps	• The Tennessee Job Corps Consortium meets quarterly. Meetings are attended by both representatives from WIA youth and the Career Center System • Job Corps representatives serve on a majority of LWIA Boards or

	Youth Councils
Human Services	• Provides expertise in serving youth with disabilities through its Vocational Rehabilitation Division and participates on the Tennessee Transition Leadership Team with community based organizations and the Disability Law and Advocacy Center of TN
Youth Transitions Advisory Council	• Includes many of the same agencies already listed with strong ties to the foster-care system • Meets quarterly • Efforts are coordinated by the Tennessee Commission on Children and Youth
Department of Mental Health and Developmental Disabilities	• It has also invited Career Center and previous Disability Navigator staff from local Career Centers to speak at town hall meetings and other outreach opportunities
Volunteer Tennessee	• Provides oversight of AmeriCorps and service-learning programs to advance volunteerism and citizen services to solve community problems in the state • Meets quarterly

Much like the aforementioned programs, Job Corps (JC) is a free education and training program that helps youth learn a career, earn a high school diploma, and find and keep a good job. Serving participants ages 16-24 years old, JC is a national program that provides all-around skills training needed to establish and succeed in a career. CHP International provides Admissions and Career Transitional services (career, education, and military placement) as well as a 12-month follow up for JC graduates. Coordination with JC has been on-going and while it has had its challenges, success has been seen in several local areas. Currently Job Corps Centers are located on opposite ends on the state (one in Memphis and the other in Jacobs Creek near Bristol). The Dr. Benjamin L. Hooks Job Corps Center located in Memphis, Tennessee provides the following career training programs; Accounting, Carpentry, Computer Service Technician, Industrial Electronics, material Distribution Operations, Medical Assistant/Certified Nursing Assistant, Medical Office Support, Phlebotomy. The Jacobs Creek Job Corps Civilian Conservation Center, located in Bristol, Tennessee provides the following career training programs: Brick Masonry, Carpentry, Cement Masonry, Construction Craft Laborer, Culinary Arts, Heavy Equipment Mechanic, Heavy Equipment Operator, Security, and Welding.

Local Area youth programs across Tennessee partner with Job Corps in developing youth service strategies which include referrals made between providers of youth services and co-enrollments between WIA and JC programs. For the two local areas in Tennessee who are fortunate enough to have Job Corp Centers in within their geographical region, these partnerships are strengthened. The local areas work with the local JC and business and community representatives to provide a comprehensive network of work experience and job development opportunities for youth. By aligning the immediate needs of the youth population through these collaborative efforts with public and private resources, youth shall have the opportunity to gain the education and workforce skills they need to be successful in the workplace. This will

advance the development and lay the foundation for preparing Tennessee's workforce for today and in the future.

Both WIA youth and Career Center staff have been long-time members of the Tennessee Job Corps Consortium by which Tennessee has made sure that JC was represented on either the local board or on the local youth council in each LWIA. To combat this challenge, regional Youth Lead meetings have included CHP International staff on the agenda to provide updates on the JC system and its current events. These meetings help to ensure LWIAs have the most up to date knowledge of the JC programs and are able to develop more meaningful JC partnerships. During the last West Tennessee Regional Youth Lead meeting, staff from CHP International informed WIA youth program staff of the changes in JC in-take and follow-up contractors. Previously, these services were delivered by different contracts presenting yet another barrier to the youth participants. The contracting change helps to ensure that youth have a single point of contact when entering and exiting the program and will hopefully lead to a more successful tracking of participants' progress. While LWIAs will continue to invite representatives and provide assistance when possible, the most effective communication flow for TDLWD with JC comes through their contracted marketing firm. This firm also serves as the point of contact for the JC Consortium. TDLWD will continue to support the JC Consortium.

The following American Job Centers, including all partners, provide JC services through on-site availability or through referral.

LWIA 1 American Job Center at Johnson City* American Job Center at Kingsport American Job Center at Elizabethton American Job Center at Mountain City
LWIA2 American Job Center at Talbott American Job Center at Sevierville American Job Center at Greeneville American Job Center at Tazewell
LWIA 3 American Job Center at Knoxville
LWIA 4 American Job Center at Crossville American Job Center at Alcoa - Blount American Job Center at Jacksboro – Campbell American Job Center at Oak Ridge – Anderson American Job Center at Lenoir City – Loudon American Job Center at Venore – Monroe American Job Center at Wartburg – Morgan American Job Center at Rockwood – Roane American Job Center at Oneida – Scott

LWIA 5 American Job Center at Athens American Job Center at Chattanooga American Job Center at Dayton American Job Center at Cleveland American Job Center at South Pittsburg
LWIA 6 American Job Center at Tullahoma Workforce Solutions/Shelbyville/Bedford Co Workforce Solutions/Decherd/Franklin Co Workforce Solutions/Fayetteville/Lincoln Co Workforce Solutions/McMinnville/Warren Co Workforce Solutions/Lynchburg/Moore Co
LWIA 8 American Job Center at Clarksville* American Job Center at Gallatin American Job Center at Dover Affiliate Center in Cheatham County Affiliate Center in Dickson County Affiliate Center in Houston County Affiliate Center in Humphreys County Affiliate Center in Robertson County Affiliate Center in Williamson County
LWIA 9 American Job Center at Nashville American Job Center at Murfreesboro Lebanon – Career Center
LWIA 10 American Job Center at Columbia American Job Center at Lawrenceburg American Job Center at Lewisburg American Job Center at Pulaski American Job Center at Hohenwald American Job Center at Waynesboro American Job Center at Linden American Job Center at Centerville
LWIA 11 American Job Center at Madison / Jackson American Job Center at Hardin / Savannah
LWIA 12 American Job Center at Popular American Job Center at Hickory Hill American Job Center - Workforce Investment Network (WIN) American Job Center at Somerville American Job Center at Meritan

TDLWD has consistently provided technical assistance and training to LWIAs and partners regarding the WIA youth program. The department will continue to provide training and development opportunities that will assist local areas in ensuring all federal and state regulations are met.

WAGNER-PEYSER AGRICULTURAL OUTREACH

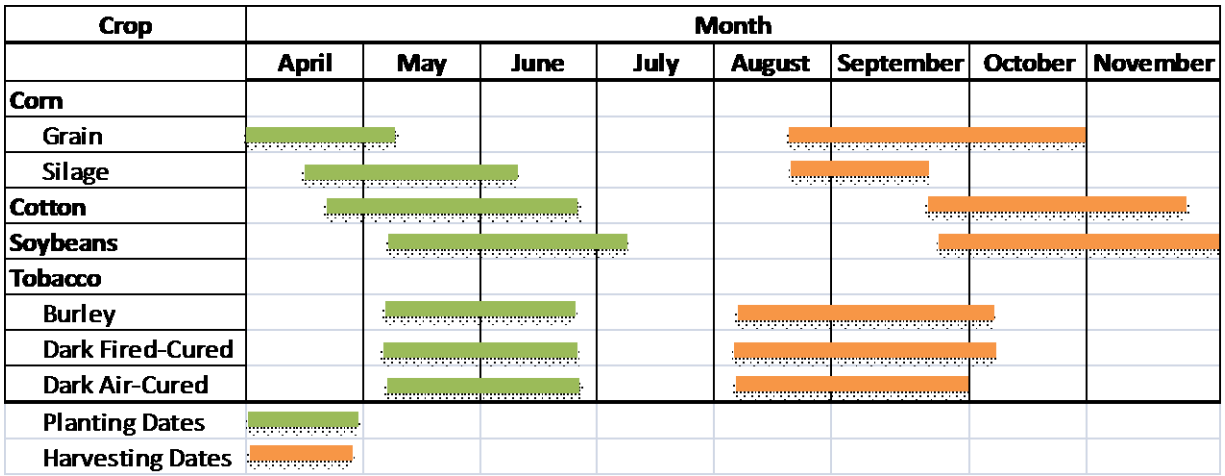
Assessment of Needs

Tennessee is ranked 8th in the United States for the number of farms. However, since 2011, there has been a decrease in the number of farms to an estimated 77,300 and a decrease in farmland acreage to 10.8 million. Despite the changes, Tennessee farm cash receipts has increased to $3.5 billion which impacts the state's economy with $71 billion in total economic activity and more than 363,000 in employment.

Tennessee's top 4 agricultural crops include corn, cotton, soybeans, and tobacco. Crop cash receipts totaled $2.10 billion with soybeans as the lead cash receipts of $461 million. Tennessee's tobacco production is considered a major producer in the United States and is rank 4th in all tobacco production. The following charts11 indicate the major intensive crop activity from 2011, and the timeframes of planting and harvesting activity.

Crop	Acres	Production	Value of Production $
Corn	790,000	96,285,000	$ 625,853,000
Cotton	495,000	813,000	$ 369,715,000
Soybeans	1,290,000	40,000,000	$ 480,000,000
Tobacco	22,000	45,363,000	$ 97,859,000
Burley	14,000	22,540,000	$ 39,670,000
Dark Fired-Cured	69,000	19,941,000	$ 51,647,000
Dark Air-Cured	1,100	2,882,000	$ 6,542,000

[11] Tennessee Department of Agriculture, Ellington Agricultural Center, Tennessee Agricultural 2012



PREVIOUS YEAR'S MSFW ACTIVITY

Tennessee is considered a non-significant state for Migrant Seasonal Farm Workers (MSFW) as defined by the Department of Labor. This means that the state is not considered to have a large MSFW population, nor any significant local offices. Tennessee has provided service to 11 MSFW during Program Year (PY) 2011.

There are several factors that contributed to the limited number of MSFW workers; however one factor was the increase in H2-A workers. In 2011, agricultural employers placed 192 job orders, requesting a total of 2,137 H2-A workers. The amount of job orders increased in 2012 to 311 job orders, requesting a total of 4,616 H2-A workers. The H-2A program continues to expand in response to employers' requests.

PROJECTED NUMBER OF MSFW'S FOR 2013

Due to the increase in H2-A job orders and request for H2-A workers, Department of Labor and Workforce Development (TDLWD) does not anticipate an increase in MSFWs. However, TDLWD continues to expand the electronic information and services available within Tennessee's agricultural communities. The department's website, www.jobs4tn.gov, contains a broad array of employment resources for job seekers and employers, and consistently seeks efforts to collaborate with public agencies and organizations to leverage resources to provide information about other community resources.

The department also continues its efforts to assist customers with limited English proficiency.

Outreach Activities

Due to being a non-significant state, TDLWD has not been allocated with a large array of resources for MSFW outreach. Thus, the majority of outreach was implemented by the Tennessee Opportunity Programs (TOPS), 167 National Farmworker Jobs Program (NFJP)

grantees. However, TWLWD plans to assist TOPS with outreach services. The following portrays the various steps leading to an active enrollment in the TOPS:

1. Case managers reach out into farm communities and identify prospective candidates for the TOPS.

2. Once farm workers are identified, and they demonstrate a compelling interest to obtain new skills and pursue a different and more productive career track, intake applications are completed.

3. Eligibility documents are sought – including birth certificates, selective service registration documents, driver's licenses, work visas, etc.

4. Interviews are held, eligibility is confirmed and skill needs along with ABE and other service needs are identified. Additional interviews are conducted and testing of cognitive abilities is established. An IEP is developed and training and services are secured.

5. Core services are cooperatively arranged and training providers as well as service providers are identified.

If additional services are needed that are beyond the scope of TOPS training and employment and supportive services, the clients are given referrals to other programs such as Vocational Rehabilitation, Veterans Services, or Senior Corps Programs.

TDLWD's staff plans to coordinate with TOPS Directors and case managers to register MSFWs with the goal of notifying MSFWs of the services provided by the TN's American Job Centers (AJC) formerly known as One-Stop Career Centers. TDLWD will also coordinate with TOPS to utilize the mobile career coach units to bring TDLWD's services to MSFWs in their home communities. TDLWD plans to join the Tennessee Migrant Network Council, coalition established by TOPS, in efforts to provide MSFWs with a more comprehensive array of resources and services.

The Tennessee Monitor Advocate will promote and coordinate training for the NFJP grantees, public agencies, agricultural employer organizations and others in providing services to MSFWs.

AJC Services to MSFWs

TDLWD plans to work with TOPS case managers to register more MSFWs with our system so that they may receive TDLWD's full array of services. TDLWD plans to:

Use the www.Job4TN.gov Web site,

Collaborate with mobile unit, and

Provide a process for TOPS case managers to pre-register MSFWs with our Wagner-Peyser system prior to their arrival at the AJC, to ensure that all services are offered to as many MSFWs as possible.

In addition, TDLWD will offer migrant and seasonal farm workers (MSFWs) the full range of employment services, benefits and protections, including counseling, testing, job training, and

referral services. MSFWs, on a proportionate basis, shall not receive fewer services than non-MSFWs. Area office staff shall consider the preferences, needs, and skills of individual MSFWs and the availability of job and training opportunities.

All office staff shall make job order information clear and available to MSFWs in all local offices. This information shall include Job Bank information in local offices where it is available. Such information shall be made available either by computer terminal, microfiche, hard copy, or other equally effective means. Each significant MSFW local office shall provide adequate staff assistance to each MSFW to use the job order information effectively. In those offices designated as significant MSFW bilingual offices, such assistance shall be provided to MSFWs in Spanish and English, wherever requested or necessary, during any period of substantial MSFW activity.

AJC Services to Agricultural Employers

Over the years, TOPS case managers have developed relationships with employers in their respective service areas, and, in so doing, have created a resource bank for continued placement of clients as job openings occur. Work Experience (WE) has always been used as an activity to provide individuals with exposure to and experience in employment positions with which they have had little exposure. For instance, WE allow displaced homemakers to experience the demands and daily activities of the work place. Youth, who have not yet entered the work place, are also provided with this experience. For farm workers, employment in an office setting or venue outside of agriculture presents an alien environment. Everything from workplace dress code to the hours of employment, the manner in which supervision occurs, and how co-workers and management are addressed are foreign to some agricultural workers.

Employers who agree to work with TOPS in Work Experience contracts have also proven to be effective placement tools for the TOPS program. The employers have enable TOPS to place individuals into training sites that have led to fulltime employment, when these placements could not otherwise be accomplished. TDLWD refers MSFWs and other potential candidates to agricultural employers. TDLWD offers employers access to www.jobs4tn.gov, Career Centers to use services, resources, and arrange a place to interview applicants. TDLWD also plans to work more closely with TOPS this coming year on referring MSFWs to H-2A job orders.

Data Analysis

PY2011 AGRICULTURAL JOB ORDERS

# of agricultural job orders	192
# of agricultural openings rec'd	2137
# of agricultural job orders filled	2137
% filled	100%
# of interstate clearance orders rec'd	36
# of interstate clearance orders initiated	0

PY2012 AGRICULTURAL JOB ORDERS

# of agricultural job orders	311
# of agricultural openings rec'd	4616
# of agricultural job orders filled	4616
% filled	100%
# of interstate clearance orders rec'd	37
# of interstate clearance orders initiated	0

Year-to-date, TLDWD has processed 250 H2-A job order applications. It is projected that the number of H2-A job orders and request for workers will continue to increase, possibly surpassing PY2012 number of agricultural job orders.

Other MSFW Requirements

PUBLIC REVIEW & COMMENT

As required by the United States Department of Labor, the Tennessee Department of Labor and Workforce Development will continue to comply with all regulations and submit annual Wagner-Peyser Agricultural Outreach Plans which will serve as an addendum to this plan.

TDLWD has provided the opportunity for all interested parties to review and comment on the draft PY13 Agricultural Outreach Plan. TOPS, migrant advocacy groups and agricultural employer organizations have been sent the draft plan and their comments were invited. The list of organizations to which the draft plan was sent is included below.

The State Monitor Advocate was involved in development of the plan and approves the plan as drafted.

ORGANIZATIONS INVITED TO REVIEW THE DRAFT AGRICULTURAL OUTREACH PLAN

Dyersburg/Dyer County Chamber of Commerce – Agribusiness Development
Nashville Southern Migrant Legal Services
Telamon Corporation – TN Migrant Head Start Program
Tennessee Department of Agriculture
Tennessee Department of Education – Migrant Education, Title I C
Tennessee Department of Health
Tennessee Opportunity Programs, Inc. (TOPS)
USDOL – Wage and Hour Division
University of Tennessee Extension Institute of Agriculture

SERVICES TO EMPLOYERS

Limited resources and continued limited funding emphasizes the importance of the Governor's Conservative Fiscal Leadership Goal and Objectives, as eliminating duplication and leveraging dollars to provide more opportunities to existing job seekers and the emerging workforce are high priority. The focus on demand occupations continues to be at the core of TDLWD's limited strategic investments. Through the Governor's Jobs4TN plan, ECD has pushed towards a regional approach by creating nine economic regions. Each of the 13 LWIAs has participated in joint planning with the nine ECD regions. With a reduction from 15% to 5%; the LWIAs have been encouraged to support the Job Base Camps to better align and partner with ECD to create and support job growth.

Local Workforce Investment Boards (LWIB) continue to work with American Job Center partners and Economic and Community Development Jobs Base Camps, to identify areas of high-growth and move to a sector strategy to better target limited funds. These strategic investment strategies, outline necessary building blocks needed for growth and the attraction of necessary skills, such as attainment of stackable credentials, and are outlined in each local plan. TDLWD recognizes that local economic situations may be different from state-wide trends, and the industry-composition in a particular area determines the jobs that are in demand. Therefore, TDLWD supports the use of state and localized data to target jobs in demand and those declining. The state has supported the connections of dislocated workers with job creation

projects by using limited state set-aside Rapid Response funds and local formula funds with an emphasis on OJT. Through business engagement and company locations/expansions, additional demand has been created which has had a significant impact on job seekers and available labor. While available labor has been plentiful, the skill requirements for jobs continue to fall short.

Data show that most of new business growth is coming from small businesses that employ fewer than fifty people. There has also been some interest in obtaining and identifying the necessary assurances to serve these small businesses. This identification is often referred to as the job creation engine. While job growth is good in small businesses, skill requirements are rather specialized; also, customized training seems to be the best way to accomplish supporting these industries. Unfortunately "one size does not fit all," and limited resources cannot serve many of these industries. As a result, the skill gap continues to widen between available labor and job requirements.

The Governor's Jobs and Economic Development Goal and Objectives will aid the state in becoming the number one state in the Southeast for jobs, by connecting workforce development with job creation and growth. TDLWD will continue to work with the Department of Economic and Community Development to engage employers in the workforce system. Employer needs, in consideration of the Governor's FastTrack Initiative, are communicated through outreach efforts on the part of Economic and Community Development. These objectives are accomplished by one-to-one employer visits and community-based meetings. The Workforce Employer Outreach Committee (WEOC) is a statewide network of local business representatives which provides input concerning employee and employer needs. This organization promotes customer-focused service, provides educational opportunities on employment-related issues, and coordinates all of these activities with Job Service staff.

In addition to WEOC-directed activities, Job Service staff, Veterans Employment Representatives and WIA staff members visit employer's onsite or contact employers by telephone to seek information regarding their personnel needs as well as their needs in other areas. Such areas may include a need for labor market information or assistance through other workforce programs. By asking employers about their needs, the state is able to determine what services may be rendered locally to assist employers. On a statewide basis, TDLWD will depend on labor market projections and input from various entities, such as employer organizations, to determine the overall needs of the employer community.

TDLWD is currently working on reengineering the service approach to meeting the needs of Tennessee employers. Detail is provided under Section 1 – State Strategies – Business Services Alignment.

Nationally, employers have expressed frustration and confusion over the access points for various assistance regarding tax credits, business incentives, worker-training programs, recruitment, screening, assessment, and job matching. Tennessee has functionally align business

services through the creation or enhancement of Local Business Service Teams that support an integrated approach to helping our employers. Each local team must provide a plan for moving toward a single point of contact for a business customer and must provide a tiered approach to recruitment, screening, assessment, and referral that meets the needs and expectations of its business customers. Local Business Service Teams will receive training and technical assistance to help with the transition to a more integrated approach in assisting Tennessee's businesses to grow and prosper. Business Service Team training will include skill development in the areas of Sales Techniques, Conflict Resolution, Service Mapping, Customer Service and use of technology to enhance service delivery. Team members will spend time understanding the services provided by each partner agency and the details associated with target populations, eligibility, cost factors, and access of each service. Local workforce area plans will address how coordination will occur between each partner and that partner's subject matter experts.

Through its single point of contact approach, business customers will be able to work with one representative who will be their primary resource who will facilitate securing the subject matter expertise for all of the services from other agencies needed by employers. This will assist employers through the maze of available resources.

Local Business Service Teams will provide a customer flow concerning how they will assist hiring recruits from targeted groups that are trained and currently underused:

- Disabled
- Ex-Offenders
- Federal Bonding Program
- Mature Workers
- Returning Soldiers/Veterans
- Youth

As part of Tennessee's commitment to helping business customers, there are some specific services available:

- Job Postings
- Recruitment Services
- The Rapid Employment Initiative
- Layoff-Aversion Assistance
- Training Programs
- Tax Credit Programs
- Employment Laws Awareness
- Unemployment Insurance
- Research and Information
- Seminars

Most skills gaps are addressed in partnership with the existing structures and departments. At the core is a high school diploma or high school equivalency (HSE). Utilizing the existing ITA

and Pell grant system many are able to access training beyond the basic k-12 educational system. Oftentimes other objective assessments are needed to further be able to identify and communicate skill sets beyond a high school diploma or HSE. One of the many tools used in Tennessee is the National Career Readiness Certificate (NCRC). While the state funded portion has been eliminated with the funding change from 15% to 5%, many of the LWIAs have used their extra funds received to continue to offer the NCRC as a common language between an education level and the employer. The NCRC is a credential based upon the WorkKeys assessments that substantiate to employers that an individual possesses the basic workplace skills required for 21st century employment. Getting an NCRC will allow an individual to show prospective employers that he or she possesses the basic skills they are seeking. Research has shown a clear gap between skills of our nation's and Tennessee's workforce and the basic skills needs of the employers. To reduce the cost of remedial training and lost efficiency, more employers are implementing pre-employment assessments to identify these skills prior to hiring. Even if an individual has a high school diploma (or HSE) or a post-secondary degree, the NCRC further verifies that he or she can handle tasks that are common and vital in today's workplaces – such as finding information, reading instructions and direction and working with figures.

