SOUTHWEST HUMAN RESOURCE AGENCY

Workforce Investment Act
1527 White Avenue • Henderson, Tennessee 38340
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Craig S. Butler
Board Chair

Mike Smith
Executive Director

November 28, 2011

Christy Montgomery
Grants Program Manager
Youth and Planning
Tennessee Department of Labor
and Workforce Development
220 French Landing Drive
Nashville, TN 37243

Dear Christy,

Local Workforce Investment Area 11 has no new modifications to the narrative that was previously modified in August, 2011. That modification was made necessary due to the counties moving from LWIA 11 to LWIA 12.

Sincerely,

Jimmy Bell
Interim Director, LWIA 11

COVER SHEET
LOCAL STRATEGIC PLAN MODIFICATION

FOR

TITLE I OF THE WORKFORCE INVESTMENT ACT OF 1998

(WORKFORCE INVESTMENT SYSTEM)

FOR THE PERIOD

July 1, 2011
To
June 30, 2012

LOCAL WORKFORCE INVESTMENT AREA -11

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LWIA-11 2011 Plan

NARRATIVE

Phase 1
2011 Local Workforce Investment Area Planning Guidance

1 **Leadership**

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

11 **Senior Leadership**

The senior leaders in LWIA 11 include the West Tennessee Workforce Investment Board, Southwest Human Resource Agency Executive Director, the West Tennessee Workforce Investment Board staff, and the consortium of Local Elected Officials.

1.1 a **Mission and Vision**

The mission of the West Tennessee Workforce Investment Board is: "To insure an integrated workforce system through training, education, and economic development utilizing the resources available through the Career Center partners, training providers, and employers."

The vision of the West Tennessee Workforce Investment Board: "Workforce Investment Area 11 will be consistent with the state in ensuring delivery of the workforce system. assuring there will be no duplication of services with Career Center partners, and providing opportunities and partnerships enhancing the lives of the individuals who live and work in our workforce area. LWIA 11 will provide accessibility to the needs of individuals seeking employment and meeting the needs of public and private sector employers. The WIA Administrative Entity, Southwest Human Resource Agency, in conjunction with the West Tennessee Workforce Investment Board will provide oversight and guidance of all programs administered by Local Workforce Investment Area 11."

Figure 1.1-1 SWOT Analysis Strengths, Weaknesses Opportunities and Threats Local Workforce System in LWIA 11

Strengths

- Collaboration between Career Center partners.
- The knowledge and success of all partners in meeting the needs of clients in our area.
  Excellent Educational Facilities. (Community Colleges and Tennessee Technology Centers and all other approved training providers).
- The successful partnerships that have been formed through the Career Centers with both employers and job seekers.
- Partnerships with local Chambers of Commerce, Industrial Boards, and other community organizations in promoting all available services.
- Employment opportunities in manufacturing are increasing in some areas of LWIA-11.
- Excellent work ethic displayed by a majority of employees in LWIA-11 area.
- The ability to offer Career Readiness Certificates to assist both employers and job seekers by utilizing CRC's as a best practice for success.
- Utilize Dual Enrollment opportunities to assist high school seniors to get a jump-start on their post-secondary education.
- Educate potential workers of training opportunities utilizing the Lottery funding (Wilder/Naife technical skills grants and HOPE scholarships).
- The ability to develop more Public/Private partnerships to help meet the needs of both employers and job seekers.

Opportunities

- Growth of training and educational opportunities through AE, all approved training providers, post secondary institutions (colleges, and TTCs), in addition, new programs such as REDI and the Madison CAN program which provide last dollar scholarship funds to enhance the educational opportunities of students in the area.
- Employment opportunities being developed in conjunction with the manufacturing mega-site in Haywood County.
- Potential economic growth in the LWIA-11 area.
- Development of other funding sources to replace the decreases being seen with budget cuts.
- Utilizing On-line capabilities in to assist participants with travel savings while training.
- Develop the hidden potential workforce (those who may be older workers or dislocated workers) who may not have the skills to secure a GED but have the potential and desire to be dependable employees.
- Be able to increase capacities for CRC assessments.

