Local Workforce Investment Area 7

2012 Strategic Plan

Phase I

There are no modifications to the 2011 Strategic Plan narrative for Local Workforce Investment Area 7.

Local Workforce Investment Area 7

Strategic Plan Document

Phase I

2011

Phase I

Local Workforce Investment Area 7 2011 Plan

I. Leadership

Consortium members, senior staff of each partner at the Tennessee Career Center at Cookeville, have created a performance reporting process to compare performance with goals for each and all partners. Each partner is asked to submit reports at consortium meetings and talk about the results. This allows for discussions of issues and possible solutions between partners. The Opinionmeter Customer Satisfaction Survey addresses the organizational effectiveness to allow us to determine if our customers are satisfied with the services provided at the Career Center. The Opinionmeter is an electronic kiosk survey that can easily be completed in five minutes or less by customers as they leave the Career Center or affiliate sites. The survey asks a series of questions to determine the customers' level of satisfaction in terms of information received; professionalism of staff; responsiveness of staff; quality of service; and level of information received. The customer is asked to rate each of these services in terms of excellent, good, fair, or poor. We have the ability to customize the survey questions on a continuous basis to meet the needs of partners' goals in customer satisfaction. Process goals are being created by the consortium to address both goals and performance in delivering services to employers and job seekers and measure the overall effectiveness of the Career Center. We are required to have an overall financial audit each year that is reported to the Upper Cumberland Human Resource Agency (UCHRA) Board of Directors, the Local Workforce Investment Board (LWIB), the Tennessee Department of Labor and Workforce Development (TDLWD), and the Tennessee Comptroller of the Treasury. All workforce programs are monitored by TDLWD and Senior Services of America, Inc. All sub-contractors, training providers, and worksite users are monitored by internal program monitors. Career Center staff from each partner organization are encouraged to have more frequent informal meetings to improve daily processes and partner relations. This practice creates an attitude of ownership at the Career Center level without senior supervisors having to attend all meetings. We have created a monthly and annual process of selecting an employee of the month/year that allows the consortium to participate in the selection and recognition of all employee reward and recognition efforts. The overall employee population nominates a fellow employee each month. Each "Employee of the Month" is eligible for "Employee of the Year". Employees that receive either award have the opportunity of choosing a monetary incentive, a day off from work with pay, etc.

LWIA 7 is governed by the LWIB, which is overseen by the Chief Local Elected Officials (CLEOs). The State Workforce Board and TDLWD staff oversees planning and operational activities of each LWIA. We have regular quarterly meetings in each county with local Advisory Board's comprised of volunteer community leaders such as bankers, private industry leaders, religious leaders, public officials, etc. These volunteers assist in creating and maintaining awareness of programs and agency resources and increasing the capacity of some programs, and providing important feedback concerning community needs. Our reporting of services and performance results to these boards ensures accountability of management and program staff. In addition, workforce programs are monitored yearly by TDLWD staff to review expenditures, services, program management, participant files, etc.

II. Strategic Planning

LWIA 7 conducts strategic planning each year through a process established by the State Workforce Board. In addition, the Employment and Training Division of UCHRA establishes internal goals and objectives for management and field staff. Our focus is on exceeding customer expectations, with an ongoing effort to improve quality and service through feedback from our customers. Of equal importance is strengthening our position with our revenue sources by providing superior service. Through the successful completion of our goals and objectives, we will strengthen our relationships with our stakeholders by incorporating their feedback into our ongoing process to build our Career Center system around the voice of our customers and revenue sources.

The Local Workforce Investment Area (LWIA) 7 continues to address and give priority to the skill shortage occupations that emerge in our area as identified by the Tennessee Department of Labor and Workforce Development (TDLWD) Research and Statistics Department. We will focus on apprenticeship programs which benefit employers by reducing turnover, providing skilled workers, and reducing labor costs due to an emphasis on safety training. In addition, job seekers who participate in these programs usually receive higher wages, portable credentials, and an opportunity for college credit and future degrees. These benefits for both employers and job seekers will lead to a highly skilled workforce, which increases the competitive edge and economic growth in the economy. Currently, there are 14 employers in LWIA 7 who have operated registered apprenticeship programs. The main industries participating included construction, manufacturing, telecommunications, and information technology. The LWIA 7 goal is to assist additional industries in the area in sponsoring apprenticeship programs, which include health care, service and retail, and public utilities. An expansion of construction based programs is also needed to fill projected employment opportunities in this field.

