



**Nashville
Career
Advancement
Center**

"Your Regional Workforce Partner"

2011-2012 Planning Submission

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Glossary of Terms and Abbreviations:

- 1. Board – Middle Tennessee Workforce Investment Board (Also referred to as WIB)**
- 2. CRC – Career Readiness Certificate**
- 3. Department – Tennessee Department of Labor and Workforce Development**
- 4. LWIA – Local Workforce Investment Area**
- 5. NCAC – Nashville Career Advancement Center (also referred to as Agency)**
- 6. TABE – Test for Adult Basic Education**
- 7. WIA – Workforce Investment Act of 1998 (also referred to as the Act or Statute)**

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Preface: Organizational Profile

The Nashville Career Advancement Center (NCAC) is the Administrative Entity for the Middle Tennessee Workforce Investment Board. The Agency was established by the Metropolitan Nashville and Davidson County Government in 2000 as a regional entity to carry-out workforce development programs within the Tennessee Counties of Davidson, Rutherford, Trousdale, and Wilson.

P.1 Organizational Description:

P.1.a Organizational Environment

P1.a. (1) The Nashville Career Advancement Center's main products and services are career and talent development, along with youth educational and employment related services. Career and Talent development services are delivered through a coordinated systematic approach with partner agencies at the Tennessee Career Centers. The Agency's core products and services are:

Assessments – Assessments help job seekers explore themselves in order to determine industry preferences, or types of jobs or training to pursue. There are three (3) basic types: skill based (ACT WorkKeys© and TABE); personality (Myers Briggs©); and interest (Strong Interest Inventory).

Workshops – Workshops are used to help develop or refine an individual's job search plan. The types of workshops vary depending on the needs of the customer base, from basic resume writing to interviewing skills, to for more advanced level career exploration and negotiating a salary.

Networking Meetings - Networking meetings are designed to allow the customer to connect with employers and job search experts in the community to provide insight and knowledge about the world of work, and the customer's individualized plan.

Career Counseling – Career Counseling services are provided by Career Coaches on a one-on-one

basis. Career Coaches help the customer develop their individual plan and provide feedback as the customer navigates the job market.

Talent Development – Talent Development services are provided in the form of scholarships to individuals in need of developing or upgrading their skills to be competitive in the job market. Scholarships are available for training in demand occupations targeted by the Middle Tennessee Workforce Investment Board. Targeted occupational areas for the 2011-2012 program year are in the industry sectors of: Healthcare; Design and Construction; Transportation and Logistics; Information Technology; and Secondary Teaching.

Other talent development opportunities include partnerships with the Tennessee Department of Labor and Workforce Development and area employers through the implementation of skills grants, incumbent worker grants, or Fast Track grants.

Youth Services – Educational and employment related services are provided to economically disadvantaged youth between the ages of 14-21 years of age. The purpose of the services is to increase the number of youth graduating from high school and moving on to post-secondary education or employment. These services include:

- Tutoring, study skills training, and instruction, leading to completion of secondary school, including dropout prevention strategies;
- Alternative secondary school services;
- Summer employment opportunities that are directly linked to academic and occupational learning (including ARRA summer program);
- Paid and unpaid work experiences, including internships and job shadowing;
- Occupational skill training;
- Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours;
- Adult mentoring;

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- Follow-up services after participation; and
- Comprehensive guidance and counseling.

The products and services provided by the Agency are delivered through two (2) main outlets. For services to adults and dislocated workers, services are delivered through one of the four (4) Tennessee Career Center locations within the region. Services to youth are delivered through contractors selected competitively.

P.1.a. (2) The Executive Committee in conjunction with the full Board establishes the mission and vision for the utilization of the Workforce Investment Act funds allocated to the area. The Nashville Career Advancement Center is responsible for carrying out the mission and vision and obtaining the goals established by the Board. The following mission and vision has been established by the Board:

Board Vision Statement:

“We visualize a skilled workforce that supports business and economic growth in the Region”

Mission Statement for WIA Funds:

“To ensure the Middle Tennessee workforce is aligned with the region’s long-range economic needs, Workforce Investment funds will provide training and credentials which develop talent for high demand and high skill careers.”

We will achieve this Mission by:

- Developing strategic partnerships with employers and training providers to align training services with the needs of area employers;
- Enhancing career development services for job seekers to increase job success and knowledge of high skill and high demand careers;
- Securing state and/or federal funding to develop training programs that support career pathways that build upon the existing skills of

the workforce and develop new skills to meet high skill and high demand careers; and

- Coordinating Workforce Investment Act activities with the region’s economic development agencies to address current and projected future workforce quality and quantity issues.

For the purposes of this document, the term “high demand and high skill” means careers in industry sectors that fit within the following criteria:

1. Industry sectors that are projected to have the fastest growing numbers of new jobs added to the economy or affect the growth of other industries; and
2. Industry sectors that have existing or emerging businesses which are being transformed by technology and innovation and which will require new skills sets for workers.

This vision and mission statement is deployed throughout the agency as the basis for the development of individual goals. Throughout the agency, every employee has their goals established based on each action item starting with senior leadership and then cascading throughout the agency.