Weaknesses

- C-mats still not integrated between partners.
- Difficulty in recruiting private sector representation for our Local Board.
- Persistently high unemployment is still present in several counties in LWIA 11.
- A large number of rural counties lack the infrastructure to support significant economic development opportunities.
- Limited public transportation for participants in the LWIA-11 area.
- Weak work ethic; employees are not willing to adhere to increased demands necessary for continued employment.
- Participants seeking work are often unable to background check and/or drug screening.
- Participants seeking work in the truck driving field may be unable to pass a background check including MVR
- Services by some partners declining due to budget restraints (classes full, no training available).
- Individuals who lack marketable job skills.
- Education levels below National and state averages.
  HS Grad. US-84% TN-81% LWIA 11-71% Bachelors US-27% TN-22% LWIA 11-13%

Threats

- Continued loss of funding from Congress.
- Continued downturn in national, state and local economic conditions.
- Continued reduction in manufacturing jobs.
- Reduction in employer benefits for existing employees.
- Increased cost of employer provided benefits.
- Continued breakdown of the family structure.
- Increase in disrespect for authority figures both in educational and employment settings.
- Loss of job related knowledge due to retirement of older employees.

1.1-b Identified Weaknesses

a. C-mats still not integrated between partners.
We now have the capability to view information from all partners, but are unable to edit any of the other partner's information.

b. Difficulty in recruiting private sector representation for our Local Board.
We are constantly trying to spark interest from the private sector holding one on one informational meetings, at WEOC meetings, meetings promoting Career Readiness Certificates, and anywhere else that the opportunity arises. We then try to maintain those private sector members by making sure meetings are scheduled for their convenience.

c. Persistently high unemployment is still present in several counties in LWIA 11. In an effort to offset the continued rise in unemployment, LWIA 11 is utilizing Incumbent Worker funds, teaming with Economic and Community Development, and local government to help address some of the potential problems that might lead to job loss. This is especially difficult during the economic downturn being experienced throughout our area and the country as a whole.

d. A large number of rural counties lack the infrastructure to support significant economic development opportunities.
We are eager to assist local governments, ECD. and other developers in making potential mega-sites in West Tennessee a reality. Completion of these mega-sites will result in increased infrastructure in our area. One such mega-site is underway in Haywood County, located in Area 11.

e. Limited public transportation for participants due to cost and mileage restraints.
We are utilizing on-line and distance

learning capabilities to assist with travel savings for participant training.

f. Weak work ethic; employees are not willing to adhere to increased demands for continued employment. As part of our case management services, we counsel our clients on the changing job market and the expectations potential employers will expect from them. Some current employers have utilized Incumbent Worker funding to assist in job skills training.

g. Participant(s) not able to pass background check and/or drug screenings

h. Services by some partners declining due to budget restraints. We continue to utilize the resources each partner has available to refer clients to another agency that may be able to provide services where cutbacks have been made due to funding cuts.

i. Individuals who lack marketable job skills. We are partnering with AE, all approved training providers, and post secondary institutions in developing additional training and educational opportunities.

j. Educational levels below National and State averages. We continue to utilize Dual Enrollment opportunities to assist high school seniors in getting a jump-start on their postsecondary education. We also have several high schools involved in the JTG (Jobs for Tennessee Graduates) program to help prevent them from dropping out of school.

12 **Governance and Social Responsibilities**

1.2-a **Governance**

The West Tennessee Workforce Investment Board Staff operates under the direction of the West Tennessee Workforce Investment Board and the Executive Director of our administrative entity, Southwest Human Resource Agency.

Southwest Human Resource Agency is also responsible for the fiscal accountability for LWIA 11.

1.2-b **Social Responsibilities**

We believe every participant is an individual, and each client is dealt with individually and equally. We must show concern for all those who need assistance in every way. If help may be obtained from another agency, the individual is referred to the appropriate agency to assure services are rendered.

2. **Strategic Planning**

2.1-a **Plan Process**

The strategic planning process in each area is a combined effort between all Career Center partners to insure that the objectives of the Workforce Investment Act, including all the responsibilities of all partners, the Local Board, the Administrative Entity, and the Local Elected Officials are met utilizing the strengths all involved bring to the table. This plan process is conducted yearly, with guidance supplied by the Tennessee Department of Labor and Workforce Development.

2.1-b **Strategy for High Skill, High Growth Job Opportunities**

DEFINE REGIONAL ECONOMIC DEVELOPMENT PARTNERSHIPS

Southern Energy Training Consortium t SETC

The Southern Energy training Consortium is a two state consortium of employers' labor organizations, and regional leaders in workforce development. economic development and higher education that has been formed to prepare workers for careers in the energy efficiency and renewable energy fields This consortium will develop workforce training in collaboration with energy efficiency and renewable energy employers in both existing and emerging industries. Training will target current workers who need upgrade training and unemployed workers, especially dislocated workers.