Overall, the effects of the down-turn in the economy and job losses have resulted in an increased work load for most partners of our Career Centers. Not only has the number of walk-in customers increased, but the number of customer phone inquiries has also increased. Recent changes made to the Unemployment Insurance (UI) benefit registration policy have been a topic of inquiry of many LWIA 7 customers. Customers are, in some cases, experiencing delays in receiving UI checks. Unemployment Insurance benefit customers have also voiced complaints that they are unable to speak with anyone or simply can not get a response, in some cases, for days when placing calls to the call center. Issues such as this have produced more phone calls to our Career Centers, or more walk in traffic. Most claimants do not understand that the Call Centers are now responsible for the bulk of UI transactions and questions. Also, some outlying county offices do not have TDLWD Job Service staff on site. This adds to the workload of those partners that do staff those affiliates, and, also may interfere with or delay scheduled meetings with customers. There has also been an increase in customers requesting commodities and monetary assistance with their electric and heating bills.

Our Career Center staff has made much progress in responding to the increased number of customer telephone inquiries and the number of walk in customers that have questions. The modification of the UI benefit registration process has enabled us to adjust in order to minimize the inconvenience to our customers during this time. This situation has made it necessary for our Career Centers to have an increased awareness of and also an increased engagement in teamwork with all partners. We are now scheduling appointments for applicants and doing a better job of meeting the employment and training needs of our customers.

The LWIA 7 training emphasis focus is on programs that offer individuals the opportunity to transition into long-term employment in demand occupations. Because of a projected percent change of 20.2 in the health care and social services industry, continued support of nursing training programs and other medical occupations will be a top priority, with a primary focus on registered nursing training. LWIA 7 has assisted over 350 participants in nursing programs during the current program year. Additionally, LWIA 7 will continue support of the Tennessee Technological University (TTU) President's Academy for Emerging Technologies, which is designed to stimulate and build interest in science, technology, engineering, and mathematics (STEM).

Regional economic development partnerships are often necessary to recruit WIA participants for available job opportunities and to build adequate class populations for training programs. LWIA 7 has worked with LWIAs 4 and 6 to assist with filling training programs such as Nursing, Welding, Patient Care Technician, and the President's Academy for Emerging Technologies (STEM). Continued regional partnerships will assist local areas in providing quality programs and opportunities for our customers, job seekers and employers.

By using the "Source" and the "Job Outlook" to identify high growth, high skill job opportunities, we will target those industries and recruit individuals that show interest in those occupations. Currently, nursing, teaching, and food preparation and serving related occupations have been identified as three of the highest demand, high growth occupation clusters in our area. Routine meetings with front-line staff will be held to track services that are being provided and to determine if enrollments are on target with industry projections. On-the-job training and customized training will also be utilized to provide services to eligible employers and job seekers.

Our performance projections are in line with set goals in key workforce areas established by the TDLWD, which include entered employment, employment retention, average earnings, skill attainment, etc. The main focus is to meet or exceed these goals while providing the best possible customer service to both job seekers and employers.

III. Customer and Market Focus

Healthcare occupations such as Licensed Practical Nursing, Registered Nursing, Medical Laboratory Technicians, Occupational Therapy, Physical Therapy, and Respiratory Therapy Technicians is projected to have the greatest number of job openings in LWIA 7 and are estimated to grow 20.2% for the timeframe of 2006 - 2016 according to "The Source". Estimated employment for the next two years based on healthcare industry surveys we conducted indicate a steady or growing need for these occupations in all medical facilities completing the survey.

Food Preparation and Serving Related Occupations is projected to have the second highest number of job openings in LWIA 7. This industry is expected to grow by 14.46% in the 2006 - 2016 timeframe according to "The Source". Tennessee Technological University provides an eighteen week culinary training program through statewide funding provided by Tennessee Department of Labor and Workforce Development. This training has enabled those that complete to obtain employment with area restaurants and establishments including caterers and deli's operated by grocery chains such as Wal-Mart, Kroger's, etc. Since the late 1990's, more than fifteen restaurant chains have opened restaurants in Cookeville alone employing hundreds of food service workers.

Education, Training and Library Occupations is projected to have the third highest number of job openings in LWIA 7 and is expected to grow by 9.7% in LWIA 7 in the 2006 - 2016 timeframe according to "The Source". Elementary and secondary schools in Tennessee are expected to grow 17.3 % in the 2006 - 2016 timeframe according to "The Source" and is expected to add about 2,697 new jobs per year. Population increases in the last ten to fifteen years in the Upper Cumberland area has made it necessary to build new schools or add on to existing schools to accommodate new students that have moved to the area.