To promote the overall corporate culture of the Agency and to help staff grow, the Agency has adopted a code of team behavior. The eight (8) areas of the Code are as follows:

- This week we will strive to include all team members and actively seek ideas from members of our organization.
- This week we will initiate change when we see problems or opportunities.
- This week we will work as a team to support all members in reaching their goals.
- This week we will complain only to the person who can do something about it.
- This week we will support and implement decisions of the group, even if it was not our preference and take ownership in the outcome.

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- This week we will encourage and support balance between business and personal lives.
- This week I will acknowledge improvement and celebrate success.
- We use humor appropriately, we don't use zingers.

The vision and mission statements, along with the code of team behavior, provide the foundation to guide the staff and the culture of the organization.

P.1.a. (3) The Nashville Career Advancement Center has forty-nine (49) employees. Within our organizational structure, employees are classified in three groups:

- Senior Management
- Management
- General Staff

Fifty-two (52%) percent of the staff are responsible for the direct delivery of services to job seeker customers, with the remaining staff responsible for management, finance, information systems, and contract management and monitoring.

All employees are Metropolitan Nashville and Davidson County employees that receive pension, health insurance, and deferred compensation benefits.

The following depicts the Agency's employee profile:

Diversity/ Education	Gn. Staff	Mgmt.	Sr. Mgmt.
Male	30%	0%	50%
Female	70%	100%	50%
H.S. Grad	24%	20%	0%
Some College	11%	0%	0%
College Degree	65%	80%	100%

P.1.a. (4) The major facilities of the Agency include five (5) office locations throughout the

region. Facilities are designed to accommodate serving the public, including meeting all safety and accessibility requirements mandated by law. The technologies and equipment utilized within each location is determined by a partnership of providers, and centers on the mix use of human interaction and computer technology. The application and quantity of computers are determined by the partnership and include internet and proprietary software programs designed to assist customers achieve their objectives as well as the performance objectives of the Agency.

P.1.a. (5) The Nashville Career Advancement Center is a government agency that receives federal funding. The primary regulatory environment is established in the Workforce Investment Act (WIA) of 1998, giving the United States Department of Labor regulatory control of the programs operated there under. The rules are published under 20 CFR Part 652 et al.; additional financial regulations are established by the United States Office of Management and Budget. To ensure compliance with these rules the Agency is audited under the Single Audit Act and monitored by the Tennessee Department of Labor and Workforce Development.

P.1.b Organizational Relationships

P.1.b. (1) The Nashville Career Advancement Center is a division of the Metropolitan Nashville and Davidson County Mayor's Office. The Agency was created by ordinance of the Metropolitan government to be a regional entity responsible for workforce development programs within Davidson, Rutherford, Trousdale, and Wilson counties in Tennessee. The Agency operates under the umbrella of the Metropolitan government with the Middle Tennessee Workforce Investment Board as its oversight board responsible for vision and direction of the programs operated.

The executive director of the agency reports to the Metropolitan Mayor and is responsible for the overall operation of the Agency. Within the Agency, there are five (5) senior managers

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responsible for each aspect of the organization, including supervision of all staff. The following indicates the area each senior manager is responsible for overseeing:

- Director of Operations – All operational aspects of the organization including information technology and management information.
- Finance Director – All financial transactions and regulatory compliance.
- Program Director – All delivery of program services provided by the agency.
- Youth and Community Services Director – All youth and community engagement activities, including overseeing youth contracted services.
- Employer Services Director – All economic development and employer related services.

All Directors report to the Executive Director.

P.1.b. (2) The Agency's target market consists of adults, dislocated workers, and disadvantaged youth residing within four (4) Middle Tennessee Counties. Requirements and expectations for the adults and dislocated worker customers are for the Agency to provide career development and training resources to allow the customer to re-enter or advance in the workforce. Youth customers require services that allow the customer to remain in school, progress to post secondary education, or enter the workforce.

To determine the success of our services performance benchmarks are established by the state. Customer satisfaction surveys are also performed to ensure quality of services at the point of delivery. Adjustments to services are made based on the analysis of these measures and feedback.

P.1.b. (3) The Agency operates as a partner in the Tennessee Career Center System, the lead Agency and operator of the Career Center System is the Tennessee Department of Labor and Workforce Development. Collaborating and partnering with this Department allows us to streamline services to customers and ensure the elimination of

duplication of services. Other key partners include youth contractors, Metropolitan General Government, and community agencies.

P.1.b. (4) The Agency's key supplier and customer relationships are designed around a funder to grant recipient process. Communication between our partners is transparent due to the joint data tracking and financial systems utilized. This allows for an open dialog and viewing of data and finances. Communication mechanisms include shared data systems, regular and group email, phone calls, and scheduled meetings and reviews.

P.2 Organizational Challenges

P.2. a Competitive Environment

P.2. a. (1) Workforce Investment Act funding is void of direct competition due to the legal structure established under the Act. The Agency is responsible for providing workforce programs in the second largest populated Local Area in the State, with the largest workforce population. The four counties include a population of over 1,013,057 people and a workforce size of 528,400. Although not direct competitors, community agencies routinely compete for workforce funding with and without a collaborative effort with our Agency. Such funding may or may not be federal funding under the Act. The local area has several hundred community agencies.