TRADE ADJUSTMENT ASSISTANCE (TAA)

TAA works as a partner with Wagner-Peyser (W-P) and Workforce Investment Agencies (WIA) to provide a seamless path from dislocation to gainful employment for trade-impacted workers after the announced layoff and trade petition has been certified. TDLWD believes that it is vital that the Dislocated Workers are provided with early intervention through Rapid Response. When notification of a petition for Trade Adjustment Assistance is received by the department, it is cross referenced with all existing records to determine if assistance efforts are already underway. If this proves to be the first notification received, immediate contact is made with the employer to commence the process of providing the full array of services and benefits provided through Rapid Response Services to all employees covered under the petition filing. The USDOL website is consistently monitored by Rapid Response staff to ensure the most timely response possible is afforded in these events should no other notification be provided to the department. Mass Meetings are scheduled as soon as a WARN notice and/or a Certified Trade Petition is received. Rapid Response Coordinators schedule and facilitate these meetings. During the meetings information is provided regarding re-employment services through WIA, WP, Unemployment Insurance (UI), TAA services, and Trade Readjustment Assistance (TRA). This early intervention ensures workers are fully informed and able to request assistance sooner, which will ultimately lead to gainful employment much quicker. The taking of mass claims may also be scheduled when there are large numbers of displaced workers.

WP, WIA and TAA are co-located in Tennessee Comprehensive Career Centers across the state. Co-location provides a cohesive and consistent way for WP staff to provide core services and WIA staff to provide intensive services in a One-Stop Shop environment. Dislocated and TAA affected workers are always co-enrolled with WP and when appropriate, maybe co-enrolled with WIA. TDLWD will provide guidance and technical assistance to Local Workforce Areas related to co-enrollments. Dual-enrollments assure early assessment of the trade worker, and may offer not only re-employment services through Wagner-Peyser, but also employment counseling, the Test of Adult Basic Education (TABE) assessment, subsistence/transportation cost, and other services deemed appropriate through WIA. Together, these agencies work to provide the dislocated worker with the services leading to gainful employment.

Early assessment is a priority for TAA affected workers. It is important to determine whether the worker has the skills necessary to re-enter the workforce or is in need of further training to assist with future employment. TAA relies on the Workforce System's partners to assist with this assessment and recommendation of training. Training may include occupational, customized, or On-the-Job (OJT) training. These assessments are conducted within the Career Center, in most cases. Co-location of the partners prevents the workers from traveling from one location to another to obtain these services. All workers recommended for training are further evaluated by merit staff in the TAA Unit against the six TAA training criteria as identified in Federal Regulations 20 CFR 617to ensure eligibility.

In an effort to promote a more consistent framework for maintaining and reporting data collected between the partners, eCMATS was developed. This system allows for linking between all partners. It provides common ground for storage of documentation. It provides fiscal integrity and reliable performance reporting. It also reduces duplication of services and provides a central location for all information. TDLWD Fiscal Division continually tracks TAA funding and the University of Memphis has also been contracted to compile Trade Adjustment Assistances and Workforce Investment Act information gathered from eCMATS for the Trade Act Participant Report (TAPR). The report will indicate if performance goals have been obtained.

Goal Alignment

TAA supports the Workforce System shared goal of working in a seamless Workforce System. Through a seamless Workforce System, TDLWD should be able to use partnerships and expertise to educate and empower trade impacted workers. The following will help TAA to reach this goal.

1. Early Assessment of Trade Affected Workers. Information, gained through Core and Intensives services, should reveal more details about the worker (skills, needs, goals) and thus help TAA to assist the worker to return more quickly to work.
2. Cross-Training of All Staff. It is imperative that these workers get needed aid to regain employment more quickly. The cross-training of partner staff, in all programs, will assist

in better counseling of these workers concerning their needs and where services are available to meet these needs. Currently most staff members are assigned by the program.

3. Shared Resources. Funding is essential to provide services to workers involved in the seamless Career Center System; and, leverage funding, when possible, can better ensure that workers receive necessary assistance. Thus, sharing of resources with Wagner-Peyser and WIA can enable a full assessment of trade-dislocated workers and also can ensure reemployment services for gainful employment.

4. Experts Within the Program. It is essential that TAA and TRA use trade experts because of their program knowledge. Such expertise continues to ensure consistency and accuracy and thus ensures higher outcomes in reemployment and employment for program participants.

   Co-location of Partners. Co-location of partners, particularly, Wagner-Peyser, WIA, and TAA, is essential for a successful program. Trade is a complicated program with four different programs operating "under one umbrella." Workers should never be expected to know all program details or even all service deliverers. With co-location, workers may obtain necessary services in one place where teamwork presents a seamless and competent organization.

SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM (SCSEP)

Tennessee, in accordance with the Governor's Jobs and Economic Development Goal, has taken a position to help seniors continue maintaining a sustainable life. One way the state is doing this is by providing useful community services and employment opportunities through the Senior Community Service Employment program (SCSEP) for seniors across the state. SCSEP fosters economic self-sufficiency through training, job placement, and guidance in unsubsidized jobs.

The TDLWD's SCSEP plan serves as the road map for the implementation of the program among its stakeholders; this ensures compliance with the U.S. Department of Labor (USDOL) rules and regulation. In addition, the plan will serve as a means of accountability to our participants, community, and funders. The SCSEP Plan will account for PY 2012-2015.

The Older Americans Act (OAA) is the primary funding vehicle for organizing, coordinating, and providing community-based services and opportunities for older Americans and their families in the United States. The OAA set out specific objectives for maintaining the dignity and welfare of older people. Listed below are two parts of Tennessee's infrastructure for

administering the OAA and opening avenues to help leverage and maintain the health, lifestyle, and independence of seniors in the state:

- Tennessee Commissioner of Aging and Disabilities or TCAD (a partner of the Tennessee Department of Labor and Workforce Development) administers a system of services for those age 60 and over in their respective Planning and Service Areas (PSA). TCAD oversees multi-purpose senior center activities. This comprehensive and coordinated system of services is described in the Area Agencies on Aging and Disability's Plans. These services include Information and Assistance, Senior Centers, Nutrition Program for the Elderly, Disease Prevention and Health Promotion, National Family Caregiver Support Program, Aging and Disability Resource Center (ADRC), Elder Rights, Long-Term Care Ombudsman.

- Tennessee Department of Labor and Workforce Development's *Senior Community Service Employment Program (SCSEP)* is the only federally-sponsored, job creation program targeted to low-income older Americans, which promotes the Governor's initiative to engage and educate employers on the value of hiring older workers. The program subsidizes part-time community service jobs for low-income individuals age 55 years and older, who have poor employment prospects. The participants are often placed in schools, hospitals, economic development initiatives, weatherization activities, law offices, conservation programs, and other sites. These sites translate into positions such as nurse's aides, and teacher's aides, library clerks, clerical workers, adult and child daycare assistants, campground recreational coordinators, maintenance workers, and many more occupations.

- The U.S. Department of Labor (USDOL) funds and monitors SCSEP through the Older American's Act Title V Program. Currently, there are three (3) administrators or grantees—Tennessee Department of Labor and Workforce Development (TDLWD), National Council of Aging (NCOA), and Senior Service of America, Inc. (SSAI), in Tennessee. TDLWD currently has six (6) sub-grantees that implement the SCSEP program. They are located in part of West, Middle, and East Tennessee. NCOA and SSAI are assigned several counties and co-manage the program with the state in several counties. SCSEP's sub-grantees are represented on state and local business-led boards (Workforce Investment Boards) that provide strategic planning and oversight of workforce development activities established under the Workforce Investment Act of 1998 (WIA).

According to the 2011 employment status of the civilian non-institutional population for Tennessee, the labor force participation rate of the 55+ population has increased from a low of 34.1% in 2009 to 39% in 2011. During the same period, the overall labor force participation rate increased less than one (1) percentage point. (See Table for details of unemployment rate.) Data also shows that this population will continue to grow as the baby-boom generation reaches age

55.

Employment and Unemployment Rate: 55+										
Year	**Age**	**Civilian Population**	**Labor Force**	**% of Population (Participation Rate)**	**Total Labor Force Participation Rate**	**Employed**	**% of Population**	**Unemployed**	**Unemp Rate**	**Unemp Rate - Total Labor Force**
2011	55 to 64	847	533	62.9		500	59	33	6.2	
2011	65 +	814	128	15.7		118	14.4	10	7.8	
2011	**55 +**	**1661**	**661**	**39.8**	**63.1**	**618**	**37.2**	**43**	**6.5**	**9.2**
2010	55 to 64	731	457	62.6		430	58.9	27	5.9	
2010	65 +	846	127	15.1		122	14.5	5	4	
2010	**55 +**	**1577**	**584**	**37.0**	**62.6**	**552**	**35.0**	**32**	**5.5**	**9.4**
2009	55 to 64	706	407	57.6		377	53.4	30	7.3	
2009	65 +	846	122	14.4		110	13	11	9.4	
2009	**55 +**	**1552**	**529**	**34.1**	**62.2**	**487**	**31.4**	**41**	**7.8**	**10.8**
2008	55 to 64	712	430	60.4		412	57.9	18	4.2	
2008	65 +	798	123	15.4		117	14.7	6	4.8	
2008	**55 +**	**1510**	**553**	**36.6**	**63.2**	**529**	**35.0**	**24**	**4.3**	**6.6**
2007	55 to 64	670	408	60.9		397	59.3	11	2.7	
2007	65 +	767	125	16.3		123	16	2	1.9	
2007	**55 +**	**1437**	**533**	**37.1**	**64.7**	**520**	**36.2**	**13**	**2.4**	**4.6**
Source**: Geographick Profiles**										

In 2010, Census estimated that 16.1% (over 1,000,000 individuals) of Tennessee's population had income levels below poverty. There were 65 of the 95 counties in the state that recorded higher poverty levels than the state average. Twenty-four counties have poverty levels at 20% or higher. All twenty-four of these are rural counties. Grundy County has the highest poverty level at 30.9%. The table below shows the highest 5 counties:

County	Total population	# below poverty level	% below poverty
Grundy	13,910	4,305	30.9%
Hancock	6,782	2,005	29.6%
Haywood	19,010	5,017	26.4%
Cocke	35,473	9,169	25.8%
Meigs	11,581	2,856	24.7%

Statewide, the age 55+ group had 10.9% (169,400 individuals) below poverty in 2010. There were 67 counties with higher poverty rates than the state average for this group. Six counties had poverty rates of 20% or higher and Hancock County had the highest poverty rate for age 55+ at 28%. The top five counties with the highest 55+ poverty rates are included in the table below:

County	Total population Age 55+	# 55+ below poverty	% 55+ below poverty
Hancock	2,114	592	28.0%
Clay	2,864	715	25.0%
Pickett	1,686	381	22.6%
Haywood	4,870	1,075	22.1%
Van Buren	1,762	365	20.7%

As the baby-boom generation ages, as the economy continues on the verge of improvement, and as more older workers postpone retirement, the demand for employment and training services, as well as income support for low-income older people, will increase.

Long-term Projections for Jobs

According to the TDLWD's Occupational Data Unit, the top five industries and occupations in the state that may provide employment opportunities in Tennessee are: 1) Education and Health Services, 2) Trade Transportation, and Utilities, 3) Professional and Business Services, 4) Manufacturing, and 5) Government. (Click here to view Annual Workforce Report.) Healthcare and social assistance, professional and business services and construction, and education sectors are projected to gain the most jobs. (Source: Bureau of Labor Statistics News Releases, 2012.) Education, and Professional and Business Services are the two industries in which older workers are expected to gain employment. Several occupations are prominent in Tennessee; however, the occupations that are the most prevalent among seniors in Tennessee are: office and

administrative support, education, training, and library support, community and social Service occupations. During 2012, the state received calls from several governmental agencies requesting information about being a Host Agency for SCSEP. In addition, due to the high demands of older workers requesting employment, unmatched education levels, and interest to venture into a new trade, the state is determined to work closely with the One-Stop Career Centers to make sure that adequate resources are available for seniors.

Long-Term Job Projections and Strategies for Unsubsidized Employment

As stated, healthcare and the business services sectors are projected to have the fastest job growth between 2010 and 2020. This could translate into career opportunities for SCSEP participants. Tennessee understands the importance of creating an atmosphere where participants have multiple, career-sector opportunities and training opportunities needed to enter into attractive sectors, along with supporting the workforce system's employment goals for low-income older workers by building sustainable business relationships with industries across the state (Governor's Jobs and Economic Development Goal: Objective III, Increase employer engagement with the workforce development system; Objective V, Increase work-integrated learning.)

Any participant of SCSEP is required to develop an Individual Employment Plan (IEP) at the time of enrollment. The IEP serves as a personal road-map to success and is designed to specifically assist the participant in meeting both personal and program goals. Each participant receives specialized training that fits under his or her IEP and is assigned to a host agency to develop or improve skills. The plan also determines if the Host Agency has met the participant's requirements. In addition, the Host Agency provides services to low-income older persons, to the economically disadvantaged, and to organizations offering services which provide positive contributions to the welfare of the general community. Opportunities to serve other groups will also be provided through placement in schools, day-care programs, health and hospital programs, and agencies serving individuals with physical and developmental disabilities.

Employment Opportunities and Skills

According to labor market information that was developed by the Tennessee Department of Labor, 553,000 older workers were reflected in the 2008 Labor Force population compared to 661,000 (or a 16% increase) in 2011.With the projection of continued growth of the population 55+ entering the workforce, the labor force will place added strain on workforce investment resources and on the One-Stop system. The current job opportunities or occupational trends in Tennessee have shifted to the service industry in recent years according to the Non-Agricultural Employment Report provided by TDLWD. This includes healthcare, social assistance, leisure and hospitality jobs. By 2016, the projected occupation for individuals who are 55 and older will be in the professional and service occupations.

SCSEP is designed for those who are not job-ready, but are low-skilled, and have a family income that falls under 125% of the Federal Poverty Guidelines. Individuals enrolling in the SCSEP program have a need for further education and/or training to perform work that is available in the local Tennessee labor market. Example of skill level of eligible individuals upon enrollment include limited or no computer skills, outdated clerical and bookkeeping skills, basic custodial and homemaker skills, heavy-equipment operators, no advanced manufacturing skills, or no job skills. Often, the participant can no longer physically do the same type of job that he or she has done in the past. Health and medical issues eliminate jobs that require tasks such as standing and/or sitting too long, lifting, bending, and walking. TDLWD, National Council on Aging, and Senior Services of America, Inc. collaborate with their respective host agencies (or work sites) to ensure that participants' and employers' needs and access to services are met. In addition, the One-Stop Center system, under the WIA, is a single point of contact for job seekers and employers seeking information about local workforce development activities. The OAA Amendments require improved integration with WIA. This integration will not only support SCSEP's innovative approaches, but will help the workforce investment system prepare for a greater number of older workers it will serve outside of SCSEP.

In addition, SCSEP participants are mandated to develop an Individual Employment Plan or IEP with the guidance of their Project Director. This plan serves as: 1) a personal road-map to success, 2) assistance to the participant in assessing barriers and skill gaps to generate detailed IEPs with tasks and timelines, and 3) an aid to meet program and personal goals. IEPs are referred to often throughout participation to ensure goals are being met. In addition, any IEP identifies the need for vocational, high school equivalency (HSE), or computer training. All of these require attendance in a "classroom" environment where the participant may have workbooks, exercises, and reading assignments. Tennessee believes that it is vital to strengthen initial assessments of participant skills, knowledge, interests, aptitudes, and qualities to assist participants with defining career objectives that are relevant and which meet employer needs.

Localities and Populations where Services are Most Needed

SCSEP services are helpful to all Tennesseans who are eligible for the program, especially individuals who are forced to retire or who continue to face age discrimination. SCSEP participants bring the following to the program when they start: dependability, loyalty, a strong work ethic, transferrable skills, childcare skills, customer-service skills, a desire to learn and contribute, and maturity. In exchange, SCSEP provides these participants with updated job-skills training and work experience as well as much-needed income from part-time work at community service assignments with local government or 501(c) (3) nonprofit agencies. SCSEP also helps participants, with low literacy skills and low organizational skills, through referrals and through work experience, respectively. SCSEP tries to provide participants with skills needed to obtain an unsubsidized job helping them maintain self-sufficiency and engagement in their community.

Program Collaboration

WIA requires SCSEP grantees to be partners in each local one-stop system and to enter into a Memorandum of Understanding, describing how services will be provided with the Local Workforce Investment Board. In Tennessee, the U.S. Department of Labor allocates funds (to operate SCSEP) to TDLWD and to two national organizations. The national organizations are NCOA and SSAI. Tennessee is divided into 13 Local Workforce Investment Areas (LWIAs). SCSEP participants are referred to one of the fifteen one-stop Career Centers, across the state, providing comprehensive, workforce development-related activities, including updating interviewing skills, resume preparation, and job placement services.

In rural areas, SCSEP participants and other individuals 55 and older may also access services from one of TDLWD's Mobile Centers with services similar to those found in a Tennessee Career Center. These vehicles provide a mobile computer lab with Internet access, and they create a venue for workshops including résumé assistance and interviewing skills; the vehicle also serves as a recruitment center for employers. SCSEP Project Directors represent the Title V Program on each of the LWIBs. The cooperation of grantees on local boards has resulted in improved coordination between workforce agencies and has reduced "turfism."

SCSEP grantees reach out to organizations that administer programs, under other titles of the Older Americans Act, to offer them the opportunity to become host agencies. SCSEP participants and other older workers will be directed to one of the local information and referral hotlines (administered by the Tennessee Areas Agencies on Aging and Disabilities offices), when these workers are seeking services or information. In addition, referrals will be made to congregate nutrition programs, transportation services, health and wellness programs, etc.

Tennessee prides itself for being engaged in actionable partnerships to leverage resources across agencies and enhance customer performance outcomes: Governor's Jobs and Economic Development Goal: Objective II, to establish cost-effective co-investment models, across government funding streams and other funding streams. These include:

- Coordinating with Career Centers, Vocational Rehabilitation Services, and other members of the local disability community regarding activities, resources, and services for seniors with disabilities.
- Participating in meetings, as appropriate, with senior service providers, both public and private.
- Coordinating with local service providers and community stakeholders to assess needs and develop solutions for local transportation services.
- Using 2-1-1 and other directories of service and supporting organizations to identify entities and programs in the community that provides referrals and support services to seniors. These directories are especially helpful for transition services when a

participant's durational limit is approaching and project staff is working with him/her to develop a Transition Assessment & IEP.

- Networking with area faith-based organizations to conduct outreach to SCSEP-eligible individuals.

If assistance is needed for training and employment services with the deaf and hard of hearing, interpreters and other communication-access services will be scheduled. Other partnerships include organizations providing assistance with subsidized housing, healthcare and medical services, transportation, the law, food, personal and financial counseling, interviewing, clothes, etc.

Coordination of SCSEP with other labor market and job training initiatives

SCSEP sub-grantees actively seek job training opportunities leading to jobs available and offered by Community Colleges, Applied Colleges of Technology, non-profit organizations, such as Goodwill Industries, Adult Education programs, and other training institutions.

SCSEP will be an active member of the local business service teams.

One-Stop Delivery System Partnership and Coordination

The partnership with SCSEP and the One-Stop American Job Center system is essential to the success of SCSEP in Tennessee. A Memorandum of Understanding (MOU) is developed to coordinate activities among SCSEP and the one-stop delivery system. The state will encourage One-Stop American Job Centers to hold regular partner meetings that include all SCSEP grantees operating in each local area to improve coordination with the One-Stop delivery system. Sub-grantee strategies include:

- Listing all participant openings with the Career Centers.
- Listing all staff openings with the Career Centers.
- Encouraging co-enrollment in WIA, where possible, for participants seeking full-time employment.
- Where feasible, requesting that Career Center(s) in service areas serve as host agencies for SCSEP participants so that participants can provide administrative support to these offices while learning valuable job skills.
- Requesting guidance from the Career Centers on relevant skills required by local employers.
- Participating in Tennessee Career Center offices' partner meetings.
- Collaborating appropriately with Career Center offices on employer outreach on behalf of senior Tennesseans and collaborating on continuous improvement of senior-service strategies.
- Providing brief updates to Board staff and Tennessee Career Center offices' staff on SCSEP activities in the local workforce development area.

- Where applicable, attending Board meetings regularly in the service area.
- Using local labor market information and staff information to identify occupations and industries with most promise for older job seekers, employers that are hiring or will soon be hiring, and employers moving to the local area.
- Referring participants who are ineligible for SCSEP to the closest Career Center for job search assistance.

Coordinating SCSEP with other private and public entities

- Coordination with the nine regional Tennessee Area Agencies on Aging organizations that provide curb-to-curb transportation for older Americans (60 and older) is vital in the rural areas to provide access to individuals to participate in SCSEP.
- Partnerships with various community and faith based organizations that provide food to older Americans to ensure SCSEP participants have access to proper nutrition such as Second Harvest Food banks, Senior Centers for congregate meals, and local Help Centers is on-going.
- Coordination with community and faith based organizations that serve older Americans such as Senior Centers, Meals-on-Wheels nutrition sites, and senior transportation, serve as host agencies across the state.
- Coordination with programs that serve individuals with special needs or disabilities such as Vocational Rehabilitation and employers such as Goodwill Industries to ensure a successful outcome with SCSEP.
- Use Tennessee's 2-1-1 and other directories of service and support organizations to identify entities and programs in the community that provide referrals and support services to seniors.
- Negotiate community service assignments for participants at Career Center offices where feasible. Participants' training positions include greeters and resource assistants, administrative assistants, file/records clerks, custodians, office assistants, job developers, case managers, and computer assistants.
- Negotiate for participant staff to be co-located at Career Center offices where feasible. If participant assistants are trained as job developers or job developer assistants, they will be able to assist Career Centers' older job seeker customers to find employment and enable Career Center staff to address other customers or service delivery needs. Participate in meetings, as appropriate, with senior service providers, both public and private.
- Provide information and referrals to the services of Career Centers and SCSEP, respectively.
- Continue to utilize computer, adult basic education (ABE), HSE, continuing education, and other targeted training courses at community colleges, taking advantage of course discounts for individuals 55 to 64 years of age and free classes for individuals 65 years of age and older at community colleges. Libraries and community-based organizations also offer ABE, HSE, and ESL classes.
- Work with LWIA Boards to encourage community colleges to create short-term education and training programs that are relevant for local targeted industries and high-priority occupations.
- List participant openings and staff openings on www.Jobs4TN.com.