Employment and Training programs in LWIA 7 are designed so that employment and training services are readily accessible to special populations. In addition to WIA Adult, Dislocated Workers, and Youth programs, LWIA 7 is a sub-contractor for the Title V Senior Community Services employment programs for aging Americans. LWIA 7 has been designated as an Employment Network with the Social Security Administration for the Ticket to Work program. The Ticket to Work program is an employment program that is specifically designed for individuals who receive social security disability benefits and would rather be employed. This program assists these individuals by helping them find employment. LWIA 7 also provides information and assistance to employers regarding the Federal Bond program and Work Opportunity Tax Credit program. These programs encourage employers to hire ex-offenders. Since LWIA 7 continually focuses on informing employers of the benefits they receive by hiring members of America's aging population, individuals with disabilities, or previous offenders, these special groups have a greater chance of attaining employment.

LWIA 7 has experienced an increase in applications for veteran services through the TCCC. The Local Veterans Employment Representative provides case management service to all veterans. This service is especially helpful to veterans with barriers to employment. These veterans are provided services using a number of resources such as WIA case managers, Hire Vets First, www.VA.gov, and www.indeed.com. The local Veterans Employment representative also refers veterans to other agencies such as the VFW, American Legion, and the UCHRA for other services. UCHRA has a number of programs to help veterans and their families. The Upper Cumberland Area Rural Transit System (UCARTS) offers public transportation to Veterans Administration (VA) Centers, medical appointments, job interviews, to and from employment, etc. The County Mayors of Fentress, Overton and Pickett counties in LWIA 7 have purchased a 12 passenger van to transport veterans to and from the VA Hospitals. The VA pays for the vans' maintenance and fuel. UCHRA manages the licensing, provides training for the driver and operates the call center and dispatching for trips. Other services offered through UCHRA are: Low Income Home Energy Assistance Program; the Weatherization Assistance Program; the Rent, Utilities, and Prescription Assistance Program; and the Temporary Emergency Food Assistance Program (Commodities). The Child and Adult Food Program supplements the cost of meals to children or adults in licensed private day care homes, and the Child Care Certificate Program assists families with child care expenses. The Individual Development Accounts Program assists moderate and low income families to move toward financial independence by providing financial literacy and by matching their savings with $2.00 for every $1.00 saved up to $2,000.00. This can provide them up to $6,000.00 to be used for tangible assets, such as purchasing a house or advancing their education. Information and referral services are offered to assist families and individuals in accessing available services and resources in the LWIA 7 area.

Although job losses in LWIA 7 have slowed somewhat for the period of July 1, 2009 through June 30, 2010 compared to the period ending June 30, 2009, there has still been a significant number of

job losses for PY 2009. WIA case managers continue to have large numbers of participants that are still engaged in skill training or other program activities. For program year 2009, we served a total of 611 Dislocated Workers: 318 were dislocated only; 198 were dislocated and completed the CRC assessment, and 95 were Trade Adjustment Assistance clients. The CRC program continues to be popular with employers and participants seeking employment. Some companies that have job openings have requested that all applicants complete the CRC assessment as a condition to applying for a job with their company.

Through funding from the TDLWD, the UCHRA, in partnership with the area school Boards of Education, has developed in-school programs designed to minimize high school dropouts in low-achieving, economically disadvantaged, at-risk youth. This Career Training program operates on the school and community levels while providing remedial education, life skills training, as well as, occupational skills training in the summers. In addition to completion of secondary education for in-school youth, a primary objective is to prepare the youth for appropriate future careers. During the summer, in-school youth enrolled in the Career Training program participate in the Summer Training Opportunities Program. LWIA 7 partners with the Tennessee Technology Centers (TTC's) to provide a four week session of occupational skills training. Upon completion of the four weeks, each student receives a Certificate of Training. The TTC's retain individual transcripts of credited hours toward future licensing in each student's area of study. Many of these students have returned as full time students, completed, and entered employment.

LWIA 7's 2010 summer activities decreased significantly from Summer 2009 due to the majority of ARRA funds being spent during the Summer 2009. During the Summer 2010, LWIA 7 Partnered with Tennessee Technology Centers in Livingston and Murfreesboro to sponsor a four week Summer Training Opportunities Program for at risk in-school youth who participate in the LWIA 7 year round Career Training program. In-school youth choose from various program offering that include Business Systems Technology, Building Construction Technology, Computer-Aided Drafting, Health Occupations/Certified Nursing Assistant, Automotive-Body/Collision Repair Technology, Industrial Maintenance/Welding, Electronics, Machine Tool Technology, and Pharmacy Technology. Eighty-six (86) youth participated in the 2010 Summer Opportunities Program funded with carry-over ARRA funds. After completion of their training, youth have a transcript on record at the Technology Center which allows them to add to and/or complete required hours for certification in his or her area of study. Participants are encouraged to continue their training following their high school completion. Youth who completed the CNA training are eligible to take the State Board for CNA Licensure and are eligible to go to work. Many of the youth take part-time jobs during their last years of high school and many take full time jobs upon graduation or continue their training in Licensed Practical Nursing at the Technology Centers. Of the eighty-six youth participating in the Summer Opportunities activities, sixty-four (64) received a certificate of completion, a $5.00 per hour stipend, and a $50.00 bonus for perfect attendance.