P.2. a. (2) The principle competitive factors that determine success in our industry are:

- Number of people entering the workforce
- Number of people retained in the workforce
- Average wage
- Number of youth who improve in literacy and numeracy
- Number who graduate high school

The above competitive success factors are determined by the federal government; the level of achievement necessary to be successful is determined by the state. Performance outcomes are determined independently by the state. The

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Agency routinely meets or exceeds established outcomes.

The key changes that affect our competitive situation are the declining economy. As unemployment rises and the number of available jobs decreases, our ability to achieve outcomes is more complex and difficult. Other changes include the corresponding rise in the number of people needing services without a corresponding increase in funding. These challenges do open opportunities for the Agency to enhance collaborations with other agencies, as well as, drive innovation to succeed.

P.2. a. (3) The Agency has a wide range of available resources from within our industry and outside. We routinely compare performance outcomes with our counterparts across the state as well as on a national level. Other sources outside the industry include U.S. Department of Commerce data as well as local and national Chambers of Commerce.

Our industry is compelled by open records laws to make data available to the general public. The state is the data depository for all data-making benchmarks of services for on-going activity.

P.2. b. Strategic Challenges

The key strategic challenges faced by the Agency are:

- Weak economy - more job seekers and fewer jobs.
- Declining funding - deficit reduction will take precedence over additional funding.
- Government Agency - limited mobility and flexibility due to administrative complexities.
- Performance expectations – Regression performance model will further complicate attainment of outcomes.

The Agency’s advantages include the geographic area, capacity and capability of staff, and the use of an outcomes based management and organizational style. All activities of the Agency must align with the mission and goals of the Board and

organization. We are careful not to seek grant funding or other sources of funding that do not build on the core business of the Agency. We understand that diversifying our business model without long term resources will dilute our ability to perform and carryout our core mission.

P.2. c. Performance Improvement System

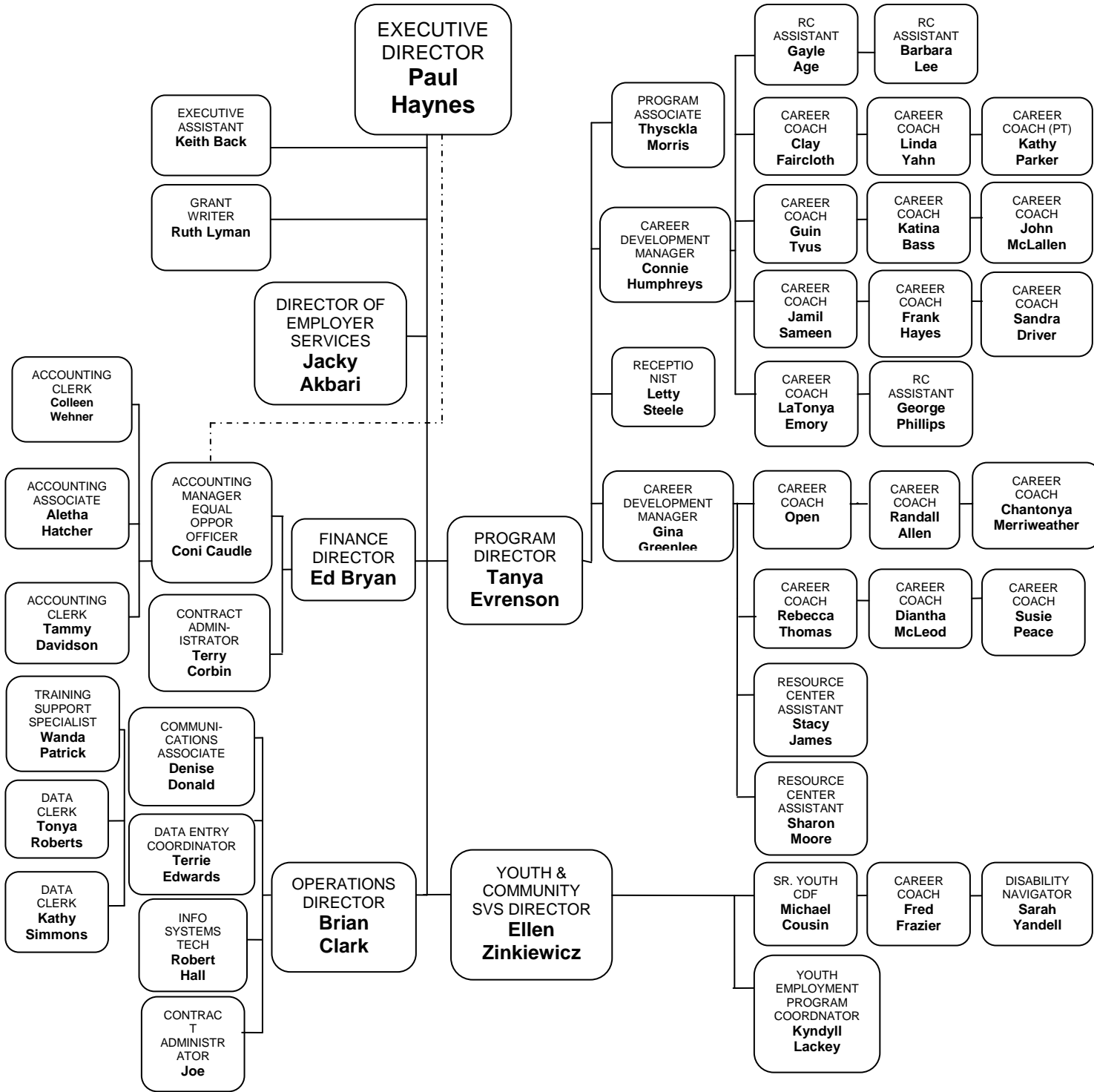
The key elements of our performance improvement system are two fold. First, the achievement of all performance outcome measures as established by the state; secondly, the achievement of individual outcomes that are linked to the Agency’s goals and include both numeric outcome and process improvement measures.