- Assist job-ready participants to register online in www.Jobs4TN.com
- Include Career Center's job seeker workshops and Job Clubs, when feasible, in Individual Employment Plans for participants who live near or have their host agency assignment near a Career Center office.
- Attend Board meetings when feasible.
- Provide updates to Boards on SCSEP activities and successes in the LWIA.

Long-term Strategy for Achieving an Equitable Distribution

Title V of the Older Americans Act promotes geographical distribution of SCSEP positions so that all eligible persons have reasonable access to SCSEP. For Program Year (PY) 2011-2012, the U.S. Department of Labor allocates 20% of SCSEP funding to the TDLWD's 188 positions with the remaining 80% going to two national organizations— National Council on Aging (154 positions) and Senior Service America, Inc. (582 positions). As a result, Tennessee received $8,036,761 or 924 authorized positions. Beginning October 1, 2012, the national SCSEP contractors and/or number of positions may change pending the outcome of the Solicitation for Grant Application (SGA).

To measure the collective progress made by these state grantees toward an equitable distribution of program positions, an annual Equitable Distribution (ED) Report is developed in collaboration with all state grantees and sub-grantees. Each grantee operating in the state was contacted and asked to help develop the report. Telephone conversations provided a venue for the group to affirm a return to the regular practice of annual, Equitable Distribution meetings to achieve equality as indicated in the OAA Amendments. In addition, state operators meet on the national level to alleviate the disproportion noted.

Movement of positions from over-served to underserved locations within the state

The Program Year (PY) 2012 Equitable Distribution List will be developed in conjunction with the recent 2010 Census Report and Employment and Unemployment statistics from the U.S. Bureau and Labor Statistics. This list showed that the Tennessee counties that were greatest in need were: Shelby, Davidson, Knox, Hamilton, Sullivan, Washington, Sumner, Rutherford, Madison, and Greene counties. These counties also house the majority of the state's population. This allocation and other allocations are based on data from the U.S. Census Bureau and data from the Bureau of Labor and Statistics.

Equitably serves rural and urban areas

Tennessee has 95 counties. According to the 2009-2011 USDOL's SCSEP Persistent Unemployment Report, 48 out of the 95 counties were reported as poor employment attainment counties. The majority of these counties are located in rural areas; therefore, the population tends to have low-literacy and low-skilled workers. Tennessee is working toward:

- Identifying the inequities in resources to equitably serve SCSEP participants in both rural and urban counties across the state.
- Identifying those inequities, specific to rural areas, that can be changed or addressed, and those which promote the development of new training sites and employment opportunities for participants.
- Identifying tools and resources to rally communities in helping with the needs of the eligible population.

Rural areas that have inadequate resources will have access to the WIA services. Rural-area employers with SCSEP training include: custodial, food service, lawn care, department store greeters, librarian assistants, and childcare providers. In order to develop the types of jobs listed above, sub-grantees will make connections with businesses, local employers, schools, childcare facilities, nursing homes, and healthcare facilities. After rapport has been established with these entities, host agencies will be determined. Sub-grantees will maintain a relationship in an effort to supply host agencies with SCSEP participants as needed.

Like the rural population, Tennessee's urban population has its shares of challenges, which includes low skills, background, health, access, transportation and other barriers to employment. For example, Shelby County's challenges are similar to other urban counties in the state. Many of the state's older workers lack a sufficient work history and/or experience in industries relevant to today's labor market. This can be attributed to the tradition of retiring from one company, which means a participant would only be employable for that particular position that they held for 15 to 20 years. The realization is that the individual may no longer be physically fit or because of technological advancements possess the knowledge or skills to use advanced machinery and/or equipment. For this reason, many of SCSEP participants' lack relevant skill set(s) for other industries including high growth industries for which they have not worked or have received training. Another consequence that stems from the age old tradition of maintaining loyalty to one company or job is the lack of education required for that job. The majority of Shelby County SCSEP participants' only have a high school diploma or less. All of these issues, including others that will be mentioned, comprise the older population in Shelby County that is eligible for SCSEP.

Second, criminal background and/or credit check significantly impacts the number of participants that program staff is able to move into employment. There are applicants living in the large urban—Davidson and Shelby— areas are ex-offenders. This results in limited host agencies and employers that will agree to work with ex-offenders thus limiting the ability to offer services to these individuals. At best, these are the participants that are most likely to be promoted and encouraged by Host Agencies to hire.

In addition, although many of the SCSEP participants need or want to work they may be long term consumers of government assistance programs for income or other supports. The finding is

recipients of these government assistance programs such as Supplemental Security Income (SSI), Disability Insurance or Housing and Urban Development (HUD) never leaves, especially for employment, once on these programs. Even when there is an opportunity for the individual to move off government assistance into economic self-sufficiency, there is fear that if government assistance is needed again the process is so long and tedious it will not be available. SCSEP then becomes just a program to supplement the income of those participants receiving benefits from these programs.

Thirdly, another issue that is prevalent in both rural and urban areas is persons with health and mental illness, some undiagnosed. There have been a number of participants enrolled in Shelby County suffering from serious health or mental illness. While the two are grouped in this narrative they are very different, one more recognizable than the other. Both consequently, prove to be a trial for job retention.

Lastly, Davidson County like Shelby County still faces many issues with public transportation. Although public transportation is available in the large urban areas, there are still challenges to successfully overcome when assisting participants who use this method of transportation. These challenges include rising costs of bus tickets, finding appropriate host agencies for assignment on the bus route, the length of time it takes to get to and from the host agency, the cost and time it takes to job search and finding employers located on the bus route once the participant becomes job ready. One way Davidson County is dealing with this issue is by having staff rides the bus routes to become familiar with non-profits, public entities and businesses located on the public transportation routes located in the participants' neighborhoods. Once research has been completed, new relationships can be formed to meet the needs of the participants.

Priority for service

Several participants are given priority status under the SCSEP program. SCSEP sub-grantees work to continue enrolling older workers using this priority of service: first, individuals who are veterans and their qualified spouses; next, individuals who are 65 and older, or:

- Have a disability
- Have limited English proficiency or low literacy skills
- Reside in a rural area
- Have low employment prospects
- Have failed to find employment after using services under Title I of WIA
- Are homeless or at risk of homelessness

Outreach to local organizations, serving individuals with barriers (such as veterans and the homeless), will be used to recruit individuals 55 years old or older meeting SCSEP guidelines.

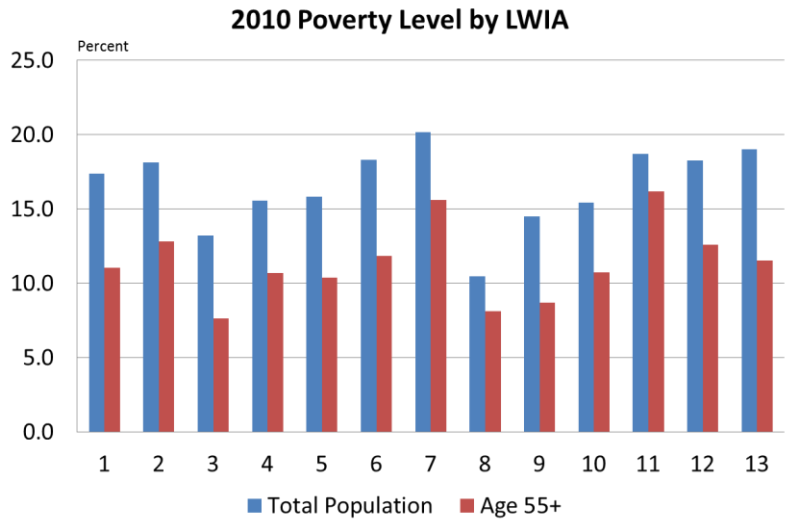
These statutory preferences apply to the following individuals: 1) those that have incomes below the poverty line; 2) those who have poor employment prospects and who have the greatest social

and/or economic need; and 3) those who are eligible minorities, Limited-English speakers, or Native Americans. These preferences should be considered within the context of statutory priorities. For example, among eligible veterans and qualified spouses age 60 and over, to the extent practical, preference should be given to individuals within these three categories.

Also, the Quarterly Progress Report indicators include the number of SCSEP persons served along with the demographics and characteristics of those participants. This U.S. Department of Labor-required report is another vehicle to track the number served, the distribution, the employment situation, and the population where community service projects are located.

Ratio of Eligible Individuals to the Total Eligible Population

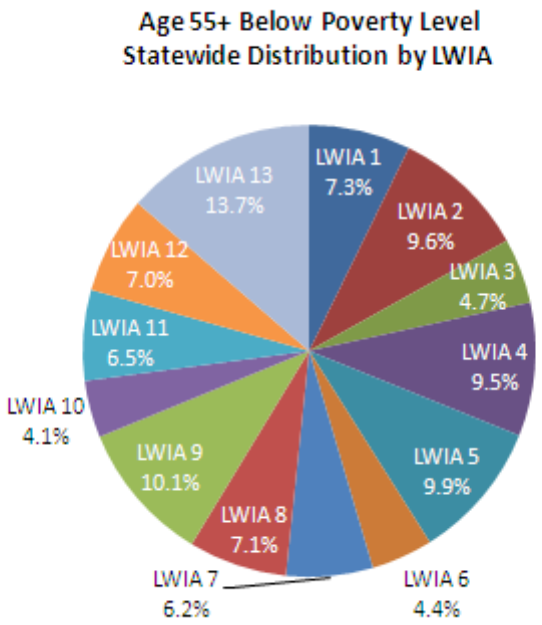
Throughout the inception of Tennessee's SCSEP program, the demand has been greater than the supply. See table below which shows the poverty rate of individuals 55+ by its LWIA population.



LWIA 7, commonly known as the Upper Cumberland area had the highest poverty level for the total population at 20.2%. Seven of the thirteen LWIAs have poverty levels for the total population that are higher than the state average.

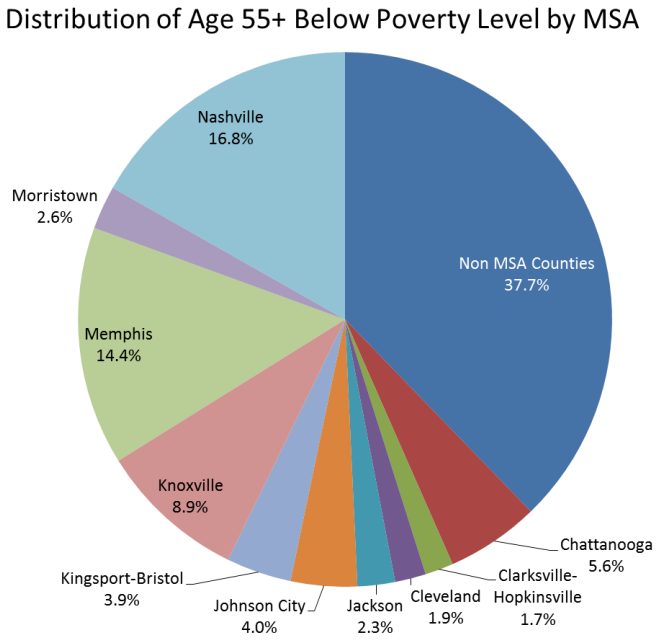
For the age 55+ group, LWIA 11 has the highest percentage below poverty at 16.2%. LWIA 7 ranked second with 15.6% of age 55+ below poverty.

LWIA 13 has the greatest number of age 55+ individuals below poverty level. There are 23,181 age 55+ below poverty in this LWIA and represents 13.7% of the total statewide. LWIA 9 has 10.1% of the statewide total with 17,128 of age 55+ below poverty. These two LWIAs include the two largest cities in Tennessee.



LWIA	Total population	# below poverty level	% below poverty	% of State total	Total population Age 55+	# 55+ below poverty	% 55+ below poverty	% of State total
1	369,740	64,279	17.4%	6.4%	111,393	12,327	11.1%	7.3%
2	440,361	79,924	18.1%	8.0%	127,371	16,327	12.8%	9.6%
3	423,748	55,989	13.2%	5.6%	103,496	7,887	7.6%	4.7%
4	480,105	74,801	15.6%	7.5%	150,514	16,114	10.7%	9.5%
5	592,596	93,707	15.8%	9.3%	162,243	16,850	10.4%	9.9%
6	230,170	42,133	18.3%	4.2%	63,221	7,485	11.8%	4.4%
7	238,707	48,179	20.2%	4.8%	67,270	10,515	15.6%	6.2%
8	685,158	71,802	10.5%	7.2%	147,544	11,977	8.1%	7.1%
9	980,715	142,248	14.5%	14.2%	197,276	17,128	8.7%	10.1%
10	241,111	37,210	15.4%	3.7%	64,192	6,885	10.7%	4.1%
11	251,825	47,168	18.7%	4.7%	67,489	10,935	16.2%	6.5%
12	340,578	62,187	18.3%	6.2%	93,570	11,810	12.6%	7.0%
13	960,154	182,840	19.0%	18.2%	201,079	23,181	11.5%	13.7%
State Total	**6,234,968**	**1,002,467**	**16.1%**		**1,556,658**	**169,421**	**10.9%**	

Comparing urban and rural areas shows non-metro counties have almost 38% of the total population age 55+ below poverty level. The Nashville area has 16.8% of the statewide total.



Recently, sub-grantees participated in a survey that focused on capturing the total number of individuals on the waiting list, current enrollment, total allocation, and the range of average income upon entering the program. The table below shows the results of the state's three sub-grantees:

Grantees	Total Waiting List	Current Enrollment (As of April 2012)	Total Allocation	Average Income (At Entrance)
NCOA	201	186	188	$0 - $27,060
SSAI	199	144	154	$0 - $17,000
TDLWD	1050	578	582	$0 - $26,268
TOTAL	**1,450**	**908**	**924**	**$0 - $27,060**

Note:

- Average income calculation is based on total family household income
- The total number of participants served (or enrollment) is greater than the total allocation due to entered employment, breaks (health issues), and exits (non-compliant or at-will)
- Earnings are based on includable income such as survivor benefits, pension, 75% of Social Security Act, etc.

The total number of individuals on the waiting list and average income of participants are priorities for the state. The state, through the SCSEP program, is working to place 30% or more of its participants in unsubsidized full-time employment. This will allow eligible participants on the waiting list to enter the program and receive the training necessary to be among the individuals who are placed in full-time permanent employment.

Relative Distribution of Eligible Individuals

The Equitable Distribution (ED) report is prepared by USDOL using 2010 U.S. Census data. Each county in Tennessee is assigned allocations based on population and unemployment rates. Because the ED is driven by data, it is not easy to move slots or relinquish slots. However, when events such as massive layoffs occur, USDOL is likely to consider negations. Other factors such as "Most-In-Need" play a special role in recruitment strategies and performance measures. The categories include individuals who:

- Reside in urban and rural areas
- Are minorities
- Have limited English proficiency
- Have the greatest economic need
- Have the greatest social need

The greatest economic need is for those at or below 125% of the Department of Health and Human Services Poverty Level. In Tennessee, according to 2010 Census Data, 1,639,177 people account for the age group 55+; TDLWD estimates that 188,505 are eligible for SCSEP services. To be eligible for SCSEP, an individual must be 55 years old or older, have a total family income of less than 125 percent of the Federal poverty level and be unemployed. For Tennessee, 11.5% of the individuals 65+ fall at or below 125% of the poverty level, according to the Census ACS. Likewise, the greatest social need is defined by USDOL as a need caused by noneconomic factors. This includes persons with physical disabilities and mental disabilities, language barriers, and cultural, social, or geographic isolation brought about by racial or ethnic status. In Tennessee, approximately 121 or 13% of the eligible individuals were identified as having a disability at the end of PY 2012. This indicates that Tennessee SCSEP is reaching out and serving eligible older residents with disabilities.

The Most-In-Need outreach includes services from WIA, community outreach, assistance in providing transportation, Career Center referrals, promoting area businesses in an effort to increase host agency assignments. Each sub-grantee holds a position on the local board, that includes members of the community, business owners, representatives, and those from other state agencies. The sub-grantee is assigned to the Career Center one day a week to recruit participants qualified to participate in the program. The state's objective to improve these resources is an ongoing effort.

Overall, recruitment endeavors in Tennessee have been successful in reaching and serving the SCSEP-targeted special populations. The use of Disability Program Navigators throughout the

Career Center system is a great resource. Navigators assist individuals, with special needs, with Career Center staff in the recruitment and selection process. Navigators bridge the gap between the business and human service communities by organizing forums for discussion, etc.

Below is a chart of recruitment strategies:

Most-In-Need Population Group	Sub-grantee Recruitment Method
Are age 65 or older	Senior centers, aging agencies, build local community-based partnerships and collaborations
Have a disability	Senior centers, aging agencies, disability service providers, build local community-based partnerships and collaborations
Have limited English proficiency	Have access to Spanish speakers; utilized local community partnerships
Have low literacy skills	Partner with high school equivalency (HSE) and ABE providers; work with seniors who present this barrier
Live in a rural area	Focus on the 48 counties in Tennessee that are classified as rural
Are veterans or their spouses eligible	Partner with agencies that serve veterans
Have low employment prospects	Promote SCSEP with safety net organizations (like food banks) and other types of host agencies to get the word out
Have failed to find jobs after using WIA Title I services	Partner with local TN Career Centers
Are homeless or at risk of homelessness	Partner with agencies that serve the homeless
Have income at or below poverty level	Do not recruit for this specifically other than ensuring that participants are income-eligible for SCSEP
Are minorities	Have access to Spanish speakers and other members of minority community. Build local partnerships to address this.
Are socially isolated – have physical or mental disabilities, language barriers, and cultural, social, or geographic isolation including isolation caused by race or ethnicity	Some territory in TN yields pockets of isolation; also sub-grantees partner with disability organizations for supportive services and other referrals

Disruption Avoidance

When a new census or other reliable data becomes available or when there is over-enrollment for any other reason, every effort is made to ensure that there is no disruption in service by ceasing

new enrollments until authorized levels are met. Individual Employment Plans are reviewed and any remaining barriers to employment are addressed; also an aggressive job placement strategy is put in place to achieve authorized levels.

In the case of any transition of positions, whether caused by a shifting in census data and the location of SCSEP positions or sub-grantees moving within the state, the grantee designated point of contact will serve as the team leader whose responsibilities will include: serving as a coordination point of contact for participants, host agencies, other grantees, state SCSEP Offices and USDOL. The Federal Project Officer will be consulted and will subsequently approve any movements of positions. No movement or transfer of positions will be initiated until the State Agency is notified. After approval, the file transfer process begins. Records include, but are not limited to: most-recent eligibility; contact information; assessments or latest IEP review; current community service work-based training description; host agency contact information; safety record of most-recent monitoring; and the most-recent offer of a physical examination.

Sub-grantees ensure that files are kept confidential in several ways: (1) contact will be made with sub-grantees about the confidential treatment of files; (2) participant files will be kept in a secure location accessible only to authorized persons; (3) sub-grantee will monitor onsite file security; (4) neither grantees nor their sub-grantees will use volunteers for any transition activities that require access to records; (5) grantees will transfer only encrypted files to maintain confidentiality of electronic data; and, (6) at the time of enrollment, each participant will sign the Privacy Act Statement based on the Privacy Act of 1974, which allows release of specific confidential information, including Social Security numbers.

In a case where there are new offices, SCSEP grantees and their sub-grantees will use existing offices and staff for immediate startup and they will ensure seamless services during the transition. If grantees are awarded funds to serve counties not included in their current grant, they will identify and train staff of a new sub-grantee, or if necessary, will operate in these counties with their own staff on an interim basis. Through any transition process, grantees will ensure that participants are paid. Grantees will convene meetings with affected participants, the incumbent and new providers, to process participant payroll information. As part of the sub-grantee sponsor agreement, all sub-grantees have acknowledged in writing that they "agree to assist grantees in transitioning SCSEP participants and related files to the new SCSEP sponsor with minimum disruption."

To ease the transition, participants will be encouraged to take advantage of other available assistance programs. Onsite help will be available as needed. Since necessary financial information will be transferred, there should be no interruption in payroll. Final payroll payments will be made according to a payment schedule agreed upon by the two grantee agencies.

Long-term Strategy for Serving Minority Older Individuals

According to the PY 2009 SCSEP Minority Report that was released by the Charter Oak Group, LLC., in 2011, Tennessee overall exceeded the Census minimum expectation for the African American and American Indian populations; however, there is room for growth in serving the Hispanic and Asian populations; several strategies will be put in place to increase the awareness of SCSEP for these two populations. These include:

1. Monitoring of minority participations to assure performance negotiated goals are met.
2. Reaching out to community and faith-based organizations that serve minority populations to recruit eligible individuals.
3. Seeking eligible minorities by outreach efforts with One-Stop partners such as Vocational Rehabilitation and Social Service agencies.
4. Using multi-lingual brochures and fliers to reach non-English speaking minority groups.
5. For Hispanic and Asian population,
    - Determining the cause(s) for the minority group's lower enrollment.
    - Setting specific targets for the number of minority enrollees expected.
    - Identifying the steps that will be taken to increase the enrollment of each minority group.
    - Beginning monitoring minority enrollments on a quarterly basis.
    - Prioritizing bilingual service delivery whenever possible to encourage full participation.

Needed Community Services and Localities

SCSEP participants across Tennessee need a wide range of community services to meet their needs. Because they are economically insecure, they struggle with issues such as having enough food to eat, paying for medicine and out-of-pocket health expenses, housing, transportation, legal issues, and daily living expenses. Participants in need of assistance are referred to organizations such as food stamp offices, the Salvation Army, the Legal Aid Society, senior centers, and food banks. There are limited organizations with funding to provide these resources in rural areas. Therefore, SCSEP staff research and provide community service information available in both rural and urban areas for SCSEP participants.

In addition, TDLWD engage in partnerships with Tennessee Human Resource Agencies. These agencies produce community-needs assessments as well as use other assessments produced by groups such as the local United Way office or Community Action Agencies. These assessments are used to identify priority community needs.