Partners in the Southern Energy Training Consortium are LWIA 11, 12, & 13, Dyersburg State Community College, Eastern Arkansas LWIA, Jackson State Community College, Memphis Bioworks Foundation, Midsouth Community College, Seedco, Southwest Tennessee Community College, University of Memphis, BEST Program, West Tennessee Healthcare, One Stop Career Centers in each LWIA, and Multiple Employers.

Hospitality
A large part of our area along the Tennessee River is used for retirement and recreation. This creates a need for workers in the hospitality and restaurant industries.

Transportation and Distribution
There are several large distribution centers all across our area. The need for warehouse workers and for truck drivers to distribute the goods to retailers is necessary for the viability of businesses in West Tennessee.

Specialized Manufacturing-
To enable employers to continue to stay in business as a layoff aversion, LWIA I 1 will continue to assist employers and job seekers to assisting and develop specialized training through Incumbent Worker contracts We have been able to utilize Incumbent Worker grants to. assist numerous companies in continuing their businesses without layoffs or closures.

3.1-c Special Populations

Persons with Disabilities
We have been partnering with the Tennessee Department of Vocational Rehabilitation in referring individuals that they might receive the services that will be most beneficial for them. We also have a Disability Navigator on our WIA staff; a position created to assist in referrals to both employers and training facilities to better assist in securing gainful employment.

Older Workers
We partner with Meritan. the Older Worker Program in our area to assist in securing employment for them, and some of the older workers in our area are being utilized in our Career Center locations as receptionists.

Offenders
We are currently investigating several possibilities for funding to assist ex-offenders to receive training and other services to help equip them have a smooth transition back into the workforce.

3.1-d Significant Closures and Layoffs
LWIA 11 has experienced a significant rise in unemployment over the past year due to plant and business closures and layoffs. Unemployment rates rose over 1% during the past year. This has caused the workload at all our local

determine the needs in our area is through reports supplied by the Tennessee Department of Labor and Workforce Development. Information received as to demand occupations is our area is readily available for anyone. Information can also be obtained through "The Source" found on the State Website. Still another way of accessing the needs of employers and jobseekers is through the contacts our staff has with both employers and jobseekers on a daily basis.

3.1-b

INDUSTRY" TARGETS

Healthcare-

Meeting the shortage of Licensed Practical Nurses, Patient Care Technicians, and Surgical Technicians

Rapid Response funding is being used to fund two dislocated worker only LPN classes; one at the TTC at Crump and one at the TTC Whiteville's satellite location in Brownsville. Also Rapid Response funding is being used to fund a Surgical Technician class at the TTC Jackson.

Meeting the shortage of Registered Nurses

LWIA II continues to partner with Jackson State Community College, West Tennessee Healthcare, and the Tennessee Technology Centers utilizing distance learning capabilities to assist in training Licensed Practical Nurses to become Registered Nurses. This training is being made possible through a grant through the Delta Regional Authority and administered by the

Southwest Tennessee Development District. This grant is funded through the United States Department of Labor.

Service Industry-

Healthcare

The need for dietary staff; cafeteria staff, housekeeping staff, and maintenance workers is seen in both hospitals and nursing homes

Retail Sales Workers

Retail sales associates positions in all areas are still needed in some locations.

Southwest Tennessee Educational Pathways (STEP)
LWIA II is an active supporter of the STEP program. Economic development in West Tennessee is directly related to having an educated and prepared workforce. The mission of the STEP program is to be able to eventually provide a free community college or technical college education through the development of a last dollar scholarship designed to cover the difference between cost and financial aid received by individuals.
The business community is unified in the belief that future economic development for the region is linked to transforming the region's educational culture and improving access to higher education for both youth and adults.

Regional Economic Development Institute (REDI)
The Regional Economic Development is being spearheaded by the Southwest Tennessee Development District This is an effort to bring together economic development, workforce development, city and county leaders, and community organizations to work on a common goal, to boost economic development in West Tennessee From building a more educated workforce to creating the infrastructure necessary to support economic development to generating interest in entrepreneurship are key elements in creating this "boost" of economic development in West Tennessee. LWIA 11 is committed to making this endeavor successful

2.1-c **Deployment of Strategy**
Strategy sessions with partners from workforce development organizations, economic development organizations, employers. and training providers seem to be the most effective way to dispense information to all our population with a need and an interest in pursuing a field of study that will help them prepare for the jobs of the future.