The performance of the Agency is evaluated by the state on a quarterly basis. Annually, the Agency must meet or exceed performance outcomes to remain viable. Consequently, all Agency goals are centered on achieving performance outcomes. All goals are broken down into individual performance plans for each staff member. The accomplishments of these individual goals are evaluated on a monthly basis to ensure progress toward achievement of goals. All data at an Agency and individual staff level is utilized and shared as part of a learning process to improve performance. Current performance outcomes are as follows:

Performance Outcome	Performance Level
Adult Measure	
• Entered Employed	84%
• Employment Retention	83%
• Average Earning	\$12,800
Dislocated Worker	
• Entered Employed	86%
• Employment Retention	86%
• Average Earning	\$13,800
Youth Measures	
• Placement	68%
• Attainment	69%
• Literacy/Numeracy	25%
*Regression Targets pending	

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NCAC Organizational Chart



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I. Leadership:

I. a. The Executive Committee of the Middle Tennessee Workforce Investment Board and Executive Staff of the Nashville Career Advancement Center form the nucleus of the senior leadership for the local workforce investment area. The Executive Committee in conjunction with the full Board establishes the mission and vision for the utilization of the Workforce Investment Act funds allocated to the area. The Nashville Career Advancement Center is responsible for carrying out the mission and vision and obtaining the goals established by the Board. The Nashville Career Advancement Center is a division of the Metropolitan Government of Nashville and Davidson County and is the fiscal agent and entity responsible for the disbursement of Workforce Investment Act funds.

The vision and mission statement is deployed throughout the agency as the basis for the development of individual goals. Throughout the agency, every employee has their goals established based on each action item starting with senior leadership and then cascading throughout the agency.

In addition, the achievements of these action items or goals are tied to individual compensation through an incentive compensation plan that rewards employees on the overall performance of the agency and their individual performance. Consequently, this drives the individual actions of the leadership and each employee to reflect a commitment to achieving the stated outcomes.

Throughout the agency communicating and promoting the goals and outcomes of the agency to stakeholders, partners, and customers are critical to overall success. To be effective in the delivery of services, each party needs to be aware of the services that they can expect to receive from the agency. All of this is regularly

communicated through quarterly partner luncheons with all partners within the career center system given an opportunity to discuss their services, targeted populations, and outcomes.

As a component of the partner luncheons the career center system engages in a SWOT analysis each year to identify progress toward achieving system goals and eliminating barriers.

One of the major goals of the system is to improve funding to broaden the range of impact the system can have within the context of economic challenges. This does not necessarily mean an increased investment of public funds, but rather a combination of ways that increases investment while leveraging existing resources. With a workforce in Middle Tennessee of 860,639 and 1.1 Million jobs, the ability of the system to have a sustainable impact on a skilled workforce is limited. With this said, we do have funding that can be used as a catalyst for improving skills in certain areas. The Middle Tennessee Workforce Board has implemented a workforce committee that strategically aligns the investments in training with the growth needs of employers. The goal is to identify high demand and growth occupations where employers have indicated a shortage of trained workers. Utilizing focus groups of industry experts who have further defined the needed credentials; WIA funds are being appropriated to train individuals in those occupations. This approach will allow the utilization of WIA resources as leveraged funding in coordination with funding that is already invested by others, including the private sector.

Another opportunity or goal is to ensure available services to a broad range of customers, including those with significant barriers to employment. As economic conditions change, too often those left behind are job seekers facing such barriers. The Workforce Investment Act programs are essential to the system, but the role

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of the program is not sufficient to address these barriers. To address this issue, the Nashville Career Advancement Center has entered into Memorandum's of Understanding with key community partners. These community partners have resources locally to address many of the barriers and we are positioned to provide employment and training services once the barriers have been addressed. An example is working with a local community agency that prepares individuals for their GED, once they have completed their program the individual is referred to the workforce system for skills training. This allows the person to have a continuum of services that will provide the opportunity for them to be productive in the labor force.