Long-term Strategy to Improve SCSEP Services

Tennessee seeks to be the top-performing state in the nation, and it understands that there are necessary steps which need to be taken to achieve this goal. These steps include:

1. SCSEP staff participating in monthly conference calls with the Career Centers management team.
2. Conducting a state-wide training for all SCSEP sub-grantees. (Topics may include data validation, Most-In-Need, Achieving Performance Goals, etc.)

3. Continue to analyze the Participant and Host Agency Supervisor Satisfaction Surveys for information about how to improve SCSEP services.
4. Creating quarterly progress reports for each sub-grantee to submit in an effort to monitor performance and the attainment of goals.
5. Maintaining efficient communications with the Federal Program Officer and with USDOL.
6. Developing recruitment and marketing plans to attract individuals of the "Most-In-Need" population, and Asian and Hispanic populations.
7. Conducting quarterly meetings between state and national grantees.

Employer-Engagement in unsubsidized employment

As stated in the plan, Tennessee has a goal to place at least 30% or more of its funded slots into full-time unsubsidized employment. Cooperative arrangements will be established between the local Career Centers of the Tennessee Department of Labor and Workforce Development, community service work-based training assignment agencies, and with public and private employers. Coordination and co-location of services, at the Career Centers, will identify suitable job openings in high-demand occupations. Strategies for reaching the state's placement goals include:

- Ensuring that every effort is made to establish rapport with employers which have reliable career pathways and who are willing to develop and maintain a working partnership.
- Creating an on-going process that will consist of scheduled employer visits in the public and private sectors, of telephone contacts, and of using local news media. Contacts will also include the local Department of Economic Development and the Regional Chamber of Commerce; they will be asked to assist in creating job opportunities in local growth industries for SCSEP participants.
- Encouraging local employers to participate in job fairs and in meetings to learn how older workers contribute to all aspects of our economy and to America's leadership in the world marketplace.
- Holding sub-grantees accountable for contacting employers in their respective areas to increase employment opportunities. A focus on these sectors will include those providing opportunities for engineering, information technology, manufacturing, healthcare, and providing opportunities for other industries and occupations critical to the success of the regional economy.
- Providing additional training through WIA resources. These resources include: basic learning skills, upgrading computer skills, enrollment with WIA for Vocational Education, resume writing, and assistance with full-time job placement.

Through the assistance of employer contacts, WIA and other Aging and Disability Resource Connections will make every effort to place participants into unsubsidized employment. Follow-ups will be captured on retention activities once a participant has entered the workforce the first quarter after exiting the program. This will be accomplished by the sub-grantee contacting the employer about the exited participant's employment status. Once the participant's status has been identified, the 2nd retention phase begins. The 2nd follow-up is completed six months after the first quarter of exit, and then the last follow-up is completed one year after the first quarter of exit (Quarter definition in SCSEP Data Collection Handbook). Strategies to transition participants into unsubsidized employment will include:

- Job development which will be an on-going process and will consist of scheduled employer visits in the public and private sectors, telephone contacts, and use of local news media.
- Cooperative arrangements which will be established between the local Career Centers, community service, work-based, training-assignment agencies, and public and private employers.
- Coordination and co-location of services at the Career Centers will allow identification of suitable job openings in high-demand occupations.

Strategy for Continuous Improvement and Performance

High performance is a priority for the state on every level—grantee, sub-grantees, host agencies, and employers. Several efforts are necessary in achieving these goals:

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

Waivers Requests

Tennessee currently has eight active waivers and is requesting that all eight be extended through July 30, 2013. A summary of each is listed below with a complete description in accordance with 20 CFR 661.420(c) following.

1. Waiver of WIA Section 134(a)(2)(B)(ii and 20 CFR 665.200(d) to exempt the state from the requirement to conduct evaluations. No requested changes.

2. Waiver of WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e) to exempt the state from the requirement to provide local workforce investment area incentive grants. No requested changes.

3. Waiver of the prohibition at 20CFR 664.510 on the use of Individual Training Accounts for older and out-of-school youth. No requested changes.

4. Waiver to permit the state to replace the performance measures at WIA Section 136(b) with the common measures. No requested changes. Request to increase transferability to 100%.

5. Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount between Adult and Dislocated Worker funding streams allocated to the local area.

6. Waiver of WIA Section 123 that requires that providers of Youth program elements be selected on a competitive basis. Revised, requesting waiver for additional elements.

7. Waiver of WIA Section 134(a) to permit local areas to use a portion of local funds for incumbent worker training. No requested changes.

8. Waiver of WIA Section 134(a)(1)(A) to permit a portion of the funds reserved for rapid response activities to be used for incumbent worker training and other statewide activities. Resubmitted with a request to increase to 50% transferability.

Waiver # 1 Evaluations

State of Tennessee
Workforce Investment Act
Waiver Request

Statutory or Regulatory Requirements to be Waived
The Tennessee Department of Labor and Workforce Development requests a waiver under the authority of the Secretary of Labor to waive requirements of the Workforce Investment Act (WIA) Title I (WIA Section 134 (a)(2)(B)(ii) and 20 CFR Part 665.200(d)) requiring the conduct of evaluations of workforce investment activities for adults, dislocated workers and youth.

State or Local Statutory or Regulatory Barriers
There are no state or local statutory barriers in implementing the requested waiver. Present regulations and policy statements are in compliance with current federal law. Upon notification of the approval of this waiver request, rules and policies will be amended to comply with the terms of the waiver.

Goals to be Achieved by the Waiver and Expected Programmatic Outcomes
The reduction to five percent in the WIA allotment for Program Year 2011 Governor's Reserve funds restricts the state's ability to effectively fund and carry out all of the required statewide workforce investment activities. The current funding level in the Governor's Reserve is insufficient to cover the cost of evaluations. The state's reduced funds are being used to cover the following required activities:

- operating fiscal and management accountability information systems (WIA Section 134(a)(2)(B)(vi) and 20 C.F.R. 665.200(b)(1))
- submitting required reports (WIA Section 136(f))
- disseminating the list of eligible training providers for adults and dislocated workers (WIA Section 134(a)(2)(B)(i) and 20 C.F.R. 665.200 (b)(1)), and youth activities (20 C.F.R. 665.200(b)(4))
- providing technical assistance to poor performing local areas (WIA Section 134(a)(2)(B)(iv) and 20 C.F.R 665.200(f))
- disseminating training provider performance and cost information (20 CFR 665.200(b)(3)).

The goal in seeking this waiver is to ensure that the state may prioritize the use of the Governor's Reserve funds for the required activities deemed most essential to the basic functions of the workforce investment system.

Individuals Impacted by the Waiver

This waiver will provide the state agency with more flexibility in directing the Governor's Reserve funds to those activities that best preserve the basic functions of the statewide workforce investment system. Of the required statewide activities all but two of the basic administrative functions will continue. Based on the current spending for 5%, it is necessary to reduce the amount provided to one of our statewide contractors, This contractor was previously funded using the 10% statewide funds and in the development of quarterly and annual WIA participant and performance reports, compiles and analyzes Unemployment Insurance (UI) data to support WIA performance accountability, responds to LWIA requests for information on customer satisfaction surveys/performance measures issues, and assists TDLWD staff in the conduct of data validation of WIA participant data. Without the services provided by this contractor, the state would be limited on the amount of performance data that would be accessible for use in determining performance outcomes, etc. The state does not have ample staff to carry out these duties without the contractor. This leaves the state with an estimated amount of $200,000 - $300,000 in statewide funds to support the one statewide contract performance tracking. Should the federal government reduce the amount allocated to the state, and we continue on the track of receiving 5%, the state would be left with providing only the essential administrative requirements of the Workforce Investment Act.

Process for monitoring progress in implementation

The state will monitor progress and ensure accountability for federal funds in connection with these waivers by reviewing monthly expenditures, performance, and other reports, through regular contact with ETA Regional Office liaisons, and through its monitoring and performance accountability system.

Opportunity for State and Local Board and Public Comment on Waiver Request

The waiver request will be posted on the division's Web site for 30 days for public review and comment, and TDLWD will solicit additional, public input regarding this waiver request through notification to our state and local partners. This waiver was initially posted for public comment at the end of January 2012, followed by the request for waiver to USDOL on February 29, 2012. Public comment is solicited through website notification and direct emailing to all local area administrative entities and boards. In addition, the waiver was posted again on August 15, 2012 for comment along with the State Integrated Plan. Consistent with general waiver request requirements, the State is adhering to publication requirements to ensure the broadest participation including informing labor and community-based organizations, local workforce boards, and the Tennessee Workforce Investment Board. No public comments were received regarding this waiver.

Waiver #2 Local Incentive Grants

State of Tennessee
Workforce Investment Act
Waiver Request

Statutory or Regulatory Requirements to be Waived
The Tennessee Department of Labor and Workforce Development requests a waiver under the authority of the Secretary of Labor to waive requirements of the Workforce Investment Act Waiver of WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e) requiring provision of incentive grants to local areas.

State or Local Statutory or Regulatory Barriers
There are no state or local statutory barriers in implementing the requested waiver. Present regulations and policy statements are in compliance with current federal law. Upon notification of the approval of this waiver request, rules and policies will be amended to comply with the terms of the waiver.

Goals to be Achieved by the Waiver and Expected Programmatic Outcomes
The reduction to five percent in the WIA allotment for Program Year 2011 Governor's Reserve funds restricts the state's ability to effectively fund and carry out all of the required statewide workforce investment activities. The current funding level in the Governor's Reserve is insufficient to cover the cost of local incentive grants. The state's reduced funds are being used to cover the following required activities:

- operating fiscal and management accountability information systems (WIA Section 134(a)(2)(B)(vi) and 20 C.F.R. 665.200(b)(1))
- submitting required reports (WIA Section 136(f))
- disseminating the list of eligible training providers for adults and dislocated workers (WIA Section 134(a)(2)(B)(i) and 20 C.F.R. 665.200 (b)(1)), and youth activities (20 C.F.R. 665.200(b)(4))
- providing technical assistance to poor performing local areas (WIA Section 134(a)(2)(B)(iv) and 20 C.F.R 665.200(f))
- disseminate training provider performance and cost information (20 CFR 665.200(b)(3)).

The goal in seeking this waiver is to ensure that the state may prioritize the use of Governor's Reserve funds for the required activities deem most essential to the basic functions of the workforce investment system.

Individuals impacted by the waiver

This waiver will provide the state agency with more flexibility in directing the Governor's Reserve funds to those activities that best preserve basic functions of the statewide workforce investment system. Of the required statewide activities all but two of the basic administrative functions will continue. Based on the current spending for 5%, it is necessary to reduce the amount provided to one of our statewide contractors, This contractor was previously funded using the 10% statewide funds and in the development of quarterly and annual WIA participant and performance reports, compiles and analyzes Unemployment Insurance (UI) data to support WIA performance accountability, responds to LWIA requests for information on customer satisfaction surveys/performance measures issues, and assists TDLWD staff in the conduct of data validation of WIA participant data. Without the services provided by this contractor, the state would be limited on the amount of performance data that would be accessible for use in determining performance outcomes, etc. The state does not have ample amount of staff to carry out these duties without the contractor. This leaves the state with an estimated amount of $200,000 -$300,000 in statewide funds to support the one statewide contract performance tracking. Should the federal government reduce the amount allocated to the state, and we continue on the track of receiving 5%, the state would be left with providing only the essential administrative requirements of the Workforce Investment Act.

Process for Monitoring Progress in Implementation

The State will monitor progress and ensure accountability for federal funds in connection with these waivers by reviewing monthly expenditures, performance, and other reports, through regular contact with the ETA Regional Office liaisons, and through its monitoring and performance accountability system.

Opportunity for State and Local Board and Public Comment on Waiver Request

The draft waiver request will be posted on the division's Web site for 30 days for public review and comment, and TDLWD will solicit additional, public input regarding this waiver request through notification to our state and local partners. This waiver was initially posted for public comment at the end of January 2012, followed by the request for waiver to USDOL on February 29, 2012. Public comment is solicited through website notification and direct emailing to all local area administrative entities and boards. In addition, the waiver was posted again on August 15, 2012 for comment along with the State Integrated Plan. Consistent with general waiver request requirements, the state is adhering to publication requirements to ensure the broadest participation including informing labor and community-based organizations, local workforce boards, and the Tennessee Workforce Investment Board. No public comments were received regarding this waiver.

Waiver #3 Individual Training Accounts (ITAs) for Youth

State of Tennessee
Workforce Investment Act
Waiver Request

Statutory or Regulatory Requirements to be Waived
The Tennessee Department of Labor and Workforce Development requests a waiver under the authority of the Secretary of Labor to waive requirements of the Workforce Investment Act (WIA) Title I (WIA Regulation 29 CFR §664.610 prohibits the use of Individual Training Accounts for youth). This waiver requests the use of Individual Training Accounts to access occupational skills training as needed for WIA youth, especially out-of-school youth and/or older youth.

State or Local Statutory or Regulatory Barriers
There are no state or local statutory barriers to implementing the requested waiver. Present regulations and policy statements are in compliance with current federal law. Upon notification of the approval of this waiver request, rules and policies will be amended to comply with the terms of the waiver.

Goals to be Achieved by the Waiver and Expected Programmatic Outcomes

- Ensures local areas have the flexibility needed to design and deliver programs based on the needs of their customers, rather than on restrictions based on the age of the customer.
- Provides access to the required youth element of occupational skills training without the need to dual-enroll a youth as an adult to provide this element.
- Allows training opportunities for youth in demand occupations that can enable the youth to become self-sufficient.
- Provides youth access to training needed instead of only the training opportunities that might be available through an RFP process. Training institutions have little interest in developing and submitting a proposal for youth training in response to an RFP.
- Allows more efficient use of resources by allowing youth dollars to be spent on youth and adult funds to be spent on adults.
- Eliminates the need to dual enroll a youth just to be able to provide the specific training needed by the youth to attain an occupational goal as is currently necessary for a youth to access occupational skills training through the Adult Individual Training Account (ITA) and Eligible Training Provider List (ETPL) process.
- Offers youth the customer choice and informed decision making opportunities specified in Section 129 of the Act through use of the ITA/ETPL process.

- Allows youth to be counted only in the appropriate youth measures instead of in both the youth and adult measures. (This can be especially critical when serving challenging populations such as Older Youth.)

Description of the Goals of the Waiver and Expected Outcomes

The implementation of WIA brought a shift from short-term approaches in providing youth training activities to a comprehensive, year-round program. The legislative intent of WIA was to provide more comprehensive services to youth with both in-school and out-of-school youth being served. Tennessee fully agrees with the intent of the legislation but does not feel that the contracted year-round services method is the only way or always the best way to serve the state's youth population.

Youth may currently access Individual Training Accounts (ITAs) through co-enrollment into the adult program. Approval of this waiver would allow flexibility in using youth funds to provide training services to youth while retaining limited adult funds to be used on adult training services.

Co-enrollment would still be a viable option if the needs of the customer warrant co-enrollment. Being able to access the Eligible Training Provider (ETP) List would allow more comprehensive services to be provided to the WIA youth being served in Tennessee. The Tennessee Higher Education Commission (THEC) provides a consumer report available via the Web site that provides consumers with enrollment, completion and placement data for each program on the ETP List. Using the ETP List would enhance the local areas' ability to better serve youth by not having to issue a Request for Proposal for the single stand-alone training services that might be needed by one or a small group of youth.

§664.510 states, "in order to enhance youth participant choice, youth participants should be involved in the selection of educational and training activities." Receiving this waiver would provide youth customers with more opportunity to be strongly involved in the development of their service strategies. Each local area would outline a youth strategy through the local plan process. Receiving this waiver will allow the local areas in Tennessee to more efficiently and cost effectively, serve the youth population. The local areas could also better manage WIA Performance Measures by receiving this waiver. The ultimate outcome would be that individual needs of the youth will be better served.

WIA requires local areas to make available a menu of ten program elements, specified in 20 CFR 664.410, to eligible youth.

These required program elements include occupational skills training. Currently, it is difficult to provide that element to Tennessee's youth. TDLWD believes that the intent of this waiver request is practical and needed for successful outcomes for youth. TDLWD will, through the local planning process, require that local workforce investment areas outline a plan of action to ensure compliance with this regulation for those receiving occupational skills training through the use of an Individual Training Account.

Description of the Individuals Impacted by the Waiver

This waiver will impact all youth customers in a positive manner. These customers will benefit from having more opportunities for training activities available to them. This waiver will also have a positive impact on adult customers, since limited adult funds will not be needed to serve all youth customers accessing occupational training.

Description of the Process to Monitor Progress

TDLWD will be the entity responsible for monitoring the goals established in this waiver request. Criteria concerning implementation of this waiver are included in the Sub-recipient Monitoring Guide utilized to monitor fiscal and program activity within the LWIAs.

TDLWD staff will also be responsible for monitoring the local area process during annual on-site reviews of each local area. In addition, performance results of each individual LWIA utilizing the waiver will be reviewed to ensure positive correlation between participant outcomes and service strategies. Eligible Training Providers who are utilized under this waiver will be included in the same reviews and procedures the agency currently has established as part of the Eligible Training Provider List.

Opportunity for Local Boards to Comment on the Waiver Request

This waiver request was initiated based on needs identified by local area Youth Leads.

Opportunity for State and Local Board and Public Comment on Waiver Request

The public comment period for this waiver request was issued from August 15, 2012, through September 15, 2012. Public comment is solicited through website notification and direct emailing to all local area administrative entities and boards. No public comments were received regarding this waiver.

Additional Information

If this waiver is granted, the Tennessee Department of Labor and Workforce Development, administrator of the Workforce Investment Act in Tennessee, will issue, through guidance memorandums, authority for the thirteen Local Workforce investment Areas (LWIAs) to pursue the use of Individual Training Accounts (ITAs) for youth using the methodology outlined in sections 663.400-440 and 663.500-595 of the regulations. Each local area will be required to amend its local area plan to include the use of this process for youth. Each area will also be required to implement guidelines outlining how the ITA will be used, including the maximum length of training and the maximum amount of allowable funding. Each LWIA will follow state and locally-established policies and procedures governing the use of ITAs. The LWIAs will be encouraged to monitor the process through internal monitoring processes. The state will monitor the process during annual on-site reviews of each local area.

Waiver #4 Common Measures

State of Tennessee
Workforce Investment Act
Waiver Request

Statutory and Regulatory Provisions to be Waived

The Tennessee Department of Labor and Workforce Development requests a waiver, to be effective July 1, 2008, under the authority of the Secretary of Labor to waive requirements of the Workforce Investment Act (WIA), Title I, Subtitles B and E. Tennessee is requesting a waiver to reporting the 17 statutory measures required under WIA §136(b), and as required in 20 CFR §666.100(a) and §666.300(a), which specify the state and local performance measures currently required for WIA Title I programs. The Tennessee Department of Labor and Workforce Development will report performance using the federal Common Measures exclusively.

State or Local Statutory or Regulatory Barriers

There are no state or local statutory barriers in implementing the requested waiver. Nothing in this waiver is intended to prevent the state or the local workforce board from implementing additional measures to assess performance.

Goals to be Achieved by the Waiver and Expected Programmatic Outcomes

This waiver will allow Tennessee to continue its performance focus, facilitate system integration across partner programs, and enhance the state's flexibility to plan and implement innovative and streamlined service delivery-strategies. The waiver will also help to strengthen Tennessee's continuing work to provide strategic economic and labor market investments. The Common Measures provide a simplified and streamlined performance measurement system, consistent with the new WISPR (Workforce Investment Streamlined Performance Reporting) system. Tennessee's Cyclical Performance Management System, as further explained in the state's recently-approved WIA Strategic Five-Year Plan, is an excellent match with WISPR and the Common Measures, and already has produced a first draft WISPR file. A waiver to report Common Measures exclusively will provide cost effectiveness, better case management, and increased customer service. Customer satisfaction surveys have been conducted regularly with the objective to use evidence-based measurements and practices to facilitate and improve the transition to the common measures. Further, the customer satisfaction surveys, though not required under an approved waiver, will continue to be utilized in order to track our outcomes and experiences under this waiver.

This waiver is viewed as a continuous-improvement measure which will have the following benefits and outcomes:

- Facilitate the goal of a fully-integrated Workforce System
- Provide clear and understandable information to stakeholders concerning the use of public funds and return on investment
- Improve case management integration, service coordination and information sharing
- Assist in the realignment of youth program designs to better implement ETA's New Youth Vision and targeting out-of-school youth
- Use a single set of measures for youth, thus eliminating the need to track younger versus older youth
- Reduce labor intensive data collection and processing

Description of the Individuals Impacted by the Waiver

All customers of the Workforce System will benefit from this waiver. The quality and quantity of services to participants will be enhanced by focusing on fewer targeted outcomes. State and local program administrators will benefit as the State progresses toward a fully-integrated Workforce System that concentrates on demand-driven accountability measures.

Description of the Process to Monitor Progress

The Division of Workforce Development (Division), TDLWD, will monitor the implementation and impact of this waiver, as well as the progress toward meeting expected outcomes. This will be accomplished as follows:

- Tennessee's eCMATS (Enhanced Consolidated Management and Tracking System) online database will be used for case management, tracking of services, follow-up and reporting. eCMATS will be used to monitor the data collection and reporting of Common Measures at both the state and local levels. eCMATS presently accommodates the new WISPR reporting system, and permits specialized reports to ensure accuracy of the data. This will enable state and local staff to identify technical assistance needs.
- The Division will review applicable policies, procedures, and manuals and then modify them accordingly.
- The Division will report performance on Common Measures to ETA quarterly and annually in accordance with the WIA Performance Reporting System.
- The Division will monitor the implementation of the waiver through quarterly reports and meetings with Local Workforce Investment Area (LWIA) administrators. The reports and meetings will serve as opportunities to address implementation issues.

- The state incentive and sanction policy will be revised around the Common Measures to reward success in exceeding performance and require timely corrective action to increase the performance of failed measures.