3. **Customer and Market Focus**

3.1-a **Obtaining Customer and Market Knowledge**
Customer needs and market knowledge are obtained by several different ways in LWIA 11. The primary way to

offices to skyrocket. This past year, we have had significant layoffs or closures at thirty-five locations affecting 1,536 employees. Some of the more significant closures were Reitter & Shefenacker in Selmer- 300 jobs; Fechheimer Brothers Company- Martin Manufacturing in Martin- 150 jobs; Dana Holding Corporation in Paris-129 jobs; and Kongsburg Automotive in Selmer- 100 jobs. The most significant layoff in our area was Aqua Glass in Adamsville- 114 laid off

3.1-e **Youth Program Best Practice**

Utilizing funding received from the City of Jackson; Southwest Human Resource Agency administered a four week work experience program for students with disabilities at Jackson Central Merry High School. These youth worked at Jackson Central Merry High School preparing the school for the next school year. Jackson Central Merry High School is in transition of changing to Jackson Central Merry Academy of Medical Technology School. This transition will change the curriculum to Health Science related fields so several classrooms had to be rearranged and moved.
The students that worked on the program were assisted by two job coaches, who responsible for supervision and mentoring of the youth.
The students learned work readiness skills that will prepare them to transition from the classroom to the workforce after they graduate.
The program served 18 youth in addition to the 2 job coaches that were hired.
No WIA funds were expended.

3.1-f Relationships, Customer Satisfaction, and Loyalty

The relationships our case managers are able to establish with both our participants and with employers is evident by the successes we've achieved over the years. These kinds of results don't just happen; they are results from close relationships formed by working together.
LWIA **II** feels that the successes we have seen with our OJT (On the Job Training) program and Incumbent Worker program have had an incredible effect on the workforce in our area. Last year we served

seventeen companies and 145 participants with OJT contracts. We also assisted seven manufacturers and 1256 employees in upgrading their skills through the Incumbent Worker Program. The total expended to these companies was $199,340.00. With the success of these two programs and the interest shown from other employers, we feel we are on track to grow these programs in the future. We also provide information to companies interested in customized training.

4 **Measurement, Analysis, and Knowledge Management**

By utilizing the information available in eCMATS, we have the ability to compare our performance that has been negotiated with the state. Reports are generated quarterly and reported to us for review. We can then analyze our weaknesses and our strengths throughout our area. We then use the information that has been collected to make the necessary corrections for our organization to be more successful in delivery of services. We also hold periodic training sessions for our staff. The information received at these training sessions better enable us to dispense the information needed to address the areas that need attention.

The information we retrieve from all sources (i.e. eCMATS, University of Memphis, etc.) is all compiled and examined to determine the validity of our information including the cost parameters. We then decide if changes are needed to enhance our productivity; if changes are deemed necessary, that information is passed on to all our staff.

5 **Workforce Focus**

5.1-a **Engaging the Workforce**

The Tennessee Career Centers offer our workforce a wide array of services including Resource Centers that offer computers with Internet, copy and fax machines, telephones, career resource materials, and labor market information. The Career Centers also provide Access to Employers, Job Fairs, Skills Training Assistance, access to Job Listings, Job Readiness Information, Networking, and Rapid Response. By

motivating our clients to utilize all the resources available to them, will help to build a much stronger and more dedicated workforce for the future

5.1-b **Having an Effective and Supportive Workforce Environment**

Comprehensive Career Centers or Affiliate sites are located in five of the eight counties in Area 11. We do have WIA offices open in each of the eight counties. We have comprehensive Career Centers in Jackson; in Jackson the partners co-located are Adult Education, TDOL&WFD, WIA, Job Corps, Vocational Rehabilitation, and Senior Services. The other four sites, Bolivar, Savannah, Brownsville, and Lexington have only TDOL&WFD, Workforce Essentials, and WIA co-located. Of the other four counties, Workforce Essentials is co-located with WIA in Chester and; McNairy is co-located with Adult Education, Chester is co-located with Southwest Human Resource Agency Community Service Center. Decatur is WIA only. We feel this structure gives adequate coverage for our area, with the cities with the largest populations having the comprehensive Career Centers, and the smaller counties/cities still maintaining adequate services to meet the needs of those we serve. The counties that do not have TDOL&WFD offices are served by adjoining counties.

6. **Process Management**

6.1 **Work System Design**

Utilizing the great knowledge and expertise demonstrated by the West Tennessee Workforce Investment Board, LWIA 11 has an advantage in determining the direction we need to pursue to make sure we meet the needs of both employers and job seekers. Our work system is designed to meet those needs in our

Adult, Dislocated Worker and Youth programs; which may include those who are, or have been through our justice system, youth with issues, older workers, people with disabilities, and those with other special needs.