Accomplishing these goals is challenging, it is also creating innovation and partnerships that will achieve the goals of many different programs and providers.

I. b. The Nashville Career Advancement Center is a division of the Metropolitan Nashville and Davidson County Mayor's Office. The Agency was created by ordinance of the Metropolitan government to be a regional entity responsible for workforce development programs within Davidson, Rutherford, Trousdale, and Wilson counties in Tennessee. The Agency operates under the umbrella of the Metropolitan government with the Middle Tennessee Workforce Investment Board as its oversight board responsible for vision and direction of the programs operated.

The executive director of the agency reports to the Metropolitan Mayor and is responsible for the overall operation of the agency. Actions carried out by the executive director are evaluated by the Workforce Board and Mayor's Office. As a division of the Metropolitan Government each senior Agency employee is required to provide disclosure forms to the County Clerk for public inspection. The

executive director is required by ordinance to provide additional disclosure information to ensure the absence of a conflict of interest and provide transparency in all actions undertaken by the agency and its management.

For fiscal and programmatic compliance, the agency is audited as part of the single audit conducted by external auditors. In addition, the agency is monitored by the Department of Labor and Workforce Development each year for compliance with state and federal rules and regulations. The results of audit and monitoring reviews are forwarded to the internal audit division of the Metropolitan Government to ensure the agency is being reviewed on a routine basis and to determine if there are deficiencies identified during the review that would require internal audit action.

To evaluate the performance of agency staff, including all senior leaders, a performance evaluation system was instituted in 1997, separate from the standard performance review system of the Metropolitan Government. For clarity of purpose, and to align performance expectations with agency goals and incentive compensation systems, all reviews are done during the month of November of each year. This gives the Board and senior leaders the opportunity to develop annual goals and evaluate progress toward achieving those goals in a collective manner, understanding the accomplishments, strengths, and weaknesses of each employee toward achieving the stated objectives.

The process of evaluating staff is consistent throughout the agency, starting with each employee doing a self-evaluation. Once the self-evaluation is done, each supervisor will provide their input and evaluation scores and present the evaluation, comments, and scores to a senior leadership review panel prior to discussing the evaluation with the employee. The review panel discusses and reviews each evaluation to ensure

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that all employees are consistently evaluated across agency divisions without regard to subjective actions of individual supervisors. This process ensures that supervisors provide evaluations and feedback consistent with agency policy, and do not arbitrarily score individuals high or low based on their personal belief of how the rating scale should be interpreted. Once approved by the review panel, supervisors discuss the evaluations with staff and start the process of developing goals for the next year's cycle. Note: The only exception to the above process is the executive director's evaluation which is performed by the Chair of the Board and select members of the Executive Committee.

The core services provided by the agency are career development and training services. The impact of these services on the community and our customers is determined by outcome measures determined at the state and federal level. These outcomes specifically address the number of individuals who enter employment after receiving services, their wage, and how long they maintained employment. Youth customers have similar outcomes with educational improvement added.

To anticipate and address public concerns with the services provided, each staff person who delivers core services is required to complete Global Career Development Facilitator training and certification. This training includes a code of conduct and emphasizes the need for regulatory compliance.

Key service communities are determined by the eligibility and intent of the funding agency. These key communities include: the unemployed/underemployed; dislocated workers; and economically disadvantaged youth with barriers in education or to employment. In addition to supporting services to these key communities through program operations, the agency staff routinely provides community support by serving on non-profit boards or

commissions, and raising funds through charitable campaigns.

II. Strategic Planning:

II. a. The Nashville Career Advancement Center in conjunction with the Middle Tennessee Workforce Investment Board conducts its strategic planning process in a two staged process. First, the Board appoints a strategic planning ad hoc committee to develop the Board's strategic plan. The ad hoc committee presents its recommendations to the executive committee and the full Board for approval. Once approved, the plan is used as the overarching strategic direction to develop the agency's strategic plan. The agency's strategic plan is developed on an annual basis by the senior leadership in conjunction with all supervisors within the agency. The process is started with an evaluation of our operational environment, including the strengths, weaknesses, opportunities, and threats facing the agency. Each broad direction identified by the Board is then broken down into goals and task items. These goals and task items are further broken down into individual goals and are included in each employee's performance evaluation plan.

For purposes of the 2011 – 2012 program year, the following are the overarching goals for the agency:

Goal 1: Developing strategic partnerships with employers and training providers to align training services with the needs of area employers.

Goal 2: Enhancing career development services for job seekers to increase job success and knowledge of high skill and high demand careers.

Goal 3: Securing state and/or federal funding to develop training programs that support career pathways that build upon the existing

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skills of the workforce and develop new skills to meet high skill and high demand careers.

Goal 4: Coordinating Workforce Investment Act activities with the region's economic development agencies to address current and projected future workforce quality and quantity issues.

Goal 5: To support the Middle TN Workforce Investment Board and Youth Council in their decision making capacity.

Goal 6: To ensure that targeted youth are provided employment related services.

Goal 7: To provide programmatic, administrative and fiscal support to ensure the integrity of the agency.