Opportunity for State and Local Board and Public Comment on Waiver Request

The proposed waiver would impact all 13 of Tennessee's LWIAs. Tennessee's State Workforce Development Board of Directors, representing the 13 LWIAs, has instructed the Division to submit this Request for Waiver to the Common Measures to the U.S. Department of Labor for consideration. The draft waiver request was posted on the Division's Web site for the required 30-day period for public review and comment, and TDLWD solicited additional public input regarding this waiver request through a Performance Business Meeting held on August 15, 2012, and through notification to the State and local partners. All comments received have been provided with full consideration, and when applicable have been incorporated into this request.

Waiver#5 Adult and Dislocated Worker transfer of funds

State of Tennessee
Workforce Investment Act
Waiver Request

Statutory and Regulatory Provisions to be Waived
The Tennessee Department of Labor and Workforce Development requests a waiver under the authority of the Secretary of Labor to waive requirements of Workforce Investment Act (WIA), Title I, WIA Section 133(b) (4) (2) and WIA Federal regulations at 20 CFR 667.140. Tennessee is requesting an extension of the Governor's waiver authority to approve local boards to transfer, between the two programs, up to 100% of a program-year allocation for adult employment and training activities and up to 100% of a program-year allocation for dislocated worker employment and training activities.

State or Local Statutory or Regulatory Barriers
There is no state or local statutory or regulatory barrier in implementing the state policy.

Goals to be Achieved by the Waiver and Expected Programmatic Outcomes
Since the previous approval of this waiver, Local Workforce Investment Areas have been aided by the waiver and have achieved the following:

- Increased flexibility and effective management of funding (including response to sudden increased service demands in the dislocated or the adult program).
- Benefits to customers who need additional services to be able to meet employer demands.
- Increased services to adults most in need.

One of the goals of TDLWD in 2012, is to strengthen services to vulnerable populations that have severe barriers to employment. Assisting these individuals will increase the need of flexibility in transferring funds between the adult and dislocated worker programs. In 2012, TDLWD plans to integrate program services and resources to assist all partner customers to be successful in their search for employment. It is anticipated that many TANF eligible adults will be served in the career centers and many will have to be provided skills training. Transferring unallocated dislocated worker funds to the adult funding stream at the local level will support funding shortages and have the desired outcome for TANF customers, people with disabilities and all WIA customers.

As a result of the reduction of overall WIA funding at the state level, LWIAs received the usual 10% state set-aside funds at their level. Even with these additional funds, the LWIAs lost a significant amount of dislocated worker funds (as much as 61% in one area), so this increases the need for the flexibility to transfer the funds between the two funding streams.

The Workforce Development goal remains the same and the extension of this waiver and goals will allow Local Workforce Investment Areas to provide services and also ease the impacts of the current economic situation on diverse groups of businesses and job seekers facing different obstacles.

Description of the Individuals Impacted by the Waiver

Adult and Dislocated Worker customers needing services, including those who have the most need for extensive services to enter the labor market, will be helped the most. As reflected on the ETA9090 WIA 4th Quarter Performance Report for PY2011, 70.5% served were adults, 29.2% served were dislocated workers, with the remainder of the AD/DW population served being National Emergency Grant participants. Of those adults served, 32.4% received training services, while 50.4% of the dislocated workers served (including NEG participants) received training services. These numbers reflect the four quarters beginning July 1, 2011 and ending June 30, 2012.

Description of the Process to Monitor Progress

LWIAs request a redesignation (transfer) of funds for the respective program (Adult/DW). LWIAs are capped at the 50% transfer (program funds only) and the respective expenditures are monitored by fiscal and Workforce Development staff on a monthly basis. The Division of Workforce Development, Tennessee Department of Labor and Workforce Development, will continue to monitor the implementation and impact of the waiver, as well as the progress toward meeting expected outcomes.

Opportunity for State and Local Board and Public Comment on Waiver Request

This waiver was previously posted on the Division's Web site for 30 days for public review and comment. This department plans to notify the public of the extension of this waiver when it receives a letter of approval. Send any comments or questions regarding the waiver request to Susie.Bourque@tn.gov or call 615-741-1031.

Waiver #6 Youth Program Elements (Revised, additional request)

State of Tennessee
Workforce Investment Act
Waiver Request

Statutory and Regulatory Provisions to be Waived
The Tennessee Department of Labor and Workforce Development requests a waiver under the authority of the Secretary of Labor to waive requirements of Workforce Investment Act (WIA), Title I, WIA Section 189 (i) (4) (B) and WIA Regulations at 661.420 (c). Tennessee currently has received an approved waiver which allows three of the statutory ten youth program elements to be provided directly through the administrative entities. The three elements are: Support Services, Follow-up services for not less than 12 months after the completion of participations, and Paid and unpaid work experiences including internship and job shadowing.

Tennessee is requesting to continue allowing the 13 Local Workforce Investment Areas the option of fulfilling the three previously listed required program elements for the youth services through administrative entities. Tennessee also request that three additional required program elements be waived. These are:

1. Leadership Development Opportunities
2. Adult Mentoring for the duration of at least 12 months
3. Tutoring, study skills training, and instruction leading to secondary school completion, dropout prevention strategies

This waiver request is to waive the competitive procurement requirement of the above listed six program elements when the elements are being directly provided by the local administrative entity.

State or Local Statutory or Regulatory Barriers
There is no state or local statutory or regulatory barrier in implementing the requested waiver.

Goals to be Achieved by the Waiver and Expected Programmatic Outcomes
Due to the loss of the ability to retain 15% Governor's Reserve Funds, the state no longer has the ability to fund pilot projects and other programs, such as Jobs for Tennessee's Graduates (Jobs for America's Graduates). In addition, due to the economic downturn, several Local Workforce Investment Areas (LWIAs) have experienced a decline in the available youth program providers and partnering agencies which were able to leverage funding.

Many of the remaining partners have limited availability for providing services based on funding and their required eligibility restrictions. Local Youth Councils have experienced the following scenarios: existing agencies are not responsive to a Request for Proposal; agencies approach the LWIA administrative entity and offer to provide funding for leveraging if the administrative entity can provide the framework and staffing for services.

As a result, LWIAs face a challenging task to ensure that all ten program elements are available to WIA eligible youth within their regions. One of the key challenges that the youth program currently faces is maintaining an integrated network of available services, which are offered within close proximity and without causing an undue burden on youth participants.

Due to the previous approval of waiver of competitive procurement for three of the ten program elements, administrative entities have been able to generate a larger pool of funds which has driven down the cost of providing services, thus allowing more youth to be served. This has resulted in:

- Continuity of services to youth when administrative entities provide support service and follow–up services.
- Rapid implementation of the summer youth jobs program
- Strong ties with work experience/internship host agencies and employers
- Reduction of administrative cost
- Follow-up services providing more stability of services including longer retention

The State of Tennessee will achieve the above mentioned goal, as well as ensure LWIA administrative entities have the flexibility they need to continue to help their regions address the loss of partners, programs, and services. The flexibility to directly provide youth program elements will increase the ability of partnering agencies to leverage funding. It will aid to coordinate existing programs ensuring at-risk youth in each area have sturdy program design and opportunities to address the barriers they experience. For example, The Tennessee Department of Labor and Workforce Development is discussing with the Department of Human Services to strengthen partnerships and establish strategies to improve workforce system enrollment of Temporary Assistance for Needy Families (TANF) participants. A possible approach by WIA Youth Programs is to focus on serving 2nd generation TANF recipients, and by targeting this youth population, while concurrently enrolling adult members of the family in other WIA programs, the department aims to directly address the cycle of poverty. The state and the local areas also are discussing how to provide work experience to these youth, when appropriate through an individual assessment.

The additional ability to deliver Leadership Development, Adult Mentoring, and Tutoring and study skills would allow the local areas the ability to improve the services offered to TANF youth.

Description of the Individuals Impacted by the Waiver
Eligible WIA youth, who require the above services, will be impacted by this waiver.

Description of the Process to Monitor Progress
The Division of Workforce Development, Tennessee Department of Labor and Workforce Development, will continue to monitor the implementation and impact of the waiver, as well as the progress toward meeting expected outcomes. This waiver will be incorporated into the Workforce Development Division's WIA monitoring procedures. A Policy will be established which requires LWIAs to have performed due diligence in Resource Mapping all programs and services within each respective area and to provide documentation demonstrating a history of the competitive procurement processes which have yielded inadequate response.

In order to demonstrate the local area has received insufficient responses to Request for Proposals, the local area must follow the instructions below.

1. Document that there are no viable youth providers or that current providers are underperforming and that all readily available services are being utilized.
2. Share local policy (or youth council/LWIB meeting minutes) showing steps have been taken to address deficiencies of local youth contractors.
3. Seek local board approval or Youth Council recommendation to develop new strategies to implement this waiver.
4. Provide the state with the above documentation and include it as an addendum to this year's local plan.

Workforce Development staff will be responsible for reviewing the documentation to ensure due diligence has been made to identify and allow for an open competitive procurement process prior to award approval for a LWIA to utilize the waiver. In addition, monitoring of this waiver will be included in the Sub-recipient Monitoring Guide utilized to monitor fiscal and program activity within the LWIAs.

Opportunity for State and Local Board and Public Comment on Waiver Request
This waiver was posted on the Division's Website for 30 days for public review and comment. No Comments were received.

Send any comments or questions regarding the waiver request to Susie.Bourque@tn.gov or call 615-741-1031.

Waiver #7 Incumbent Worker Training Utilizing Local Activity Funds

State of Tennessee
Workforce Investment Act
Waiver Request

Statutory or Regulatory Requirements to be Waived

The Tennessee Department of Labor and Workforce Development (TDLWD) requests a waiver under the authority of the Secretary of Labor to waive requirements of the Workforce Investment Act (WIA), Title I, WIA Section 134(d) (3) (A) to allow the Local Boards, at their discretion, to spend up to 10 percent of funds allocated under WIA Section 133(b) to carry out incumbent worker training programs. These funds should be utilized in the same manner as statewide activities funds. Subsequently, income eligibility (including self-sufficiency) and WIA performance measures would not be applicable; rather the state would develop and require local areas to collect and report program outcomes based on a set of predetermined criteria. The state requests an effective date for this wavier of July 1, 2009, through June 30, 2010. The state also and requests that, upon approval, this waiver should be incorporated by reference into the state's Grant Agreement and that it should constitute a modification of the state's approved Strategic Plan.

WIA Section 134(d)(3)(A) effectively prevents the use of formula funds for incumbent worker training. Approval of this Waiver Plan will reduce layoffs and closures by assisting companies in saving jobs and becoming more competitive through the provision of needed training to current workers. Through its implementation, this waiver will further the state's workforce investment system and will align with the state's strategic plan goals by addressing the need for a more skilled workforce and assisting in the retention of businesses.

Tennessee recognizes that this regulation prevents the Local Boards from spending up to 10 percent of funds allocated under WIA Section 133(b) to carry out incumbent worker training programs. This regulation is thus a barrier to using local funds to meet the needs of businesses and their existing workers. The state would like to encourage a local system to provide companies with assistance needed to retain jobs and to create new ones through incumbent worker training.

State or Local Statutory or Regulatory Barriers

There are no state or local statutory barriers to implementing the requested waiver. Present regulations and policy statements are in compliance with current federal law. Upon notification of the approval of this waiver request, rules and policies will be amended to comply with the terms of the waiver.

Goals and Expected Programmatic Outcomes

This Waiver Plan will provide Local Boards with the option to spend a portion of their WIA formula funding for incumbent worker training. With the current economic downturn, it is imperative that the Local Boards be able to respond more quickly and efficiently to immediate local needs. Each LWIA determines the target industries and economic sectors that they will serve depending on their own specific needs. The type of training must be lay-off aversion and be process improvement or skill attainment. The skills received vary with the type of training but often are process improvement such as ISO, Black Belt, Green Belt and Lean Manufacturing. Skills development is generally training like Programmable Logic Controls (PLC), welding, Manufacturing Maintenance and industry specific training. Incumbent worker training provides companies with the assistance they need to retain jobs in these difficult times and even to create new jobs. The training should result in a high probability of layoff avoidance and possible company growth through the economic recovery period.

Individuals Affected

This Waiver Plan will affect business in a positive manner by reducing the risk of a layoff or closure because workers have not kept current with new skills and technology. During this economic recovery period, when the company may be experiencing slow productivity, the company can fill those down times by providing training that will enhance existing skills or provide new skills that will create new job opportunities and avoid layoffs or closures. This Waiver Plan increases the role of Local Boards and the role of businesses in the workforce development system. It also increases local flexibility to respond to the business community, in keeping with the goals of WIA.

Description of the Process to Monitor Progress

All IWT applications using local formula funds are sent to the TDOL/WFD for final approval. When LWIAs get approval to set- aside funds from their Workforce Boards they are required to inform WD the amount of that set-aside and are required to do all reporting in e-CMATs reflecting on their performance. Quarterly reports are also required. TDLWD will encourage the Local Boards to implement the Waiver Plan to develop incumbent worker training programs and will monitor the performance results through the statewide management information system. In addition, TDLWD will issue a workforce development policy to define the requirements for the incumbent worker training program to include a 50 percent match from the business. The match could come from other federal, state, or private funding, or in-kind contributions. TDLWD will also monitor the implementation and impact of the waiver, as well as, progress toward meeting expected outcomes. This waiver will be incorporated into the Workforce Development Division's WIA monitoring procedures.

Opportunity for Local Board and Public Comment

Public comment was solicited through website notification and direct emailing to all local area administrative entities and boards. No public comments were received regarding this waiver. TDLWD will solicit additional, public input regarding this waiver request through notification to state and local partners. Any responses to this posting will be forwarded to the U.S. Department of Labor within thirty days.

Consistent with general waiver request requirements, the state is adhering to publication requirements to ensure the broadest participation including informing appropriate youth program partners such as schools, labor and community-based organizations, local workforce boards, and the Tennessee Workforce Investment Board. In addition, TDLWD has posted this waiver on its Web site for public review and comment, and has consulted local boards and other interested stakeholders.

Send any comments or questions regarding the waiver request to Pat.Bleecker@tn.gov or call 615) 741-1031.

Waiver #8 State Set-Aside Redistribution

State of Tennessee
Workforce Investment Act
Waiver Request

The Tennessee Department of Labor and Workforce Development (TDLWD), as the administrative entity for the Workforce Investment Act (WIA) in the state of Tennessee, is requesting a waiver of the regulatory requirements found in 20 CFR 665.310 and 665.320 that limits the use of State Set-Aside Rapid Response funds. In doing so, the state would like to use up to 50% of the funds set aside for rapid response to further the Governor's initiatives (funded under 20 CFR 665.200 and 665.210) to build partnerships with Economic Development activities under the Governor's Jobs4TN and TN Works Act of 2012. This waiver will provide increased incumbent worker training that will result in Layoff Aversion through process improvement or skills upgrade and also will provides new job opportunities.

In compliance with WIA Regulations 661.420, please accept the following as a request for this waiver.

Background

As the U.S. and Tennessee move through slow economic recovery, Tennessee is ready to take on the challenge of moving this economy forward. Tennessee companies, now more than ever, have a need to upgrade the skills of their incumbent workers in company-related, work-specific training that will result in layoff aversion and create new opportunities to create new jobs. USDOL Certified Apprenticeship Programs and Tennessee companies are prepared to take this time of slow productivity to provide training on company time that will result in company growth and new business opportunities. This will be done by upgrading the skills of the incumbent workforce and apprentices. TDLWD is requesting this waiver in order to reestablish these highly successful programs to the levels enjoyed in previous years and to build on the efforts of the State Board and Department to provide increased services to employers. This will be done through incumbent worker training, apprenticeship assistance, on-the-job training, and skills training. Being granted the flexibility to access one funding source (instead of multiple funding sources) with one set of rules would be less burdensome and a more efficient use of resources.

According to Section 665.300, activities can include the delivery of services to enable dislocated workers to transition into new employment as quickly as possible.

The best way to do this is through work-based learning opportunities supported by the LWIAs and include apprenticeship assistance, OJT and other training related activities. It could also be utilized for dislocated worker programs as further described in section 665.310 and 665.320.

Statutory Regulation to be Waived

Section 189(i)(4) of WIA provides the Secretary of Labor general statutory authority to provide waivers if it is determined that the requirements, requested to be waived, impede the ability of the state or local area to implement its plans. TDLWD believes that the approval of this waiver request will remove such an impediment and assist in the implementation and continued development of a cohesive delivery system. In addition, TDLWD understands, in submitting this waiver request, the statutory exceptions to the Secretary's authority to approve waivers. However, Tennessee is submitting a request for a waiver that does not violate or affect any requirements or provisions of WIA and its related federal regulations.

Tennessee requests a waiver of 20 CFR 665.310 and 665.320 to the extent that such regulations are not consistent with and do not allow for the delivery of services as outlined in 20 CFR 665.210. Specifically, the state is requesting to be allowed to utilize up to 50% of the funds set aside under Section 133 (a) (2) for allowable statewide activities described in 20 CFR 665.210. This will enhance flexibility to provide support to the local areas through a variety of strategies to include incumbent worker training that results in layoff aversion, on-the-job training, apprenticeship assistance, skill shortages, and customized training that assists the local employers meet their local employer training demands while saving and creating jobs.

Over the past several years, under the leadership of Governor Bill Haslam and Commissioner Karla Davis, the department has focused on one of the core principles of economic development, training the existing workforce. Because of the reduction of statewide set-aside funds from 15% to 5%, the state has relied on Rapid Response funds to provide Incumbent Worker Training and OJT through TN Works establishing greater capacity to increase the number of training programs offered through our public colleges and universities. In the past two years, TDLWD has trained more than 6,949 incumbent workers, with a projected saving of 3,599 jobs.

Companies projected saving up to 3,599 jobs. This has decreased the impact on the UI Trust Fund, due to the Incumbent Worker Training. The flexibility granted from this waiver will allow more implementation of layoff aversion and new-job development strategies rather than simply developing and overseeing the strategy as stipulated in 20 CFR 665.220.

Another matter to note is that all our grant programs under TDLWD require a match from the employer receiving the grant. This has doubled the return on investment and has leveraged significant contributions to accomplish industry-specific training at a more efficient cost to the Workforce System.

Goals to be Achieved by the Waiver

- Increase the enrollments to assist employers to prevent layoffs and retain current employees
- Help companies to develop new skills for their employees to attract new business that will save jobs, create new jobs, and lessen the draw on the UI trust fund
- Provide more employees with higher technical skill levels through training and increased employment potential
- Meet the demands of a changing economy and train individuals in demand occupations
- Promote partnerships between businesses and the Workforce Development System by leveraging available funds
- Strengthen integration of services and programs
- Increase enrollment in Incumbent Worker training, and encourage Apprenticeship Assistance training programs and OJT in a return to previous program years when the 50% waiver was in place.

The waiver will allow local boards to promote cost benefits of improved administrative efficiencies, encouraging increased leveraging of resources in workforce investment areas.

State or Local Statutory or Regulatory Barriers

Present regulations and policy statements are in compliance with current federal law. Upon notification of the approval of this waiver request, rules and policies will be amended to comply with the terms of the waiver.

Description of the Individuals Impacted by the Waiver

Tennessee Workforce Investment Boards that provide quality services will have access to additional resources to meet the needs of employers, incumbent workers, and demand-driven training services. This waiver will impact all eligible adult customers in a positive manner. These customers will benefit from having more training opportunities.

Description of the Process to Monitor Progress

All rapid response, dislocated worker activity will be reported quarterly through the LWIAs. Additionally grants are monitored annually by both the LWIA and the state Program Accountability Review (PAR) Unit. TDLWD will be the entity responsible for monitoring the progress in the IWT programs. TDLWD will also be responsible for monitoring the local area process and progress during annual on-site reviews of each local area.

Opportunity for State and Local Board and Public Comment on Waiver Request

Public comment was solicited through website notification and direct emailing to all local area administrative entities and boards. No public comments were received regarding this waiver. Consistent with general waiver request requirements, the state is adhering to publication requirements to ensure the broadest participation including informing appropriate labor and community-based organizations, local workforce boards, and the Tennessee Workforce Investment Board. In addition, TDLWD has posted this waiver on its Web site for public review and comment, and has consulted local boards and other interested stakeholders.

Send any comments or questions regarding the waiver request to Pat.Bleecker@tn.gov or call 615) 741-1031.

SECTION III. INTEGRATED WORKFORCE PLAN ASSURANCES

This section provides a "check-the-box" table of assurance statements and a single signature sheet to certify that the information provided by the state, and submitted to the Department, in the following table is accurate, complete, and meets all legal and guidance requirements. The table below contains the assurances, the legal reference that corresponds to each assurance, and a column for the state to provide a reference to the document(s) that it believes meets the stated assurance or where the statute requires documentation of a policy or procedure. Such a reference may be a hyperlink to an on-line document or it may be an attachment. Not all assurances require documents to be attached or referenced. Where an approved special exemption, waiver, or an approved alternate structure makes an assurance not applicable to your state, please insert the words "Not Applicable" in the reference column.

By checking each assurance, attaching the proper documentation or links, and signing the certification at the end of the document, the state is certifying it has met each of the legal planning requirements outlined in WIA law and regulations and in corresponding Departmental guidance. By checking each box and signing the certification, the state is also indicating that its supporting documentation meets all applicable Federal and state laws and regulations and is available for review. Any deficiencies in the documentation attached to each assurance identified during the State Plan review process may result in additional technical assistance and a written corrective action as part of the Department's conditional approval of the state's Integrated Workforce Plan. Assurances that are part of the state's grant agreement are not duplicated here.