The successes we have been able to achieve have come about through the expertise of all involved; the Local Board, the Career Center partners, the training providers, employers, the West Tennessee Workforce Investment Board staff and of course, all those participants we serve.

6.2 **Management and Improvement of Work Processes**

We manage our work processes by constantly monitoring each area of work. The results of our monitoring reports show the areas that we have opportunities to improve on. The areas where we have weaknesses are reviewed and steps taken through a collaborated effort of all to eliminate the weakness that are causing that particular program to not be as effective as it should be. The LWIA 11 staff is constantly provided with training, instruction, and information to make sure they are kept abreast of current work flow and innovation.

As we continue with the Baldrige Initiative, we expect some changes will be made in our processes to enable us to more efficient and more consistent with the recommended criteria for Baldrige certification.

7. **Results**

7.1 **Product and Service Performance Results**

The success achieved by LWIA 11 is measured by Performance Standards Developed by the United States Department of Labor in Washington D. C. These standards are then negotiated by each state, and in turn negotiated from the state level to each local LWIA. LWIA 11 received incentive funds last year due to the high level of performance achieved in a particular area. Helping our customers to be successful and insuring our employers are able to hire the best trained workers are the products we are responsible for. These are the kind of performance results we continue to strive for.

7.2.a Customer-focused Performance Results

Customer satisfaction is a very important aspect of our performance. Through customer satisfaction surveys, done either locally through our Career Centers, or as a part of the follow-up conducted by the University of Memphis, we are able to see us through our customer's eyes. This is an indication of how successful we are in case management, training, and job development. Our customers being able to obtain the training and skills they require for them to be successful in acquiring and retaining gainful employment that will continue to improve their earning potential.

LWIA 11 consistently meets or exceeds the customer satisfaction performance measure.

7.2.b **Financial and Marketplace Performance Results**

The West Tennessee Workforce Investment Board strives to insure our average cost per individual is reasonable and affordable through our grant process; and that cost is in line with what other organizations spend for similar services. The number of participants served this past year was 2,238 Adults, 1,158 Dislocated Workers, and 2,063 Youth; a total of 5,459.

7.2.c **Workforce-focused Performance Results**

For a Workforce Board to be successful, results seen in improvement of the workforce in your area is essential. Whether it be the external workforce, (employers and jobseekers the local area is assisting), or the internal workforce, (the Local Workforce Board staff), successful results are critical. At LWIA 11, we are committed to insuring that those things we do both internally and externally will make a positive impact not only on our clients, but also on our staff and Local Board. By utilizing actual negotiated performance measurements for Employment, Retention, Earnings, and Employer and Customer satisfaction, we can know just how successful we really are in carrying out our responsibilities

7.2.d **Process Effectiveness Results**

The effectiveness of our process is shown through the success we achieve through our case management system. The care we take to assure our participants are given the best chance for success within the program components, along with their willingness to be a part of the process by providing needed information during training and for follow-up after their training is over. They also help us market our program through contacts made with employers, and by becoming productive employees.

LWIA-11 2011 Plan

LIST OF MEETING ATTENDEES

LIST OF ATTENDEES- PHASE I PLAN MEETING FOR 2011 PLAN
TUESDAY NOVEMBER 16, 2010- 9:30 A.M.
TENNESSEE CAREER CENTER @ JACKSON

ELIZABETH ROSS	WORKFORCE ESSENTIALS
ANNETTE TYLER	DEPARTMENT OF HUMAN SERVICES
MARK CHANDLER	TN. DEPARTMENT OF LABOR & WORKFORCE DEV.
LINDA RANDOLPH	DIVISION OF REHABILITATION SERVICES
AMANDA BEVIS	MADISON COUNTY ADULT EDUCATION
ROCKY MILLER	JOB CORP
OPHELIA PARKS	SCSEP
LAFAYETTE MCKINNIE	LWIA 11 DIRECTOR
JIMMY BELL	LWIA-11 ASSITANT DIRECTOR
APRIL BROWN	LWIA-11 ADMINISTRATIVE ASSISTANT
BRAD HURLEY	LWIA-11 BOARD MEMBER (PLANNING COMMITTEE)
RUSSELL WILLIAMS	LWIA-11 BOARD MEMBER (PLANNING COMMITTEE)
DAVID HAWKS	LWIA-11 BOARD MEMBER (PLANNING COMMITTEE
YANA DICUS	LWIA-11 BOARD MEMBER (PLANNING COMMITTEE)