Goal 8: To maintain and enhance the culture of the agency in the development of our high performing work teams.

Based on the above goals, action items are created and become time bound and address challenges, strategic advantages, innovation, and overarching objectives for the agency. Although the goals address long term objectives, the action items are the instruments that are used to break them down into short term (within a year) accomplishments.

Although these goals are inclusive of all aspects of the Agency's operation, two areas of importance are driving overall service strategies to our customers. These areas are the continued need to align the skills of individuals with the needs of businesses, eliminating skill shortage areas; and the weak economy creating longer terms of joblessness.

To address the alignment of skills the Agency has focused resources to determine the scope and need for high-skill and high growth job opportunities. The trick to preparing workers for

high skill jobs is to know what they are. With the assistance of the Department and Local Areas 8 and 10, the Agency worked with the Nashville Area Chamber to revise and update a targeted labor market study. The purpose of the study was to reevaluate growth projections based on the impact of the recent recession to determine changes to high skill and high demand jobs in the Nashville area. To no one's surprise, nursing and other healthcare related positions were the most sought after. However, also high on the list was a variety of Information Technology jobs along with Post-Secondary teachers finance and business professionals and skilled craftsman.

To implement strategies to address the results of the study, the Board utilizes its Workforce Committee comprised of private sector, economic development, organized labor, and education representatives from the Board. The Committee is responsible for overseeing Incumbent Worker, Fast Track OJT, Skills Grants, apprenticeship programs, and scholarship limitations and directions. Advisory Committees were formed to gather information about the type of training and credential needed for the following industry sectors: Healthcare; Design and Construction; Transportation and Logistics; secondary teaching, and Information Technology. The composition of each advisory committee consisted of employers and industry association representatives. Further analysis of industry needs may increase the types and scope of targeted industries.

The expectation is to have a list of training credentials by industry that our limited WIA dollars will support with scholarships. We are also working with the committees to identify areas of skill needs that are not suitable for scholarships due to the nature of training needed. An area of significance whereby scholarships are not suitable is in the construction area where apprenticeships are the routine method of training. Consequently, working with the Department we have increased our participation

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and partnerships with area apprenticeship programs. We have developed contract relationships for pre-apprentice training with the Heat and Frost Insulators, Plumbers and Pipe Fitters, and Electrical Workers and Sheet Metal Workers. All of these projects have been successful and assisted over 125 individuals to begin the process of becoming a skilled craftsman. In addition, working with the Plumbers and Pipefitters we have been able to develop new training programs for 43 Provincial Journeyman that allows them to cross train in other related skill trade areas. As we continue to address this skill area we are working with other apprenticeship programs, along with the Association of General Contractors and area employers.

The down-turn in the economy and the increase number of job losses has also affected our services. As with addressing skill shortage areas, the increase numbers of customers using the career center system without a corresponding increase in funding has created a need for innovation and flexibility. Working with our career center partners, we have eliminated duplication of services and focused on delivery of each agency's core business. For our agency, that means a focus on career development and training. To accomplish this, the Agency has re-aligned and re-focused on intensive services, particularly career development. Developing advanced workshops designed to appeal to a broader group of people; workshops such as negotiating a salary, internet job searching and resumes, among other topics. Throughout history, the struggle of what do I want to be when I grow up has always been there, and in times with an even more rapid changing economy, career coaching and development are in critical need. Lastly, partnership building, working on several area wide committees there is a lot being done to assist people with job loss by community based organizations and philanthropic groups. We need to work smarter with our funding and use it in partnership with

other efforts to make it go further and in the right direction.

II. b. To address the preceding issues and all goals requires the development of action plans. The action plans to accomplish the key strategic objectives are deployed throughout the agency through the individual performance evaluation plan. All individual staff plans link back to one or more of the strategic objectives, with senior leadership having all objectives as part of their plan. Adjustments to the plans can be made during the year should operating conditions or resources change.

Resources to fund the strategic objectives are determined during the annual budget process and are allocated based on need. As a government entity, resources are fixed on an annual basis making the development of the strategic objectives confined to budgetary limits. Exceptions are made for objectives that seek to secure additional resources to carry them out. In such cases, the objective is only achieved should the additional funds be secured.

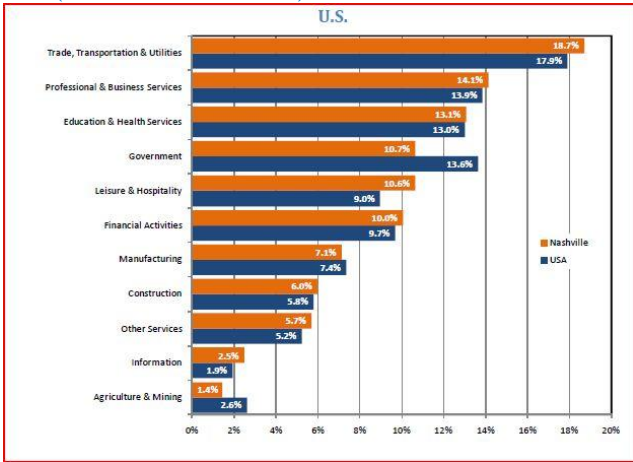
To determine success in achieving the objects, several performance benchmarks are utilized. For resources, budgets by category are developed on a monthly basis to determine month over month expenditures with comparable data from the previous year. For customer tracking, eCMATS a case management tracking system is utilized along with an intranet based reporting program to track number served, number attending each workshop, completers, number in training, number who went to work, and wage at entry into employment. These outcomes are then compared to performance outcomes generated by the state to determine the accuracy of the indicators. Quarterly, performance information is compared with other agencies across the state to determine if service levels and outcomes are competitive with similarly situated agencies.