In partnership with Tennessee Technological University (TTU), LWIA 4, LWIA 6, and LWIA 7 sponsored the third annual President's Academy for Emerging Technologies at TTU. Thirty-four (34) high school students were selected to attend the academy. Students were on campus for six days and five nights that provided many opportunities for piquing individual interest and excitement in the areas of science, technology, engineering, and mathematics (STEM). Activities included designing/building/launching rockets and designing/building/racing boats. In addition, groups were challenged with filming, editing, and completing a video/audio presentation with entailed activity

developments. Student evaluations at the conclusion of the week were very positive and indicated intentions of entering post-secondary education in at least one of the STEM areas.

Our vision in LWIA 7 is to increase the number of on-the-job training (OJT) opportunities in our area with employers who offer earnings which allow workers to become self-sufficient. We hope to continue and expand our partnerships with area technology centers and other schools to assist other employers with customized training. Since multiple partners deal with the same customers, if one partner is unable to meet a customer's needs, other partners will work with that customer to try and meet their needs. This level of commitment to our customers from all partners helps ensure a level of loyalty to keep the Career Center services in the minds of Career Center customers. We work closely with employers in the community to determine what services offered by the Career Center are needed. We use the Opinionmeter survey primarily for job seekers who come into the Career Centers and front line staff encourages all customers to complete the survey. We are moving toward similar methods to use for employers. We also monitor feedback from customer satisfaction surveys conducted by the University of Memphis. Follow-up surveys are conducted by management staff to ensure satisfactory service was provided by the Career Center. We have Advisory Board meetings in each county that private industry leaders, county officials, religious leaders, etc. attend. These meetings are very instrumental in keeping us informed of employer needs.

IV. Measurement, Analysis, and Knowledge Management

Data and other information sources that are utilized to measure, analyze and then improve our organizational performance were selected by consortium members of our Tennessee Career Center at Cookeville. The major metrics selected are: WIA Adult Entered Employment Rate; WIA Adult Retention Rate; WIA Adult Average Earnings; WIA Dislocated Worker Entered Employment Rate; WIA Dislocated Worker Retention Rate; WIA Dislocated Worker Average Earnings; Youth Entered Employment; Youth Attainment or Degree or Certification; Youth Literacy or Numeracy Gains; Wagner-Peyser Entered Employment Rate; Wagner-Peyser Employment Retention Rate; and Wagner-Peyser Average Earnings. These major metrics do represent key work processes for each partner. The secondary metrics selected are: the total number of participants that request services; the number of positive outcomes that result from these requests for service; and the number of negative outcomes that result from these requests for service. LWIA 7 projects approximately 500 exits for PY 2011. These exits will be tracked and will determine our performance outcomes.

These metrics are being tracked by the respective partners and submitted quarterly to the Career Center Consortium for members to analyze and evaluate this data on a quarterly basis. Results from past quarters will be used to measure results from the present quarters' data as well as benchmark data from Local Workforce Investment Areas that are similar to LWIA 7. Consortium members and Career Center partners will also revisit metrics to insure that they are aligned with short and long term goals. Consortium members will utilize studies and other written material to identify "best practices" from Workforce Investment Areas across the nation and will pass these results on to all Career Center employees.

To manage information, information technology, and organizational knowledge, LWIA 7 utilizes all sources of information available, such as surveys, Opinionmeter reports, etc. All partners, with the exception of Vocational Rehabilitation, are able to access most client information on the State-operated electronic Case Management and Activity Tracking System (eCMATS) database. This process will help prevent duplication of services.

V. Workforce Focus

LWIA 7 senior staff recognizes the importance of career development for those who "work in the trenches" and how challenging their work of providing assistance to customers who are re-connecting with the workplace or are moving into employment for the first time really is. Our Career Center staff has learned, especially during times of peak workloads, that cooperation and teamwork will help complete the job tasks at hand much quicker and more efficient than without them. Our communication skills are at times tested, since our Career Centers are staffed by different partner organizations that each has their own set of guidelines and reporting structures. However, the different partners recognize this and strive to focus more on effective communication. The end result has made it easier for our customers to receive the maximum benefits when seeking help at our Career Centers because each of our partners are knowledgeable of services offered by their fellow partners.