ASSURANCES AND ATTACHMENTS – PLANNING PROCESS AND PUBLIC COMMENT

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
1.	X	The state established processes and timelines, consistent with WIA Section 111(g) – and, where appropriate, 20 CFR 641.325 (g) – to obtain input into the development of the Integrated Workforce Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 641.325(f), (g), (h), 20 CFR 641.335	*A summary of the comments is provided immediately following the assurance section of the plan.*
2.	X	The state afforded opportunities to those responsible for planning or administering programs and activities covered in the Integrated Workforce Plan to review and comment on the draft plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d)	*Posted draft for public comments; held stakeholder planning session to discuss and review information; met with key stakeholders to answer questions and review; reviewed and discussed public comments; provided info to State Board to prepare for approval process; met with Governor's staff to discuss and get feedback*
3.	X	The final Integrated Workforce Plan and State Operational Plan are available and accessible to the general public.		*Available on the TDLWD web site*

4.	X	The state afforded the State Monitor Advocate an opportunity to approve and comment on the Agricultural Outreach Plan. The state solicited information and suggestions from WIA 167 National Farm worker Jobs Program grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations, and other interested organizations. At least 45 days before submitting its final outreach, the State provided a proposed plan to the organizations listed above and allowed at least 30 days for review and comment. The State considered any comments received in formulating its final proposed plan, informed all commenting parties in writing whether their comments have been incorporated and, if not, the reasons therefore, and included the comments and recommendations received and its responses with the submission of the plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20CFR 661.220(d) 20 CFR 653.107 (d) 20 CFR 653.108(f)	The State Monitor Advocate was included in the development of the Agricultural Outreach Plan. His comments were part of the original document. The Agricultural Outreach Plan went out for the required comment period on MSFW Partner Programs and the general public
5.	X	In the development of the plan, the state considered the recommendations submitted by the State Monitor Advocate in the annual summary of services to Migrant and Seasonal Farm workers.	20 CFR 653.108(t)	MSFW plan incorporated into integrated State Plan
6.	X	The state established a written policy and procedure to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIA Sections 111(g), 112(b)(9), 117(e) 20 CFR 661.207	*http://www.tn.gov/labor-wfd/public_notices/2012/wfd_may17to18_2012.pdf* .

7.	X	Where SCSEP is included in the Integrated Workforce Plan, the state established a written policy and procedure to obtain advice and recommendations on the State Plan from representatives of the State and area agencies on aging; State and local boards under the WIA; public and private nonprofit agencies and organizations providing employment services, including each grantee operating a SCSEP project within the state, except as provided under section 506 (a)(3) of OAA and 20 CFR 641.320(b); Social service organizations providing services to older individuals; Grantees under Title III of OAA, Affected Communities, Unemployed older individuals, Community-based organizations serving older individuals; business organizations and labor organizations	20 CFR 641.315(a)(1-10), 641.325 (f), (g), (h)	A participatory approach was used for the 2012 State Plan. The state worked with both the National Council on Aging and Senior Services of America, Inc. to discuss the process and timeline for the State Integrated Plan. All of the three grantees in Tennessee were involved in drafting of the plan. The State Plan process began on April 9, 2012, was completed September 15, 2012. All of the representatives contacted concurred and agreed that the State Plan has improved coordination between organizations serving older workers and has enhanced the awareness of their unique needs. Contacts were made with local businesses and groups to comments about the 2012 plan. Some of these included: participants, senior centers, local government, state parks, Tennessee Commission on Aging and Disability, local businesses, etc. They were asked to recommend ways SCSEP could improve community service to further benefit of the communities they serve, and how to better enhance employment and training services for older workers.

ASSURANCES AND ATTACHMENTS - REQUIRED POLICIES AND PROCEDURES

		STATEMENT	REFERENCE	DOCUMENTATION or COMMENTS
8.	X	The state made available to the public state-imposed requirements, such as state-wide policies or guidance, for the statewide public Workforce System, including policy for the use of WIA title I statewide funds.	WIA Sections 112(b)(2), 129, 134 20 CFR 665.100	*http://www.tn.gov/labor-wfd/WIA-Policy01-13-C2.pdf* *http://www.tn.gov/labor-wfd/WIA-Policy12-50.pdf*
9.	X	The state established a written policy and procedure that identifies circumstances that might present a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and provides for the resolution of conflicts. The policy meets the requirements of WIA Sections 111(f) and 117(g).	WIA Sections 112(b)(13), 111(f), 117(g)	*http://www.tn.gov/labor-wfd/ConflictPolicy_Boards.pdf*
10.	X	The state has established a written policy and procedure that describes the state's appeals process available to units of local government or grant recipients that request, but are not granted, designation of an area as a local area under WIA Section 116.	WIA Sections 112(b)(15), 116(a)(5) 20 CFR 661.280 20 CFR 667.700	*Appeals Process is described in the Local Workforce Investment Area Section of this plan in accordant with WIA Section 116 located on page 89.*
11.	X	The state established written policy and procedures that describe the state's appeal process for requests not granted for automatic or temporary and subsequent designation as a local workforce investment area.	20 CFR 667.640 20 CFR 662.280	*Appeals Process is described in the Local Workforce Investment Area Section of this plan in accordant with WIA Section 116 located on page 89.*

12.	X	The state established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members.	WIA Sections 112(b)(6), 117(b) 20 CFR 661.300(a), 20 CFR 661.325	*http://www.tn.gov/labor-wfd/et_policies/6%20WS%20Local%20Governance.pdf* *See below LWIB Recertification Criteria for the State Board PY2010 and PY2011* http://www.doleta.gov/usworkforce/wia/finalrule.pdf CFR 661.325
13.	X	The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years.	WIA Sec 117(c) 20 CFR 661.325	http://www.tn.gov/labor-wfd/et_policies/6%20WS%20Local%20Governance.pdf *http://www.tn.gov/labor-wfd/TA_manual.pdf* *pages 16-18*
14.	X	Where an alternative entity takes the place of an SWIB, the state has written policy and procedures to ensure the alternative entity meets the definition under section 111(e) and the legal requirements for membership.	WIA Sections 111(e), (b) 20 CFR 661.210	Please reference the State Board section of this plan for description, located on page 83. Additional board information available at: *http://www.tn.gov/labor-wfd/wfboard.html*
15.	X	Where the alternative entity does not provide representative membership of the categories of required SWIB membership, the state has a written policy or procedure to ensure an ongoing role for any unrepresented membership group in the workforce investment system. (Only applicable in cases where a state uses an alternative entity as its SWIB, and that entity does not provide for representative membership by individuals in the categories required by WIA sec. 111(b).)	WIA Sections 111(b), (e) 20 CFR 661.210(c)	*N/A*

16.	X	When applicable, the state takes any action necessary to assist local areas in developing and implementing the One-Stop system.	WIA Sections 112(b)(14), 134(c) W-P Section 8(c)	Annual guidance is provided to local areas to ensure workforce systems are effectively organized with consideration to all applicable laws. All state policies are relevant in the organization of the One-Stop design in the state. All policies may be accessed at: *http://www.tn.gov/labor-wfd/et_services_prog_mgmt_plng.html* Access to PY 2014 planning guidance may be accessed at: http://www.tn.gov/labor-wfd/wfboard_strategic_planning.shtml
17.	X	The state established procedures for determining initial and subsequent eligibility of training providers.	WIA Sections 112(b)(17)(A)(iii), 122, 134(d)(4) 20 CFR 663.515, 663.535	http://www.tn.gov/labor-wfd/et_policies/5%20WS%20Eligible%20Training%20Provider.pdf *http://www.tn.gov/labor-wfd/WIA/Providers/CertificationProcess/index.html*
18.	X	All partners in the workforce and education system described in this plan will ensure the physical, programmatic, and communications accessibility of facilities, programs, services, technology, and materials for individuals with disabilities in One-Stop Career Centers.	WIA Section 188 W-P Section 8(b) 29 CFR part 37 20 CFR 652.8(j)	*Included in contract language and Monitoring Guide pages 12, 14, 18* http://www.tn.gov/labor-wfd/et_monitor_review2012.pdf
19.	X	The state ensures that outreach is provided to populations and sub-populations who can benefit from One-Stop Career Center services.	WIA Section 188 29 CFR 37	*http://www.tn.gov/labor-wfd/et_services_prog_mgmt_plng.html*
20.	X	The state implements universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.	WIA Section 188 29 CFR 37.42	http://www.tn.gov/labor-wfd/WIA-Policy00-11.pdf

21.	X	The state complies with the nondiscrimination provisions of section 188, including that Methods of Administration were developed and implemented.	WIA Section 188 29 CFR 37.20	*http://www.tn.gov/labor-wfd/et_services_prog_mgmt_plng.html* *Policies E&T 00-05 Chg. 3 and E&T 00-06 Chg. 3*
22.	X	The state collects and maintains data necessary to show compliance with nondiscrimination provisions of section 188.	WIA Section 185	http://www.tn.gov/labor-wfd/CMATmanual2.pdf
23.	X	For WIA Single-Area States only, the state has memorandums of understanding between the local workforce investment board and each of the One-Stop partners concerning the operation of the One-Stop delivery system in the local area.	WIA Sections 112(b)(5), 116(b), 118(b)(2)(B), 20 CFR 661.350(a)(3)(ii)	*N/A*

ASSURANCES AND ATTACHMENTS - ADMINISTRATION OF FUNDS

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
24	X	The state established written policy and procedures that outline the methods and factors used in distributing funds, including WIA Adult, Dislocated Worker, and Youth formula and rapid response funds. The policy establishes a process for funds distribution to local areas for youth activities under WIA Section 128(b)(3)(B), and for adult and training activities under WIA Section 133(b), to the level of detail required by Section 112(b)(12)(a). In addition, the policy establishes a formula, prescribed by the governor under Section 133(b)(2)(B), for the allocation of funds to local areas for dislocated worker employment and training activities.	WIA Sections 111(d)(5), 112(b)(12)(A), (C), 128 (b)(3)(B), 133(b)(2)(B), 133(b)(3)(B) 20 CFR 661.205(e)	Please see description located on pages 34-35 of this plan.
24a.	X	For Dislocated Worker funding formulas, the state's policy and procedure includes the data used and weights assigned. If the state uses other information or chooses to omit any of the information sources set forth in WIA when determining the Dislocated Worker formula, the state assures that written rationale exists to explain the decision.	WIA Section 133(b)(2)(B) 20 CFR 667.130(e)(2)(i)-(ii)	Please see description located on pages 34-35 of this plan. *http://www.tn.gov/labor-wfd/et_monitor_review2012.pdf Tennessee does not omit any data assigned by USDOL and WIA Regulations*

25.	X	The state established a written policy and procedure for how the individuals and entities represented on the SWIB help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local workforce investment areas throughout the state in determining the distributions.	WIA Sections 111(d)(5), 112(b)(12)(A), 128(b)(3)(B), 133(b)(3)(B), 20 CFR 661.205(e)	Please see description located on pages 34-35 of this plan. Quarterly meetings of the State Workforce Board include meetings of the Committees established by the Chairperson. Including the Operation Committee which oversees fiscal aspects of WIA Over-sight. The By-Laws define the roles and responsibilities of the board, and the committee structure: http://www.tn.gov/labor-wfd/WFD_Board_By_Laws.pdf To ensure compliance with WIA required duties, the board is provided training during orientation and at quarterly meetings which includes roles and responsibilities. The last board training regarding roles and responsibilities was on June 14, 2013. Minutes are available at the following Link: http://www.tn.gov/labor-wfd/WFD_minutes/2013/Minutes06-14-2013.pdf A copy of the training, is available at the following link under the "Board Roles and Responsibilities". The next training is scheduled September 2014: http://www.tn.gov/labor-wfd/WFD_minutes/wfd2013.shtml Chief Elected Officials are engaged through the Commissioner's Listening Tours, and through inclusion in meetings. In compliance with sunshine laws, all meetings of the Board are posted on public notices. Local Chief Elected Officials are invited to attend all board and committee meetings, including the annual local plan presentations. Procedures are outlined in the "Expanding Opportunities to Leverage Resources" section of the plan where the Dislocated Worker Allocation formula is discussed.
26.	X	The state established written policy and procedures for any distribution of funds to local workforce investment areas reserved for rapid response activities, including the timing and process for determining whether a distribution will take place.	WIA Sections 133(a)(2), 134(a)(2)(A) 20 CFR 667.130(b)(2), (e)(4), 665.340	Please see the Rapid Response section of this plan on page 112.

27.	X	The state established written policy and procedures to competitively award grants and contracts for WIA Title I activities.	WIA Section 112(b)(16)	*http://www.tn.gov/labor-wfd/et_policies/4WorkforceServicesPolicyProgramDesignofYouthServices.pdf* *http://www.tn.gov/labor-wfd/et_services_prog_mgmt_plng.html*
28.	X	The state established written criteria to be used by local workforce investment boards in awarding grants for youth activities, including criteria that the governor and local workforce investment boards will use to identify effective and ineffective youth activities and providers of such activities.	WIA Sections 112(b)(18)(B), 123, 129	*http://www.tn.gov/labor-wfd/et_services_prog_mgmt_plng.html*
29.	X	The state established written criteria for a process to award a grant or contract on a competitive basis for Summer Youth Employment Opportunities element of the local youth program, where a provider is other than the grant recipient/fiscal agent.	WIA Sections 123, 129(c)(2)(C) 20 CFR 664.610.	*http://www.tn.gov/labor-wfd/et_services_prog_mgmt_plng.html* *http://www.tn.gov/labor-wfd/et_policies/4WorkforceServicesPolicyProgramDesignofYouthServices.pdf*
30.	X	The state distributes adult and youth funds received under WIA equitably throughout the state, and no local areas suffer significant shifts in funding from year-to-year during the period covered by this plan.	WIA Section 112(b)(12)(B)	http://www.tn.gov/labor-wfd/et_monitor_review2012.pdf
31.	X	The state established written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure the proper disbursement and accounting of funds paid to the state through funding allotments made for WIA Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Act.	WIA Sections 112(b)(11), 127, 132, 184 W-P Sections 9(a), (c) 20 CFR 652.8(b), (c)	http://www.tn.gov/labor-wfd/et_financialsupguide.pdf

32.	X	The state ensures compliance with the uniform administrative requirements in WIA through annual, onsite monitoring of each local area.	WIA Sections 184(a)(3), (4) 20 CFR 667.200, .400(c)(2), 667.410	*http://www.tn.gov/labor-wfd/et_monitor_review2012.pdf* *page 51*
33.	X	The state follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Departmental regulations.	WIA Sections 136(f)(2), (f)(3), 122, 185(a)(4)(B) 20 USC 1232g 20 CFR 666.150 20 CFR part 603	*http://www.tn.gov/labor-wfd/et_policies/3WorkforceServicesPolicyInformationSecurity.pdf*
34.	X	The state will not use received under WIA to assist, promote, or deter union organizing.	WIA Section 181(b)(7) 20 CFR 663.730	*http://www.tn.gov/labor-wfd/et_services_prog_mgmt_plng.html*

ASSURANCES AND ATTACHMENTS - ELIGIBILITY

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENT
35.	X	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding the "deficient in basic literacy skills" criterion.	WIA Sections 101(13)(C)(i) CFR 664.205(b)	*http://www.tn.gov/labor-wfd/WIA-Policy00-07-C1.pdf*
36.	X	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding "requires additional assistance to complete and educational program, or to secure and hold employment" criterion.	WIA Sections 101(13)(C)(iv) 20 CFR 664. 200(c)(6), 664.210	*N/A*
37.	X	The state established policies, procedures, and criteria for prioritizing adult title I employment and training funds for use by recipients of public assistance and other low-income individuals in the local area when funds are limited.	WIA Section 134(d)(4)(E) 20 CFR 663.600	*http://www.tn.gov/labor-wfd/WIA-Policy00-11.pdf*

38.	X	The state established policies for the delivery of priority of service for veterans and eligible spouses by the state workforce agency or agencies, local workforce investment boards, and One-Stop Career Centers for all qualified job training programs delivered through the state's Workforce System. The state policies: 1. Ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service; and 2. Ensure that covered persons are aware of: a. Their entitlement to priority of service; b. The full array of employment, training, and placement services available under priority of service; and c. Any applicable eligibility requirements for those programs and/ or services. 3. Require local workforce investment boards to develop and include policies in their local plan to implement priority of service for the local One-Stop Career Centers and for service delivery by local workforce preparation and training providers.	WIA Sections 112(b)(17)(B), 322 38 USC Chapter 41 20 CFR 1001.120-.125 Jobs for Veterans Act, P.L. 107-288 38 USC 4215 20 CFR 1010.230, 1010.300-.310	*http://www.tn.gov/labor-wfd/WIA-Policy09-44.pdf*

ASSURANCES AND ATTACHMENTS - PERSONNEL AND REPRESENTATION

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
39.	X	The state assures that Migrant and Seasonal Farm worker (MSFW) significant office requirements are met. Note: The five states with the highest estimated year-round MSFW activities must assign full-time, year-round staff to outreach activities. The Employment and Training Administration designates these states each year. The remainder of the top 20 significant MSFW states must make maximum efforts to hire outreach staff with MSFW experience for year-round positions and shall assign outreach staff to work full-time during the period of highest activity. If a state proposes that its State Monitor Advocate work less than full-time, the state must submit, for approval by the Department, a plan for less than full-time work, demonstrating that the state MSFW Monitor Advocate function can be effectively performed with part-time staffing.	WIA Section 112(b)(8)(A)(iii), 112(b)(17)(A)(iv) W-P Sections 3(a), (c)(1)-(2) 20 CFR 653.107(a), 107(i), 653.112(a), 653.108(d)(1)	*See MSFW section of this plan*
40.	X	Merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with Departmental regulations.	W-P Sections 3(a), 5(b) 20 CFR 652.215 Intergovernmental Personnel Act, 42 USC 4728(b)	http://www.doleta.gov/programs/w-pact_amended98.cfm SEC. 3. (a), SEC. 5. (a), (b) and (c), 20 CFR 652.215, 42 USC § 4701
41.	X	The state has designated at least one person in each state or Federal employment office to promote and develop employment opportunities, job counseling, and placement for individuals with disabilities.	W-P Section 8(b) 20 CFR 652.211	W-P Section 8(b) 20 CFR 652.211
42.	X	If a SWIB, department, or agency administers state laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services.	W-P Section 8(b) 20 CFR 652.211	W-P Section 8(b) 20 CFR 652.211

STATEMENT OF ASSURANCES CERTIFICATION

The State of Tennessee certifies on the 3rd day of March 2014, that it complied with all required components of the Workforce Investment Act, Wagner-Peyser Act, Migrant and Seasonal Farm Workers, and Senior Community Service Employment Program. The State also assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor guidance implementing these laws, and all other applicable Federal and state laws and regulations.

Governor

3/7/14

Date

Program Administration Designees and Plan Signatures

Name of WIA Title I Grant Recipient/Administrative Agency:

Name:	Burns Phillips, Commissioner, Tennessee Department of labor and Workforce Development
Address:	220 French Landing Drive, 4th Floor Nashville, TN 37243
Telephone Number:	615-741-6642
Facsimile Number:	615-253-8903
E-mail Address:	burns.phillips@tn.gov

Name of WIA Title I Signatory Official:

Name:	Burns Phillips, Commissioner, Tennessee Department of labor and Workforce Development
Address:	220 French Landing Drive, 4th Floor Nashville, TN 37243
Telephone Number:	615-741-6642
Facsimile Number:	615-253-8903
E-mail Address:	burns.phillips@tn.gov

Name of WIA Title I Liaison:

Name:	Burns Phillips, Commissioner, Tennessee Department of labor and Workforce Development
Address:	220 French Landing Drive, 4th Floor Nashville, TN 37243
Telephone Number:	615-741-6642
Facsimile Number:	615-253-8903
E-mail Address:	burns.phillips@tn.gov

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:

Name:	Burns Phillips, Commissioner, Tennessee Department of labor and Workforce Development
Address:	220 French Landing Drive, 4th Floor Nashville, TN 37243
Telephone Number:	615-741-6642
Facsimile Number:	615-253-8903
E-mail Address:	burns.phillips@tn.gov

Name and Title of State Employment Security Administrator (Signatory Official):

Name:	Burns Phillips, Commissioner, Tennessee Department of labor and Workforce Development
Address:	220 French Landing Drive, 4th Floor Nashville, TN 37243
Telephone Number:	615-741-6642
Facsimile Number:	615-253-8903
E-mail Address:	burns.phillips@tn.gov

As the governor, I certify that for the State of Tennessee, the agencies and officials specified above have been duly designated to represent the State in the capacities indicted for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Later changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Typed Name of Governor: Bill Haslam, Governor

Signature of Governor: _____ **Date:** 3/7/14

Comments from Public Notice

Comments received for Modified State Integrated Plan	
Dr. Nancy Brown Walters State Community College/ LWIA 2 2/14/2014	The state plan looks very good. It's helpful to have the references to the governor's goals included in the plan. There are a few minor typos (e.g., Good Year instead of Goodyear), but otherwise I didn't see anything.
Nick Hansen TN Dept. of Education 3/3/2014	I made a couple comments in places where pathways to prosperity could be mentioned with specifics and in areas that it could be inserted but I didn't know enough about the surrounding programs to be able to write a narrative that flows with the sections, if that makes sense. For the latter I just made a note that the initiative could be mentioned within the section at your discretion. Hope this helps! I think it was a well written document. Great labor data but I think including some of the specific Pathways information strengthens the high school to career pipeline justification and shows a great collaborative between ECD, Labor, Education.