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III. Customer and Market Focus:

III. a. The Nashville Career Advancement Center along with the Tennessee Department of Labor & Workforce Development and the Nashville Area Chamber of Commerce commissioned a Targeted Labor Market Study for the 10 County Nashville Metropolitan Statistical Area that was revised in September 2010. The results of the study provided a snapshot into the labor force from which the Board could strategically target limited resources. The following indicates the growth super-sectors for the region:

[Employment of Supersectors of Nashville and US \(revised table 2010\)](#)



As we look at the sectors we must determine growth jobs, but also which growth jobs will require talent development. Many of the growth jobs require limited to moderate levels of training; where feasible, training investment for talent development will be focused on higher skilled jobs. These include jobs in sectors that have sustained demand and growth coupled with training and wages that leads to self-sufficiency, including some of the following:

SOC	Occupation Description	Emp Change 07-17	Projected Annual Growth Rate (07-17)
29-1111	Registered nurses	4,648	2.0%
25-1099	Postsecondary teachers	4,132	3.5%
11-1021	General & operations managers	2,875	1.3%
11-1011	Chief executives	1,082	1.2%
13-1199	Business operation specialists, all other	966	1.9%
11-9199	Managers, all other	890	1.2%
11-9021	Construction managers	761	1.5%
11-3031	Financial managers	740	1.2%
15-1051	Computer systems analysts	608	1.8%
15-1031	Computer software engineers, applications	589	2.7%
11-3021	Computer & information systems managers	571	1.9%
15-1071	Network & computer systems administrators	558	2.8%
13-2052	Personal financial advisors	545	1.7%
11-2022	Sales managers	544	1.5%
41-3099	Sales representatives, services, all other	512	1.3%
41-4012	Sales representatives, wholesale & manufacturing, exc. technical & scientific products	509	0.6%
11-3011	Administrative services managers	470	1.4%
15-1081	Network systems & data communications analysts	460	2.8%
49-1011	First-line supervisors/managers of mechanics, installers, & repairers	423	1.0%
15-1032	Computer software engineers, systems software	375	2.2%

Source: EMSI

Although many of these occupations require a Bachelor's Degree to be at the higher end level, many do not require that level of education at entry into the field. In many cases, particularly in the information systems field, industry credentials will substitute for the degree. To ensure that our investments are targeted to training programs that are attainable within our funding timeframes, we have put together groups of industry professionals to focus on four areas of high demand high skill careers. For the period of program years 2008-2012 these areas will be in the healthcare, information technology, design and construction, teaching, transportation and logistics. Training scholarships are confined to training programs within one or more of these sectors. Advisory groups of industry associations and employers within each sector have been convened to analyze what specific occupations within each sector should be targeted to expand scholarship offerings. The credentials needed for these occupations have scholarship amounts that are competitive to receive the credential instead of a flat amount.

The Nashville Career Advancement Center has retained the Disability Navigator position and has expanded the position to include the title of Community Services Coordinator. This

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position's function is to assist people with disabilities as well as other vulnerable populations with access to the services provided by the agency. The Community Services Coordinator/ Disability Navigator is an asset to the agency and has worked with community based agencies to enhance and expand the community's workforce development services; developed case management teams to ensure that career coaches who are serving people with significant barriers have access to all needed services provided by the community; worked on establishing diversity forums for employers to learn about hiring and retaining individuals with significant barriers; and connecting businesses and career center partners with people with vulnerable populations.

The Community Services Coordinator/ Disability Navigator is a key component in the Agency's strategy to serve an estimated increased number of veterans. We project, that as more troops return home from Iraq and Afghanistan, we need to ensure that we have laid a good foundation and network of partners to help the soldiers return to civilian jobs. For those without disabilities, including their family members, our existing services are tailored to help them understand and be successful in the job market. We have several career coaches that are veterans and understand how to navigate the transition. Also, the veteran's representatives in the career centers are an invaluable resource and are active partners in our system. We continually coordinate with them to ensure that all services available, including services that require veteran's preference, are available when needed.

To carryout training services the Agency utilizes Individual Training Accounts (ITA) known in our area as Workforce Board Scholarships based on customer choice. Career Center staff, through core and intensive services, will work with

dislocated workers and adults to determine appropriate strategies for success in the labor market. In instances where the appropriate strategy is to acquire training services, individuals will be provided information and assistance in the selection of an eligible training provider.