Our senior leaders continuously monitor and refine policies and procedures that maximize the ability of front-line staff to exceed goals of the Employment and Training Division and show individual initiative in doing so. Employees are encouraged to set individual goals, and senior leaders encourage employees to be empowered in serving our customers. A Policies and Procedures manual has been developed, and regular staff meetings are held to provide training in any new or modified State or Federal regulations or local workforce board policies. Questions are discussed concerning work environment situations that could be handled in different ways, and best practice solutions are given by senior leaders. Discussions such as these, offer diverse ideas from our employees and allow senior leaders to understand how our workforce is thinking about daily work tasks.

Opportunities are provided for staff to attend professional career development through specialized training programs such as Global Career Development Facilitator Training, Southeastern Employment and Training Association (SETA) conferences, and TDLWD and United States Department of Labor workshops. This specialized training will empower our employees to be innovative in their approach to serve our customers. The LWIA 7 Employment and Training Director believes strongly that each employee must have confidence in their ability to do their job, understand their value to our organization, be knowledgeable of the tools at their disposal, and participate in education and training opportunities as they become available. This mindset is crucial to the success of services offered to our customers.

LWIA 7 has one comprehensive Career Center located in Cookeville. All services, as mandated by federal and state regulations and local workforce board policies, are administered by this Career Center. The UCHRA maintains offices in all twelve (12) counties of LWIA 7, and WIA staff provides services in all of these counties. Five counties have affiliate Career Center offices where at least one other partner provides staff and services. This allows more services to be offered to our customers. If additional funding were available, our recommendation would be to provide additional services and make no other changes in terms of facilities. In the event of a substantial decrease in funding, our actions would be to evaluate staff levels to determine if services could be maintained with less staff. The Career Center workforce environment is supported by a strong retirement system and a strong benefit package which includes health insurance, paid holidays, paid vacation days, paid sick leave days, and longevity bonus payments. Since the initial primary location of the Career Center in Cookeville, affiliate sites have been able to relocate in some areas so that we have clean, modern, state of the art facilities in each location.

VI. Process Management

Marketing representatives continuously solicit job orders and opportunities to provide services to employers throughout LWIA 7. Recruitment, assessment, and referrals are based on partner staff determining specific qualifications and requirements necessary for meeting employer needs. WIA Case Mangers perform detailed assessments to determine each individual's skills and abilities as well as their compatibility with various occupational clusters. Individuals who are lacking the required skills for existing job opportunities are provided information on available training opportunities including on-the-job training with which their existing skill levels are compatible. Only those training opportunities identified by the "Source" or "Job Outlook" as being training for "growth" occupations are considered for financial sponsorship. Individuals who need remediation can use internet-based learning tools available at the TCCC or through the local partnering Adult Education programs. Although we strive to meet the employment needs of our local employers, we continuously try to refine and improve our efforts.

Rapid Response activities coordinated by TDLWD staff provide on-site information for employers and employees experiencing downsizing or plant closures. Dislocated Workers needs are identified through preliminary needs surveys. Needs surveys allow us to determine which Dislocated Workers are candidates for post-secondary training or remediation and which Dislocated Workers are in need of direct job placement. Those in need of post-secondary training are assessed to determine high skill, high demand occupations they are suitable for once they complete training. If the person possesses marketable skills, they are referred to existing job openings. Based on market research and employer demand, our Career Center system targets high skill, high demand training and jobs to promote long-term self-sufficiency for individuals.

Each Career Center partner follows written policies and procedures that create daily work processes for implementing and managing the workforce programs. Weekly team meetings, monthly meetings, and quarterly consortium meetings allow the continuous exchange of information and input from front-line staff, which creates continuous improvement. Feedback from employers and survey results from the Opinionmeter provide valuable information identifying areas where improvement is needed.

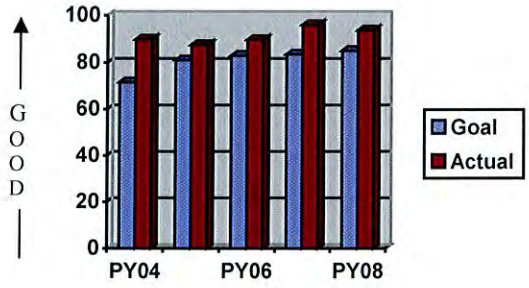
VII. Results

Major Performance Metrics for LWIA 7 partner programs are expressed in terms of "Goal vs. Actual." The major Performance Metrics for WIA programs are: Adult Entered Employment Rate, Adult Employment Retention, Adult Average Earnings, Dislocated Worker Entered Employment Rate, Dislocated Worker Employment Retention, Dislocated Worker Average Earnings, Youth Placement in Employment or Education, Attainment of Degree or Certification, and Literacy or Numeracy Gains. LWIA 7 performance using these metrics is reflected in figures 7.1, 7.2, and 7.3. Partner performance is reflected in figures 7.5, 7.6, and 7.7.