State Integrated Plan Team Members

Original Submission September 14, 2012			
NAME	**ENTITY**	**TITLE**	**REPRESENTING**
Dale Alexander	Tennessee Department of Labor and Workforce Development/Rapid Response Team	Rapid Response Coordinator	WIA/RR
Ryan Allen	Tennessee Department of Labor and Workforce Development/Employment Security Division	Director	Dislocated Worker/Rapid Response/Trade
Abayomi Atolagbe	Tennessee Department of Labor and Workforce Development/Compliance Unit-Workforce Investment Act	Grant Analyst	WIA/Fiscal/Compliance
Simi Atolagbe	Tennessee Department of Labor and Workforce Development/SCSEP	Grants Program Manager	WIA/SCSEP/State Plan
James Barnes	Tennessee State Workforce Development Board Executive Committee	Board Vice-Chair & Strategic Planning Committee Chair	State Board/Business
Nicholas Bishop	Wagner-Peyser/Job Service	Director	WP/JS/AOP/RESA
Joel Blackford	Department of Human Services/Division of Rehabilitation Services/Vocational Rehabilitation	Director	Vocational Rehabilitation
Patrick Bleecker	Tennessee Department of Labor and Workforce Development	Grant Program Manager	RR/IWT
Allen Borden	Economic and Community Development	Assistant Commissioner	ECD
Susie Bourque	Tennessee Department of Labor and Workforce Development/Workforce Development Division	Assistant Administrator, Workforce Development Division	WIA/State Plan/NEG/DEI
Fay Brock	Tennessee Department of Labor and Workforce Development/Workforce Development Division	Administrative Assistant III	Admin Support

Teresa P. Broome	Tennessee Department of Labor and Workforce Development/Employment Security Division/Field Operations	Assistant Director Field Operations (East)	Field Operations/ES/Career Center/WP
Nova Buker	Tennessee Department of Labor and Workforce Development/Workforce Development Division	Administrative Support/Dislocated Worker Unit	Admin Support
Elizabeth (Libby) Burchell	Tennessee Department of Labor and Workforce Development/Rapid Response Team	Rapid Response Coordinator	WIA/RR
Cherrell Campbell-Street	Department of Human Services/Rehabilitation Services	Assistant Commissioner	DHS/Vocational Rehabilitation
Mark Chandler	Tennessee Department of Labor and Workforce Development/Employment Security Division/Field Operations	Assistant Director Field Operations	Field Operations/ES/Career Center/WP
Joey Czarneski	Tennessee Department of Labor and Workforce Development/Adult Education-Workforce Investment Act	Programmer Analyst 4	WIA/AE/P-20
Mike Daniel	Tennessee Department of Labor and Workforce Development/Employment Security Division/Field Operations	Employment Security Director 1	Field Operations/ES/Career Center/WP Performance/VETS
Linda J. Davis	Tennessee Department of Labor and Workforce Development/Labor Market Information	Director	LMI
Karla Davis	Tennessee Department of Labor and Workforce Development	Commissioner	TDLWD
Guy Derryberry	Tennessee State Workforce Development Board Executive Committee	Policy Committee Chair	State Board/Local Board/Organized Labor
Marva Doremus	Tennessee Department of Labor and Workforce Development/Adult Education Division	Administrator	AE

Michael Edwards	Tennessee Department of Labor and Workforce Development/Rapid Response Team	Rapid Response Coordinator	WIA/RR
Weldon Floyd	Tennessee Department of Labor and Workforce Development/Job Service	Program Manager	JS/AOP/WP Performance
Tom Forehand	Tennessee Department of Labor and Workforce Development/Workforce Development Division	Grant Analyst/Operations Unit	Admin Support
Wanda Franklin	Department of Human Services/Family Assistance	Director, Families First	TANF
Joe Fults	Tennessee Department of Labor and Workforce Development/Workforce Development Division	Director, Rapid Response	WIA/RR
John Greeter	Tennessee State Workforce Development Board Executive Committee	Operations Committee Chair	State Board/Local Board/Business
Wallace Grills	Tennessee State Workforce Development Board Executive Committee	Board Chair	State Board/Local Board/Business
Regina Hammond	Tennessee Department of Labor and Workforce Development/Rapid Response Team	Rapid Response Coordinator	WIA/RR
Ron Hammontree, Jr.	Tennessee Department of Labor and Workforce Development/Marketing	Director	TDLWD Business Services
Randy Hankins	Tennessee Department of Labor and Workforce Development/Rapid Response Team	Rapid Response Coordinator	WIA/RR
Dan Holton	Tennessee Department of Labor and Workforce Development/Workforce Development Division	Director of Policy & Performance	WIA/Performance/Policy
Briana Johnson	Tennessee Department of Labor and Workforce Development/Workforce Development Division	Grant Program Manager	Youth/ETPL/State Board Liaison
Regina King	Tennessee Department of Labor and Workforce Development/Workforce	Executive Secretary/Compliance Unit	Admin Support

	Development Division		
Hope Lancaster	Tennessee Department of Labor and Workforce Development/Adult Education Division	Assistant Administrator	AE
Alisa Malone	Tennessee Department of Labor and Workforce Development	Deputy Commissioner	TDLWD
Mattie Miller	Tennessee Department of Labor and Workforce Development/Labor Market Information	Statistical Analysis Supr.	LMI
Christy Montgomery	Tennessee Department of Labor and Workforce Development/Workforce Development	Director	WIA/Youth/State and Local Boards
Theresa Morris	Tennessee Department of Labor and Workforce Development/Workforce Development Division	Administrative Service Assistant 4	Admin Support
Turner Nashe	Tennessee Department of Labor and Workforce Development/Employment Security Division	Assistant Administrator	ES/UI
Rosevelt Noble	Tennessee Department of Labor and Workforce Development/Workforce Development Division	Program Director, Training Providers	ETPL
Tommy Noe	Tennessee Department of Labor and Workforce Development/Rapid Response Team	Rapid Response Coordinator	WIA/RR
Burns Phillips. III	Governor's Office of Customer Focused Government	Managing Director	Governor's Office
James Roberson	Tennessee Department of Labor and Workforce Development/Workforce Development Division	Workforce Investment Act Compliance Director	WIA/Fiscal/Compliance
Yolanda Shields	Tennessee State Workforce Development Board Executive Committee	Continuous Improvement Committee Chair	State Board/Business

Cherilyn Stewart	Tennessee Department of Labor and Workforce Development/Employment Security Division/Field Operations	Director Field Operations	ES/Career Center
Dustin Swayne	Tennessee Department of Labor and Workforce Development/Employment Security Division	Director Grants and Special Projects	ES/RESA
David Taft	Tennessee Department of Labor and Workforce Development	Program Manager	WIA/RR/WARN
Rubka Tamerat	Tennessee Department of Labor and Workforce Development	Administrative Services Assistant	WIA/Compliance/NEG
Sterling Van Der Spuy	Tennessee Department of Labor and Workforce Development/Workforce Development Division	Director, Dislocated Worker Unit	WIA/RR/Employers
Nina Webster	Tennessee Department of Labor and Workforce Development/Workforce Development Division	Eligible Training Providers/EEO	ETPL/EEO
Melinda Williams	Tennessee Department of Labor and Workforce Development/Marketing	Administrator/Marketing	ES/Employer Services
Robin Wright	Tennessee Department of Labor and Workforce Development/Employment Security Division/Trade Adjustment Act/Field Operations	Trade Adjustment Act Unit Manager	TAA
Additional Members Contributing to the Modification			
NAME	**ENTITY**	**TITLE**	**REPRESENTING**
Burns Phillips	Tennessee Department of Labor and Workforce Development	Commissioner	TDLWD
Dustin Swayne	Tennessee Department of Labor and Workforce Development	Deputy Commissioner	TDLWD

Linda Davis	Tennessee Department of Labor and Workforce Development	Administrator, Employment Security	TDLWD
Martha Wetteman	Tennessee Department of Labor and Workforce Development/Labor Market Information	Statistical Analysis Supr.	LMI
Cody Goodman	Tennessee Department of Labor and Workforce Development/Labor Market Information	Statistical Analyst	LMI
Kayte Holden	Office of the Governor	Assistant for Boards and Commissions	Governor's Office
Deniece Thomas	Tennessee Department of Labor and Workforce Development/Field Operations	Assistant Director Field Operations	Field Operations/Career Center/WP
Ted Townsend	Economic and Community Development	Assistant Commissioner	ECD
Teresa P. Broome	Tennessee Department of Labor and Workforce Development/Employment Security Division/Field Operations	Assistant Director Field Operations (East)	Field Operations/ES/Career Center/WP
Paul Hines	Tennessee Department of Labor and Workforce Development	Grants Program Manager	SNAP E&T
Kevin Hedges	Tennessee Department of Labor and Workforce Development/Labor Market Information	Program Analyst	LMI
Bob Ravener	State Workforce Development Board	Chair	State Board/ Business

Ann Hatcher	State Workforce Development Board	Vice-Chair, Chair of Strategic Planning Committee	State Board/ Business
Mayor Rogers Anderson	State Workforce Development Board	Chair of Policy Committee	State Board/Government
Yolanda Shields	State Workforce Development Board	Chair of Continuous Improvement Committee	State Board/Business
Shirley Frierson	State Workforce Development Board	Strategic Planning Committee	State Board/General Public
Senator Mark Norris	State Workforce Development Board	Strategic Planning Committee	State Board/Government
Echell Eady	State Workforce Development Board	Strategic Planning Committee	State Board/Community Base Organization
Raquel Hatter	State Workforce Development Board/DHS	Strategic Planning Committee/Commissioner DHS	State Board/Government/DHS
Cherrell Campbell-Street	State Workforce Development Board	Strategic Planning Committee	State Board/Government/DHS
Timothy Burchfield	State Workforce Development Board	Strategic Planning Committee	State Board/Business
Lottie Ryans	State Workforce Development Board	Strategic Planning Committee	State Board/Local Board/Business

Jimmy Williamson	State Workforce Development Board	Strategic Planning Committee	State Board/Local Board/Business
Patrick Todd	Tennessee Department of Labor and Workforce Development	Statistical Analyst	TDLWD/LMI
Weldon Floyd	Tennessee Department of Labor and Workforce Development	Grants Program Manager	SCSEP
Brenda Head	National Council on Aging	Director	SCSEP
Charles West	Upper Cumberland Human Resource Agency	Project Director	SCSEP
Casondra Amos	Meritan	Project Director	SCSEP
Don Patterson	TCSA	Administrator	SCSEP
Ophelia Parks	Southwest Human Resource Agency	Project Director	SCSEP

Attachments-

BILL HASLAM
GOVERNOR
STATE OF TENNESSEE

September 14, 2012

Ms. Helen Parker
Regional Administrator
U.S. Department of Labor/ETA
Atlanta Federal Center, Room 6M12
61 Forsyth Street, S.W.
Atlanta, GA 30303

Dear Ms. Parker:

Please find the attached for your approval of the Tennessee's State Integrated Workforce Plan for Workforce Investment Act Title I/Wagner-Peyser Act and Department of Labor Workforce programs. This plan has a proposed date for July 1, 2012 – June 30, 2017.

The Tennessee Workforce Development Board and staff from the Governor's Office, as well as the Departments of Labor and Workforce Development and Economic and Community Development, the Senior Community Service Employment Program, Labor Market Information, Adult Education, the Department of Human Services/Vocational Rehabilitation, and staff from the local workforce investment areas collaborated in drafting this plan. Included in this plan is also information regarding:

- State Workforce Strategic Plan
- State Operational Plan
- Integrated Workforce Plan Assurances

In addition, an electronic copy has been forwarded to wia.plan@dol.gov for review and approval.

We appreciate the opportunity to submit this plan for your approval. Should you have any questions or require additional information, please contact Susie Bourque, Assistant Administrator of Workforce Development at (615) 741-1031 or Susie.Bourque@tn.gov.

STATE CAPITOL • NASHVILLE, TN 37243-0001 • PH: 615.741.2001 • www.tn.gov

Helen Parker
Page 2
September 14, 2012

Sincerely,

Bill Haslam

cc: Lovie Thompson, Federal Project Office
Karla Davis, Commissioner, Tennessee Dept of Labor & Workforce Development
Bill Hagerty, Commissioner, Economic and Community Development
Raquel Hatter, Commissioner, Department of Human Services
Wallace Grills, Chair, State Workforce Board

Enclosure

BILL HASLAM
GOVERNOR
STATE OF TENNESSEE

May 2, 2012

Division of WIA Adult Services and Workforce System
Employment and Training Administration
U.S. Department of Labor
200 Constitution Ave., NW, Room S-4209
Washington, DC 20210
Attn: Heather Fleck

To Whom It May Concern:

I, Bill Haslam, Governor of the State of Tennessee, do hereby delegate to Ms. Karla Davis, Commissioner of the Tennessee Department of Labor and Workforce Development, the responsibility for developing and submitting the State Senior Community Service Employment Program Integrated State Plan. In this capacity, Commissioner Davis will be acting on my behalf.

Sincerely,

Bill Haslam

DESIGNEE:

Karla Davis, Commissioner
Department of Labor and Workforce Development

STATE CAPITOL • NASHVILLE, TN 37243-0001 • PH: 615.741.2001 • www.tn.gov

STATE OF TENNESSEE
DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT
220 French Landing Drive
Nashville, TN 37243
(615) 741-6642

BILL HASLAM
GOVERNOR

KARLA DAVIS
COMMISSIONER

September 14, 2012

Ms. Helen Parker
Regional Administrator
U.S. Department of Labor/ETA
Atlanta Federal Center, Room 6M12
61 Forsyth Street, S.W.
Atlanta, GA 30303

Dear Ms. Parker:

I am pleased to submit for your approval Tennessee's State Integrated Workforce Plan for Workforce Investment Act Title I/Wagner-Peyser Act and Department of Labor Workforce programs. This plan has a proposed date for July 1, 2012 – June 30, 2017.

The Tennessee Workforce Development Board and staff from the Governor's Office, as well as the departments of Labor and Workforce Development, Economic and Community Development, the Senior Community Service Employment Program, Labor Market Information, Adult Education, Department of Human Services/Vocational Rehabilitation, and staff from the local workforce investment areas collaborated in drafting this plan. Included, in this plan, is also information regarding our goal to move towards a seamless Workforce System.

In addition Tennessee currently has eight active waivers and is requesting that all eight be extended through July 30, 2017. A summary of each is listed below with a complete description in accordance with 20 CFR 661.420(c) following.

1. Waiver of WIA Section 134(a)(2)(B)(ii and 20 CFR 665.200(d) to exempt the state from the requirement to conduct evaluations. No requested changes.

2. Waiver of WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e) to exempt the state from the requirement to provide local workforce investment area incentive grants. No requested changes.

3. Waiver of the prohibition at 20CFR 664.510 on the use of Individual Training Accounts for older and out-of-school youth. No requested changes.

4. Waiver to permit the state to replace the performance measures at WIA Section 136(b) with the common measures. No requested changes.

5. Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount between Adult and Dislocated Worker funding streams allocated to the local area. Revised, to increase transferability to 100%.

6. Waiver of WIA Section 123 that requires that providers of Youth program elements be selected on competitive basis. Revised, requesting waiver for additional elements.

7. Waiver of WIA Section 134(a) to permit local areas to use a portion of local funds for incumbent worker training. No requested changes.

8. Waiver of WIA Section 134(a)(1)(A) to permit a portion of the funds reserved for rapid response activities to be used for incumbent worker training and other statewide activities. Resubmitted with a request to increase to 50% transferability.

The Program Administration Designees and Plan Signatures form is up-to-date and it provides the names of the agencies and officials, with appropriate contact information, of the designated representative for the State's for WIA Title I and Wagner-Peyser Act grant, submitted on September 2012.

Enclosed is one original copy of the document forwarded electronically on this date. An electronic copy has been forwarded to Ms. Heather Fleck, Federal Coordinator for Plan and Review.

As Commissioner, I certify that Tennessee will operate our Workforce Investment Act and Wagner Peyser Act programs in accordance with this Plan and the assurances described.

We appreciate the opportunity to submit this plan for your approval. Should you have any questions or require additional information, please contact Susie Bourque, Assistant Administrator, Workforce Development at (615) 741-1031 or Susie.Bourque@tn.gov.

Sincerely,

Karla Davis

Karla Davis

KD:SB

cc: Lovie Thompson, Federal Project Officer

Labor/F

U.S. Department of Labor

Assistant Secretary for
Employment and Training
Washington, D.C. 20210

DEC 10 2012

RECEIVED

JAN 03 2013

DIVISION OF WORKFORCE DEVELOPMENT

The Honorable Bill Haslam
Governor of Tennessee
1st Floor, Tennessee State Capitol
Nashville, Tennessee 37243-0001

Dear Governor Haslam:

This letter provides approval of Tennessee's State Integrated Workforce Plan for Title I of the Workforce Investment Act (WIA), the Wagner-Peyser Act (W-P), including W-P Agricultural Outreach Plan, plans for coordination with Trade Adjustment Assistance (TAA), and Title V of the Older Americans Act. The Employment and Training Administration (ETA) received the State Integrated Workforce Plan on September 14, 2012. This letter also addresses Tennessee's WIA waiver requests.

Training and Employment Guidance Letter (TEGL) No. 21-11, issued on March 27, 2012, and TEGL No. 21-11, Change 1 issued on August 8, 2012, provide guidance for states to submit their State Workforce Plans and waivers for Program Year (PY) 2012 and beyond. We appreciate the State's responsiveness to this guidance.

Plan Review and Approval

ETA has reviewed the Tennessee State Integrated Workforce Plan in accordance with Title I of WIA, the Wagner-Peyser Act, the Trade Act (as amended), the corresponding regulations, the *State Integrated Workforce Plan Requirements for Workforce Investment Act Title I/Wagner-Peyser Act, and Department of Labor Workforce Programs* (http://www.doleta.gov/usworkforce/wia-planning/docs/integrated-planning-guidance.pdf), Title V of the Older Americans Act and corresponding regulations, TEGL No. 21-11, and the corresponding Change 1. Pursuant to 20 CFR 661.230(e), this letter constitutes a written determination under WIA Section 112 (29 USC 2822), and WIA section 501 (20 USC 9271) which pertains to State Unified Plans, that ETA is approving those portions of the Tennessee State Integrated Workforce Plan that relate to Title I of WIA, the Wagner-Peyser Act, and TAA for Program Years 2012-2016, July 1, 2012 through June 30, 2017. The annual W-P Agricultural Outreach Plan is approved for the period July 1, 2012 through June 30, 2013. The Senior Community Service Employment Program (SCSEP) State Plan has been reviewed by both ETA and the Administration on Aging, and is approved for Program Years 2012-2015, July 1, 2012 through June 30, 2016.

The State is eligible to receive WIA formula allotments for Adult, Dislocated Worker, and Youth programs, and W-P program allotments, effective July 1, 2012 through June 30, 2017.

Performance Levels

As you are aware, the Regional Administrator annually negotiates performance goals with State representatives for the WIA and W-P programs. As required by TEGLs No. 21-11, and 38-11 dated June 18, 2012, the negotiations of PY 2012 goals were completed in September 2012, well before the deadline of December 31, 2012. On September 17, 2012, the Regional Administrator sent to Tennessee a letter advising the State of the PY 2012 WIA and W-P final performance goals. The letter constitutes a modification to the State Integrated Workforce Plan. ETA will incorporate Tennessee's final performance goals for PY 2012 into the Regional and National Office copies of the State Integrated Workforce Plan. Please include these final PY 2012 goals in the State's official copy of the State Workforce Plan.

Waivers

As part of Tennessee's State Integrated Workforce Plan, the State submitted waiver requests for waivers of statutory and regulatory requirements under WIA (copy enclosed). The State's request for waivers is written in the format identified in WIA Section 189(i)(4)(B) and 20 CFR 661.420(c). The disposition of the State's waiver requests is outlined below. This action is taken under the Secretary's authority at WIA Section 189(i) to waive certain requirements of WIA Title I, Subtitles B and E, and Sections 8-10 of the Wagner-Peyser Act.

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

The State is requesting a waiver to permit an increase in the amount a state is allowed to transfer between the Adult and Dislocated Worker funding streams. The State is granted this waiver through June 30, 2017. Under the waiver, transfer authority is limited to 50 percent. This limitation provides states flexibility while ensuring consistency with Congressional intent regarding the level of funding appropriated for the WIA Adult and Dislocated Worker programs.

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

The State is requesting a waiver that allows the State to replace the 17 performance measures under WIA Section 136(b) with the common measures. The State is granted this waiver through June 30, 2017.

This waiver permits the State to negotiate and report WIA outcomes against the common performance measures only, rather than the performance measures described at WIA Section 136(b). The State will no longer negotiate and report to ETA on the following WIA measures: WIA adult and dislocated worker credential rates; participant and employer customer satisfaction; older youth measures; and younger youth measures. The State will use the three adult common performance measures to negotiate goals and report outcomes for the WIA Adult and WIA Dislocated Worker programs. The State will use the three youth common performance measures to negotiate goals and report outcomes for the WIA Youth program. Workforce Investment Act

Standardized Record Data system (WIASRD) item 619, Type of Recognized Credential, should be completed for each individual as appropriate, regardless of this waiver to report on common performance measure outcomes only.

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

The State is requesting a waiver of the requirement for competitive procurement of service providers for six youth program elements. The State is partially granted this waiver through June 30, 2017. Under this waiver, the State is permitted to allow its One-Stop Career Centers or partner agencies to directly provide the youth program elements of supportive services, follow-up services, and work experience. In utilizing this waiver for these elements, the State and local areas must still meet Office of Management and Budget requirements (codified in 29 CFR 95.40-95.48 and 97.36) and all state and local procurement laws and policies. ETA denies this waiver for these elements: leadership development opportunities, adult mentoring, tutoring, study skills training, and instruction. ETA believes that regular competitive procurement is the most efficient and cost-effective way to ensure the development of high-quality service providers.

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

The State is requesting a waiver to permit local areas to conduct allowable statewide activities as defined under WIA Section 134(a)(3) with local WIA formula funding, specifically incumbent worker training. The State is granted this waiver through June 30, 2017. Under this waiver, the State is permitted to allow local areas to use up to 10 percent of local Dislocated Worker funds and up to 10 percent of local Adult funds for incumbent worker training only as part of a layoff aversion strategy. Use of Adult funds must be restricted to serving lower income adults under this waiver. ETA believes limiting incumbent worker training to the specified level and requiring it to be a part of layoff aversion is the best use of funds in the current economic climate where serving unemployed workers is a paramount responsibility of the workforce system. All training delivered under this waiver is restricted to skill attainment activities. Local areas must continue to conduct the required local employment and training activities at WIA Section 134(d), and the State is required to report performance outcomes for any individual served under this waiver in the Workforce Investment Act Standardized Record Data system (WIASRD), field 309. TEGL No. 26-09, Section 7A, "Workforce Investment Act (WIA) Waiver Policy and Waiver Decisions for PY 2009 and 2010" and TEGL No. 30-09, "Layoff Aversion Definition and the Appropriate Use of Incumbent Worker Training for Layoff Aversion Using a Waiver" provide policy guidance related to implementation of this waiver.

Waiver of WIA Section 134(a)(1)(A) to permit a portion of the funds reserved for rapid response activities to be used for incumbent worker training.

The State is requesting a waiver to permit use of rapid response funds to conduct allowable statewide activities as defined under WIA Section 134(a)(3), specifically incumbent worker training. The State is granted this waiver through June 30, 2017. Under this waiver, the State is permitted to use up to 20 percent of rapid response funds for incumbent worker training only as part

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

Waiver of the prohibition at 20 CFR 664.510 on the use of Individual Training Accounts for older and out-of-school youth.