LWIA 7 has exceeded negotiated performance goals for Adult Entered Employment for each of the past five years. The WIA Adult Retention Rate has remained constant for the five year period although negotiated goals were increased, resulting in failure to exceed goals for one of the five years. The WIA Adult Average Earnings Change (increase) was exceeded in two of the five years. This performance measure was changed to Average Earnings in PY 06 with a goal of $24,900 annual earnings. This rate is higher than the average per capita income for our LWIA. This goal was not met for PY 06 and PY 07, however we performed at 98% and 95% for PY 06 and PY 07.

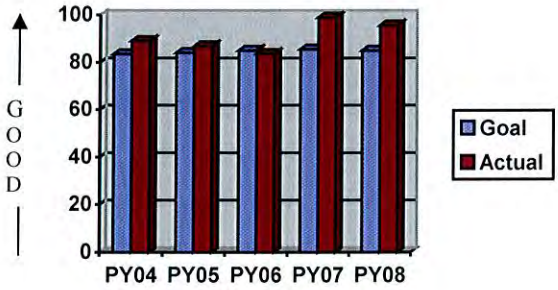
WIA Adult Performance (Figure 7.1)

Entered Employment Rate
(Figure 7.1a)



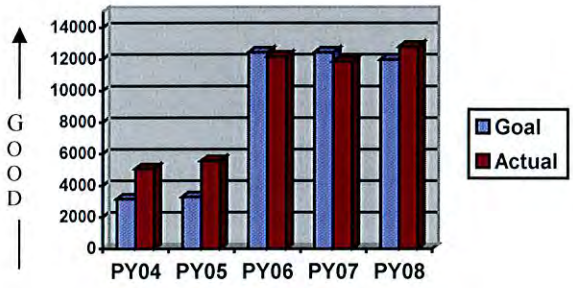
Retention Rate

(Figure 7.1b)



Six Months Earnings Change

(Figure 7.1c)

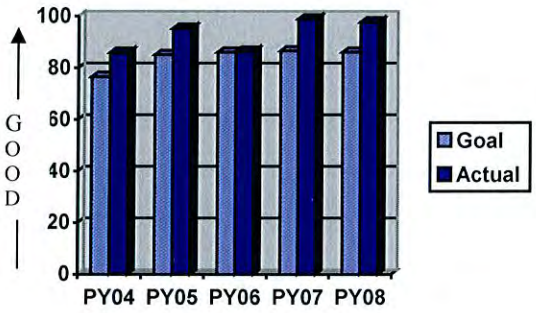


*Beginning with PY06, Changed to Average Earnings

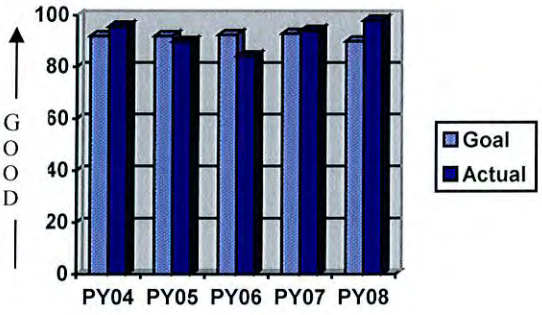
WIA Dislocated Worker Performance Metrics are shown in figures 7.2. The Dislocated Worker Entered Employment goals were exceeded for each of the past five years. The Retention Rate goal was exceeded for three of the five years. The Dislocated Worker Earnings Replacement goal was exceeded for two of the past five years. For PY 06 and PY 07, the earning metric was changed to Average Annual Earnings, which was negotiated at a rate of $28,000 annual earnings. This rate is difficult for entry level wage earners to attain in our geographic area due to this area having the lowest earnings of all thirteen areas of the state.

WIA Dislocated Worker Performance (Figure 7.2)

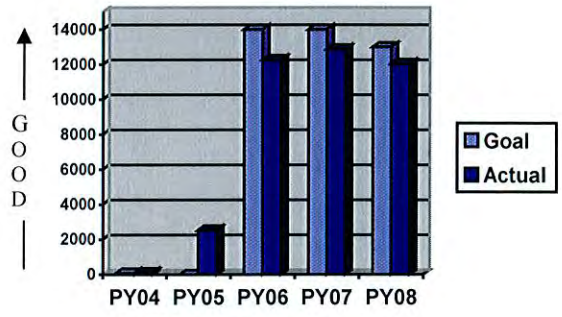
Entered Employment Rate
(Figure 7.2a)



Retention Rate
(Figure 7.2b)



Six Months Earnings Replacement
(Figure 7.2c)

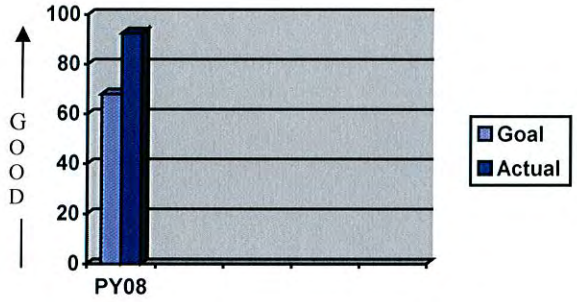


*PY04 = 87% Goal / 110.2% Actual
*PY05 = ($2,000) Goal / $2,538 Actual
*Beginning with PY06, Changed to Average Earnings

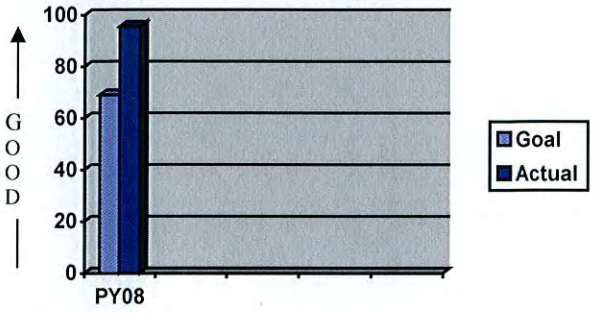
Starting in PY2008, performance metrics for Younger and Older Youth were combined. Below are the performance metrics for PY08.

WIA Youth Performance (Figure 7.3)

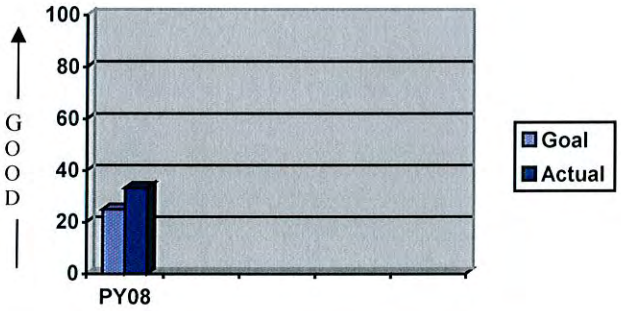
Placement in Employment or Education (Figure 7.3a)



Attainment of Degree or Certification (Figure 7.3b)



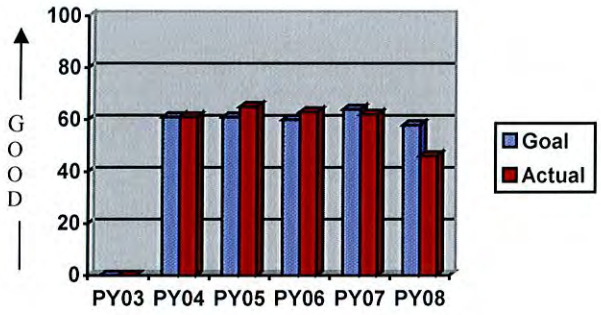
Literacy or Numeracy Gains (Figure 7.3c)



Wagner-Peyser met or exceeded the Entered Employment goal for three of five years and met or exceeded the Employment Retention goals for two of five years. Goals for Average Earnings were met for one of the three years reported.

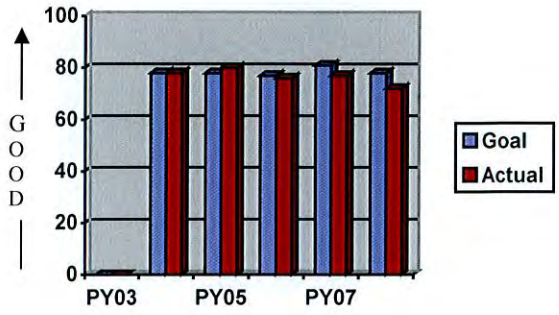
Wagner-Peyser Performance (Figure 7.5)

Entered Employment Rate (Figure 7.5a)



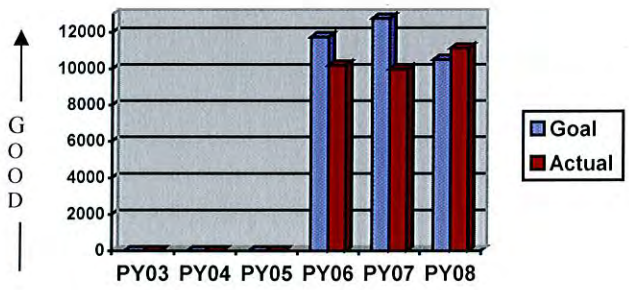
*Data Not available for PY03

Employment Retention Rate (Figure 7.5b)