The State is requesting a waiver of the prohibition at 20 CFR 664.510 on the use of Individual Training Accounts (ITAs) for older youth and out-of-school youth program participants. The State is granted this waiver through June 30, 2017. Under this waiver, the State can use ITAs for older youth and out-of-school youth program participants. The State must continue to make the 10 youth program elements available as described at WIA Section 129(c)(2). The State should ensure that funds used for ITAs are tracked and that the ITAs are reflected in the individual service strategies for these youth.

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

The State is requesting a waiver of the requirement to conduct evaluations of workforce investment activities for adults, dislocated workers, and youth in order to establish and promote continuous improvement of the statewide workforce investment system. The State is granted this waiver effective through June 30, 2013.

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

The State is requesting a waiver of the requirement to provide local workforce investment areas incentive grants to reward regional cooperation, local coordination of activities, and exemplary performance. The State is granted this waiver effective through June 30, 2013.

The approved waivers are incorporated by reference into the State's WIA Grant Agreement, as provided for under paragraph 3 of the executed Agreement, and are incorporated into the State Integrated Workforce Plan. A copy of this letter should be filed with the State's WIA Grant Agreement and with the approved State Plan. In addition, as described in TEGL No. 29-11, the State should address the impact these waivers have had on the State's performance in the WIA annual performance report, due on October 1 of each year.

We look forward to working together as you implement your State Integrated Workforce Plan for PY 2012 and beyond. Thank you for adopting the American Job Center brand; we are available to provide technical assistance as needed. If you have any questions related to the issues discussed above, please contact Lovie Thompson, the Federal Project Officer for Tennessee, at (404) 302-5379 and thompson.lovie@dol.gov.

Sincerely,

Jane Oates
Assistant Secretary

Enclosures

cc: Helen Parker, Regional Administrator, ETA Atlanta Regional Office
Lovie Thompson, Federal Project Officer for Tennessee

APPENDIX-

Occupational Analysis

The Appendix identifies potential skill gaps relating to the ECD target industry clusters. The skill gaps were identified by using the Department of Labor's (TDLWD) state industry-occupation matrix. Lists of key occupations found in the target industries were then matched with a list of in-demand occupational clusters to determine where the largest skill gaps resided. The following table lists demand clusters related to the target ECD industry clusters. The columns in the table include the TDLWD cluster number, the cluster title, the occupational code for occupations in that cluster found in ECD-identified industries, the 2012 employment in those occupations, the usual education level required, and the median wage. The column titled "Cluster Supply/Demand Gap" is the difference between the number of annual openings expected for the occupational cluster and the number of individuals completing training related to that cluster. If the number is positive, it identifies a skill gap. If the number is negative, there were more completers than demand, although less than 1.5 times as many. A skill gap is less likely to exist. Some of the areas with the largest skill gaps include construction, precision production, and production operations and maintenance, although unemployed workers will be available to fill some of the need in these areas, depending on their current abilities.

Appendix: Supply Gaps for Occupations in ECD Demand Clusters

Cluster No.	Cluster Title	Occ. Code	Occ. Title	Sum of Base Emp.	Cluster Supply/De-mand Gap	Educ. Level	Median Wage
01.1110000	**Agricultural and Food Sciences**	19-1012	Food Scientists and Technologists	179	14	ND	$46,404
02.2100000	**Construction Pathway - Construction Electrical**	47-2111	Electricians	951	778	LT OJT	$42,257
		49-9051	Electrical Power-Line Installers and Repairers	847		LT OJT	$56,411
		49-9012	Control and Valve Installers and Repairers, Except Mechanical Door	159		MT OJT	$49,224
		49-2095	Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	94		PSV	$50,791
		49-2098	Security and Fire Alarm Systems Installers	63		PSV	$32,688
		49-9052	Telecommunications Line Installers and Repairers	46		LT OJT	$51,007

02.2300000	**Construction Pathway - Construction Plumbing**	47-2152	Plumbers, Pipefitters, and Steamfitters	261	484	LT OJT	$39,673
02.2700000	**All Other Construction**	53-7021	Crane and Tower Operators	269	1771	MT OJT	$38,682
		47-2073	Operating Engineers and Other Construction Equipment Operators	238		MT OJT	$34,628
		47-2211	Sheet Metal Workers	185		MT OJT	$35,370
		47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	170		WE	$49,925
		47-4799	Construction and Related Workers, All Other	68		ND	NA
		47-2141	Painters, Construction and Maintenance	39		MT OJT	$33,141
		47-2071	Paving, Surfacing, and Tamping Equipment Operators	37		MT OJT	$34,473
		47-4041	Hazardous Materials Removal Workers	27		MT OJT	$26,001
		47-2041	Carpet Installers	23		MT OJT	$37,178
		47-2221	Structural Iron and Steel Workers	22		LT OJT	$35,279
04.2110000	**Accounting**	13-2011	Accountants and Auditors	3395	-438	BD	$56,403
04.2120000	**Accounting Administrative Support**	43-3031	Bookkeeping, Accounting, and Auditing Clerks	4853	1268	MT OJT	$33,942
		43-3021	Billing and Posting Clerks	2518		MT OJT	$31,262
		43-3051	Payroll and Timekeeping Clerks	1409		MT OJT	$36,766
04.3000000	**Human Resources**	13-1151	Training and Development Specialists	1410	558	BD	$46,930
		13-1078	Human Resources, Training, and Labor Relations Specialists, All Other	1354		ND	NA
		43-4161	Human Resources Assistants, Except Payroll and Timekeeping	629		ST OJT	$37,958
		13-1141	Compensation, Benefits, and Job Analysis Specialists	368		BD	$52,436
04.4000000	**Business Analysis**	13-1199	Business Operations Specialists, All Other	4690	874	BD	$72,844
		13-1111	Management Analysts	1945		BWE	$71,408
		15-2031	Operations Research Analysts	223		MD	$69,727
		13-2031	Budget Analysts	183		BD	$50,059

04.5000000	**Communications Development**	43-4051	Customer Service Representatives	12343	2220	MT OJT	$29,048
		27-3031	Public Relations Specialists	232		BD	$47,668
04.6000000	**Administrative and Information Support**	43-9061	Office Clerks, General	10895	4976	ST OJT	$27,089
		43-1011	First-Line Supervisors of Office and Administrative Support Workers	5389		WE	$43,198
		43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	4763		MT OJT	$29,520
		43-6011	Executive Secretaries and Executive Administrative Assistants	2522		MT OJT	$37,012
		43-4151	Order Clerks	2352		ST OJT	$28,857
		43-9799	Office and Administrative Support Workers, All Other	2180		ND	$33,556
		43-5011	Cargo and Freight Agents	2057		MT OJT	$36,441
		43-5032	Dispatchers, Except Police, Fire, and Ambulance	1889		MT OJT	$35,041
		43-4171	Receptionists and Information Clerks	1043		ST OJT	$24,010
		43-9021	Data Entry Keyers	748		MT OJT	$24,687
		43-9011	Computer Operators	641		MT OJT	$35,475
		31-9094	Medical Transcriptionists	639		PSV	$32,128
		43-3061	Procurement Clerks	411		ST OJT	$35,120
		43-2011	Switchboard Operators, Including Answering Service	389		ST OJT	$23,797
		43-9051	Mail Clerks and Mail Machine Operators, Except Postal Service	340		ST OJT	$24,435
		43-2021	Telephone Operators	224		ST OJT	$20,186
		43-9071	Office Machine Operators, Except Computer	222		ST OJT	$24,612
		43-4071	File Clerks	212		ST OJT	$25,599
		43-4199	Information and Record Clerks, All Other	152		ND	$34,873
		43-9022	Word Processors and Typists	110		MT OJT	$32,601
		23-2091	Court Reporters	88		PSV	$48,831
		43-4021	Correspondence Clerks	88		ST OJT	$23,859
		43-6012	Legal Secretaries	40		PSV	$40,974
05.1140000	**Support Services- Adult and Continuing**	25-3999	Teachers and Instructors, All	60	438	ND	NA

	Education		Other				
06.3110000	**Banking and Finance**	11-3031	Financial Managers	2351	920	BWE	$83,756
		13-2051	Financial Analysts	715		BD	$68,637
		13-2099	Financial Specialists, All Other	246		BD	$63,590
		13-2041	Credit Analysts	175		BD	$51,464
		13-2072	Loan Officers	132		BD	$45,591
		13-1031	Claims Adjusters, Examiners, and Investigators	107		LT OJT	$59,637
		41-3021	Insurance Sales Agents	26		BD	$52,801
06.3120000	**Banking and Finance Support Services**	43-3011	Bill and Account Collectors	5912	1460	ST OJT	$28,558
		43-3071	Tellers	189		ST OJT	$25,538
		43-4041	Credit Authorizers, Checkers, and Clerks	143		ST OJT	$28,253
		43-4131	Loan Interviewers and Clerks	37		ST OJT	$32,778
07.7120000	**Compliance Officers**	13-1041	Compliance Officers	557	160	LT OJT	$40,320
		53-6051	Transportation Inspectors	219		WE	$83,093
07.7140000	**Revenue and Taxation**	43-5041	#N/A	162	115	ST OJT	$30,847
08.1140000	**Practical Nurse (LPN)**	29-2061	Licensed Practical and Licensed Vocational Nurses	240	-549	PSV	$41,629
08.1320000	**Pharmacy Assisting**	29-2052	Pharmacy Technicians	519	-80	MT OJT	$28,211
08.1330000	**Pharmacists**	29-1051	Pharmacists	429	-87	FP	$114,258
08.2190000	**Medical Imaging- Radiography**	29-2037	Radiologic Technologists and Technicians	114	87	ND	NA
08.2210000	**Medical and Clinical Laboratory Technologists**	29-2011	Medical and Clinical Laboratory Technologists	135	94	BD	$57,768
08.2220000	**Medical and Clinical Laboratory Technicians**	29-2012	Medical and Clinical Laboratory Technicians	115	105	AD	$31,431
08.4130000	**Industrial Hygiene**	29-9011	Occupational Health and Safety Specialists	438	75	ND	$52,363
		29-9012	Occupational Health and Safety Technicians	97		ND	$52,376
09.1000000	**Restaurants and Food and Beverage Services Pathway**	35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	943	5289	ST OJT	$15,668
		51-3011	#N/A	295		LT OJT	$26,312
		11-9051	Food Service Managers	261		WE	$36,623
		35-2021	Food Preparation Workers	174		ST OJT	$18,309
		35-2012	Cooks, Institution and Cafeteria	143		MT OJT	$21,751
		35-1012	First-Line Supervisors of Food Preparation and Serving Workers	83		WE	$27,765

		35-1011	Chefs and Head Cooks	60		WE	$35,584
		35-2011	Cooks, Fast Food	49		ST OJT	$15,619
09.2000000	**Lodging Pathway**	39-6011	Baggage Porters and Bellhops	120	463	ST OJT	$35,900
		37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	57		WE	$34,187
		39-1021	First-Line Supervisors of Personal Service Workers	52		WE	$30,097
		13-1121	Meeting, Convention, and Event Planners	38		BD	$46,593
09.3000000	**Travel and Tourism Pathway**	43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	1808	133	ST OJT	$25,116
10.2130000	**Human Services**	21-1798	Community and Social Service Specialists, All Other	149	-67	ND	NA
11.3400000	**Web/Multimedia Management, Programming**	15-1150	Computer Support Specialists	1938	228	ND	NA
		15-1121	Computer Systems Analysts	1886		BD	$62,306
		15-1131	Computer Programmers	1291		BD	$62,365
		11-3021	Computer and Information Systems Managers	1225		BWE	$93,205
		15-1132	Software Developers, Applications	966		BD	$74,182
		15-1179	Information Security Analysts, Web Developers, and Computer Network Architects	688		ND	NA
		15-1133	Software Developers, Systems Software	422		BD	$74,661
		15-1141	Database Administrators	421		BD	$66,496
		15-1111	Computer and Information Research Scientists	193		FP	$90,259
12.3000000	**Security and Protective Services Pathway**	15-1142	Network and Computer Systems Administrators	1324	326	BD	$60,123
		33-9021	Private Detectives and Investigators	39		WE	$46,504
12.4110000	**Legal Assisting**	23-2011	Paralegals and Legal Assistants	98	-25	AD	$37,446
		23-2093	Title Examiners, Abstractors, and Searchers	21		MT OJT	$29,773
12.4140000	**Fire Fighting**	33-1021	First-Line Supervisors of Fire Fighting and Prevention Workers	45	305	WE	$75,539
		33-2011	Firefighters	41		LT OJT	$49,617
13.1000000	**Precision Production Pathway**	51-2092	Team Assemblers	22324	1770	MT OJT	$23,312

		51-1011	First-Line Supervisors of Production and Operating Workers	7478		WE	$46,697
		51-4041	Machinists	3401		LT OJT	$40,582
		51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	1594		MT OJT	$41,236
		51-4021	Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	1362		MT OJT	$27,737
		51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	1122		MT OJT	$26,912
		51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	1016		MT OJT	$34,940
		51-4111	Tool and Die Makers	914		LT OJT	$38,701
		51-2041	Structural Metal Fabricators and Fitters	662		MT OJT	$33,438
		51-9195	Molders, Shapers, and Casters, Except Metal and Plastic	588		MT OJT	$28,846
		51-9022	Grinding and Polishing Workers, Hand	320		MT OJT	$31,778
		51-4061	Model Makers, Metal and Plastic	296		MT OJT	$44,304
		51-4034	Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic	268		MT OJT	$29,594
		51-4023	Rolling Machine Setters, Operators, and Tenders, Metal and Plastic	252		MT OJT	$31,620
		51-2091	Fiberglass Laminators and Fabricators	250		MT OJT	$27,271
		51-4032	Drilling and Boring Machine Tool Setters, Operators, and Tenders, Metal and Plastic	247		MT OJT	$24,319
		51-9083	Ophthalmic Laboratory Technicians	185		MT OJT	$31,268
		51-8021	Stationary Engineers and Boiler Operators	181		LT OJT	$51,317

		51-4022	Forging Machine Setters, Operators, and Tenders, Metal and Plastic	176		MT OJT	$35,873
		51-7041	Sawing Machine Setters, Operators, and Tenders, Wood	153		MT OJT	$19,999
		51-4035	Milling and Planing Machine Setters, Operators, and Tenders, Metal and Plastic	150		MT OJT	$29,584
		51-9122	Painters, Transportation Equipment	140		MT OJT	$41,280
		51-4012	Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	134		LT OJT	$42,651
		51-4191	Heat Treating Equipment Setters, Operators, and Tenders, Metal and Plastic	110		MT OJT	$21,894
		51-7042	Woodworking Machine Setters, Operators, and Tenders, Except Sawing	92		MT OJT	$22,817
		51-3021	Butchers and Meat Cutters	67		LT OJT	$26,557
		49-9069	Precision Instrument and Equipment Repairers, All Other	61		LT OJT	$18,698
		51-6093	Upholsterers	61		LT OJT	$32,240
		51-9082	Medical Appliance Technicians	55		LT OJT	$30,664
		51-7099	Woodworkers, All Other	54		MT OJT	$19,856
		51-8013	Power Plant Operators	50		LT OJT	$54,977
		51-4051	Metal-Refining Furnace Operators and Tenders	36		MT OJT	$47,265
		51-4199	Metal Workers and Plastic Workers, All Other	36		MT OJT	$49,229
		51-8011	Nuclear Power Reactor Operators	25		ND	NA
		51-9194	Etchers and Engravers	23		LT OJT	$31,568
13.2100000	**Production Design**	13-1051	Cost Estimators	505	64	WE	$54,620
13.2200000	**Operations and Maintenance**	49-9071	Maintenance and Repair Workers, General	7192	1298	MT OJT	$32,517
		51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	5004		MT OJT	$29,116

		49-9041	Industrial Machinery Mechanics	4183		LT OJT	$43,807
		49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	2459		WE	$60,277
		13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	1591		WE	$47,178
		51-8091	Chemical Plant and System Operators	1538		LT OJT	$51,207
		51-2022	Electrical and Electronic Equipment Assemblers	1269		ST OJT	$30,594
		49-9043	Maintenance Workers, Machinery	1034		ST OJT	$38,165
		51-9011	Chemical Equipment Operators and Tenders	767		MT OJT	$48,294
		51-6091	Extruding and Forming Machine Setters, Operators, and Tenders, Synthetic and Glass Fibers	350		MT OJT	$32,584
		49-9044	Millwrights	173		LT OJT	$39,168
		49-9062	Medical Equipment Repairers	170		AD	$31,947
		49-9011	Mechanical Door Repairers	106		MT OJT	$36,986
		49-9091	Coin, Vending, and Amusement Machine Servicers and Repairers	67		MT OJT	$27,131
		51-2023	Electromechanical Equipment Assemblers	62		ST OJT	$38,092
		49-9031	Home Appliance Repairers	61		LT OJT	$33,099
		47-2011	Boilermakers	55		LT OJT	$45,152
		51-6064	Textile Winding, Twisting, and Drawing Out Machine Setters, Operators, and Tenders	27		MT OJT	$23,418
13.2210000	**Electrical, Electronic Equip. Repairers**	49-2011	Computer, Automated Teller, and Office Machine Repairers	609	-116	PSV	$35,924
		49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	580		PSV	$49,438
		49-2097	Electronic Home Entertainment Equipment Installers and Repairers	307		PSV	$28,502

		49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	285		LT OJT	$50,974
		49-2093	Electrical and Electronics Installers and Repairers, Transportation Equipment	141		PSV	$38,685
13.2200000		49-2021	Radio, Cellular, and Tower Equipment Installers and Repairs	20		PSV	$36,163
14.2000000	**Selling and Sales Management**	41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	17233	7090	MT OJT	$49,425
		41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products		7090	MT OJT	$68,435
		41-1012	First-Line Supervisors of Non-Retail Sales Workers		7090	WE	$61,267
		11-2022	Sales Managers		7090	BWE	$98,229
		41-2031	Retail Salespersons		7090	ST OJT	$20,109
		41-3099	Sales Representatives, Services, All Other		7090	MT OJT	$46,747
		41-1011	First-Line Supervisors of Retail Sales Workers		7090	WE	$36,363
		41-9031	Sales Engineers		7090	BD	$40,677
		27-1026	Merchandise Displayers and Window Trimmers		7090	MT OJT	$26,704
		41-3011	Advertising Sales Agents		7090	MT OJT	$34,972
		41-9022	Real Estate Sales Agents		7090	PSV	$27,102
14.3000000	**Merchandising**	43-5071	Shipping, Receiving, and Traffic Clerks	11973	6310	ST OJT	$27,722
		43-5081	Stock Clerks and Order Fillers	9771		ST OJT	$22,217
		41-9041	Telemarketers	3508		ST OJT	$24,647
		41-2022	Parts Salespersons	1737		MT OJT	$25,540
		41-2011	Cashiers	1533		ST OJT	$16,266
		13-1022	Wholesale and Retail Buyers, Except Farm Products	898		WE	$47,689
		41-9799	Sales and Related Workers, All Other	291		ND	NA
		41-2021	Counter and Rental Clerks	229		ST OJT	$17,922

		41-9011	Demonstrators and Product Promoters	225		MT OJT	$20,554
14.5000000	**Marketing Research**	13-1161	Market Research Analysts and Marketing Specialists	1126	124	BD	$59,600
14.6000000	**Channel Management**	53-3031	Driver/Sales Workers	4858	700	ST OJT	$21,680
		43-5061	Production, Planning, and Expediting Clerks	3271		ST OJT	$40,672
		43-5021	Couriers and Messengers	239		ST OJT	$23,376
15.1160000	**Industrial Engineering**	17-2112	Industrial Engineers	2681	62	BD	$70,821
15.1180000	**Nuclear Engineering**	17-2161	Nuclear Engineers	343	-25	BD	$160,154
15.1190000	**All Other Engineers**	17-2199	Engineers, All Other	1504	-38	BD	$84,211
		17-2111	Health and Safety Engineers, Except Mining Safety Engineers and Inspectors	130		BD	$65,818
15.1230000	**Environmental Engineering**	17-2081	Environmental Engineers	116	36	BD	$60,462
15.1250000	**Surveying and Civil Technology**	17-3031	Surveying and Mapping Technicians	39	40	MT OJT	$37,389
15.1280000	**Mechanical Engineering Technology**	17-3027	Mechanical Engineering Technicians	382	3	AD	$39,298
15.3160000	**Science Technologies**	19-4099	Life, Physical, and Social Science Technicians, All Other	143	-31	AD	$30,718
		19-4091	Environmental Science and Protection Technicians, Including Health	62		AD	$44,614
16.1300000	**Truck, Bus, Rail, Water Transportation, and Heavy Equipment**	53-3032	Heavy and Tractor-Trailer Truck Drivers	45749	2407	MT OJT	$40,886
16.1300000		53-1031	First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	2477		WE	$49,631
16.1300000		53-4011	Locomotive Engineers	749		ND	NA
16.1300000		53-4031	Railroad Conductors and Yardmasters	744		ND	NA
16.1300000		53-4021	Railroad Brake, Signal, and Switch Operators	631		WE	$47,304
16.1300000		53-5021	Captains, Mates, and Pilots of Water Vessels	609		WE	$89,079
16.1300000		53-7199	Material Moving Workers, All Other	541		ND	NA
16.1300000		53-7121	Tank Car, Truck, and Ship Loaders	267		MT OJT	$29,362
16.1300000		53-5031	Ship Engineers	245		PSV	$62,486

16.1300000		47-4061	Rail-Track Laying and Maintenance Equipment Operators	179		MT OJT	$28,234
16.1300000		53-4013	Rail Yard Engineers, Dinkey Operators, and Hostlers	31		WE	$29,137
16.4300000	**Diesel Technology**	49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	3026	-33	PSV	$39,474

Source: TDLWD, OTTER system. TN Employment Projections, 2012 to 2020. Explanation of Educ.Level: AD=Associate Degree; BD=Bachelor's Degree; BWE: Work Experience Plus Bachelor's Degree; DR=Doctor's Degree; FP=First Professional Degree; LT=Long Term On-the-job Training; MD=Master's Degree; MT= Moderate Term On-the-job Training; ND=Not Defined; PSV=Postsecondary Vocational Training; ST=Short Term On-the-job Training; WE=Work Experience in a Related Occupation.