*Data not available for PY03

Average Earnings (Figure 7.5c)

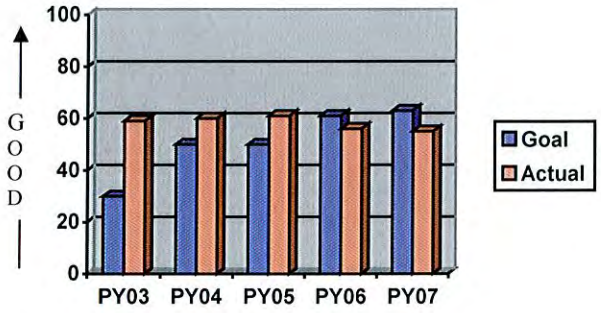


*Average Earnings Not Calculated During PY03, PY04, PY05

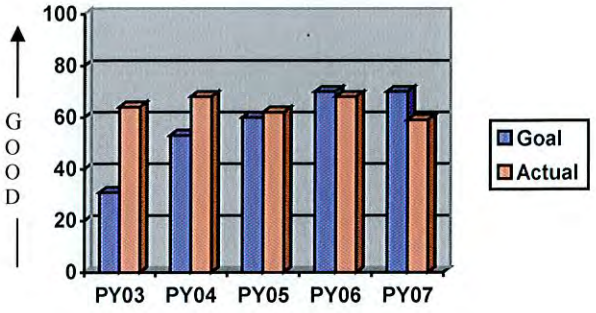
The LWIA 7 Adult Education program exceeded goals for Further Education and Training for three of five years reported in Figure 7.6. Entered Employment, Employment Retention, and High School Completion goals were also exceeded for three of the five years reported.

Adult Education Performance (Figure 7.6)

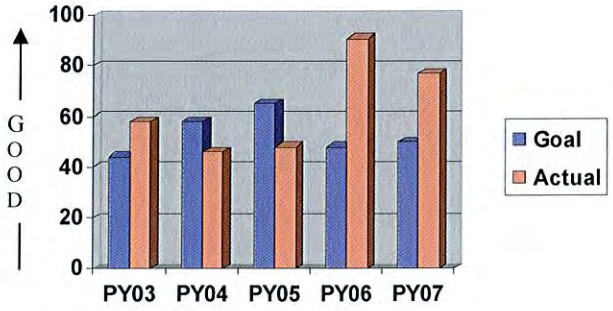
Further Education & Training (Figure 7.6a)



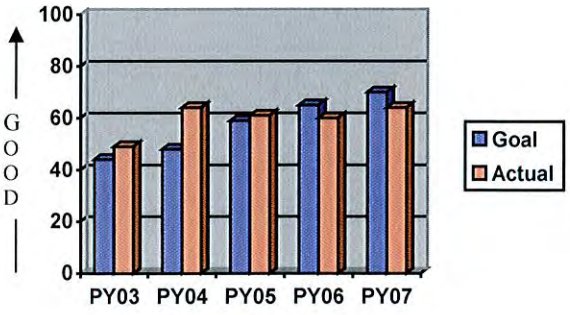
Entered Employment (Figure 7.6b)



Employment Retention (Figure 7.6c)



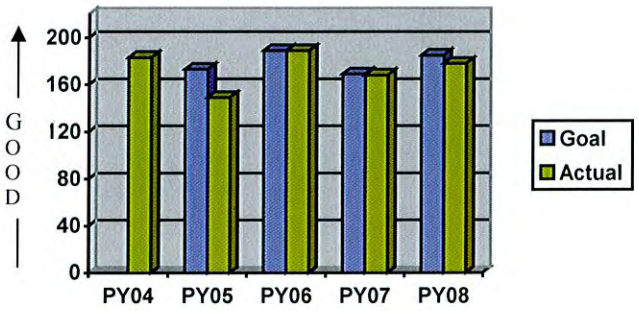
High School Completion (Figure 7.6d)



Performance for Vocational Rehabilitation Services is shown in Figure 7.7. Goals for PY 04 are not available. The goal was not met in PY 05, was within one of being met in PY 07, and was met in PY 06. Performance for PY08 was 96.2% of goal and ranks second in the state.

Vocational Rehabilitation Services (Figure 7.7)

Employment Retention Rate
(Figure 7.7a)



*Goals not available for PY04