To fund training services, a career coach will assist individuals find, submit application, and acquire grant funding from all sources applicable to the training. WIA funds will be used as a supplement to such funds when such funding does not cover the cost of training, or when other funding is not available.

Scholarships will be limited in duration and amount, based on the needs and availability of funds of the local area. Such determination shall be made by the Local Workforce Investment Board, and will be subject to change from time to time as need dictates.

For the procurement of youth and others services, the Agency follows the procurement rules established by the Metropolitan Government of Nashville and Davidson County.

To coordinate local activities with statewide rapid response functions we have assigned staff to engage with the Rapid Response Coordinator for our area. Since January 2010, we have had over 3,950 individuals impacted by mass lay-off or closure, an increase of over 36%, and substantially more individuals impacted by downsizing as indicated by unemployment insurance initial claims filed in our area. The downturn in the economy has also significantly impacted our unemployment rate which has consistently remained around 9% since 2008.

Although lay-offs and the number of unemployed are more specific to adults and dislocated workers, we have seen a corresponding impact on youth employment and services to youth. To combat the rising

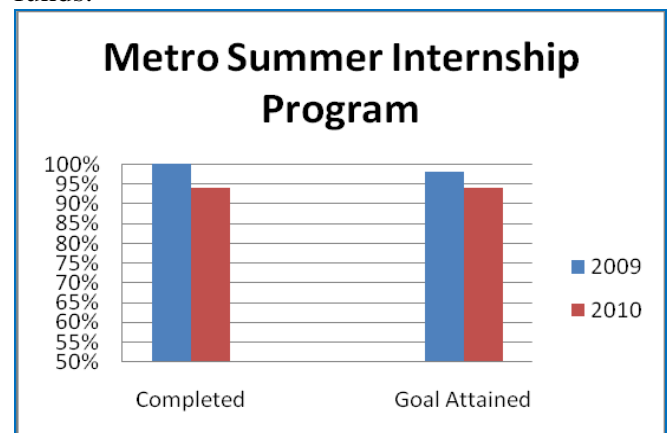
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unemployment and increase educational attainment for youth, the Agency has re-focused youth programs concentrating on expanded work experience, increased access to post-secondary, and supporting post-secondary persistence. The Agency has been involved with several best practice efforts within our area: The Metro Internship Program and the Nashville College Connection. The following describes each of these initiatives: **Metro Summer Internship Program** – The Metro Summer Internship program is funded by Metro Government to provide summer internships within Metro government for 50 rising high school seniors. This year the program is tied directly to the high school redesign initiatives of MNPS, and links students with positions that reflect their Academies or career focus course work. The Agency is also working with the Mayor’s Office and local community-based organizations to expand the program through private philanthropic dollars. The Youth Council is also working with community leaders in Wilson and Rutherford Counties to have a similar program funded by their respective city or county governments.

The Nashville College Connection – The Nashville College Connection is a program of the Oasis Center and is located at the Youth Opportunity Center. The NCC focuses on helping students with the mechanics of college-going, helping young people bridge the gap between college aspirations and the post-secondary system. Working with the Oasis Center, the Nashville College Connection utilizes NCAC staff to work with youth seeking to attend college. The Youth Opportunity Center also houses the NCAC youth contractor for out-of-school youth and is therefore also able to partner with the NCC to help enrolled OSY maximize their financial aid and otherwise successfully navigate the college-going process.

ARRA Summer Youth Program- The Youth Council of Middle Tennessee identified the

following goals for any Workforce Investment Act (WIA) Youth programs developed with ARRA funds: 1) Programs and strategies should be sustainable to the best of our ability; 2) Programs and services should maintain focus on serving the neediest populations of youth; 3) All services should focus on positive long-term outcomes in addition to any short-term outcomes mandated by the legislation; 4) New resources should be used where possible in partnership with community, government, and private sector entities; 5) Stimulus resources should serve additional people, some of whom may not have been in need previously. There are no negotiated performance requirements for Summer Youth. The chart below describes performance for our Internship program funded by ARRA Youth funds.



III. b. The cornerstone of the public workforce development systems is based on partnerships and relationships. The Nashville Career Advancement Center is just one partner in a larger group of providers that collectively comprise the workforce system. Consequently, building relationships is not only with our customers, but also with our system partners. To acquire customers, system partners must be knowledgeable of all services that are available to each customer, whether provided by that particular partner or by one of the other partners. We have worked closely to first understand the services provided by our partners before having them understand ours. This approach allows us

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the flexibility to adjust services to fill gaps where our partners do not provide such services, and eliminate duplication. This effort is key to helping us acquire customers that can benefit from our services, instead of a broader approach that tends to weed out customers and refer them to other partners that can be of assistance. This approach also increases customer satisfaction and loyalty to the agency's outcome driven system.

In addition, to improve customer satisfaction, each individual customer is assigned a career coach to work with them on their individual career plans; customizing their respective service plan with their particular needs. There is no one career plan fits all approach, but rather a service model that takes into account the needs of the individual to satisfy their particular career goals.

Customer satisfaction surveys are routinely performed with our customers along with continuous communications on programs and events that could benefit them. Occasionally there are complaints by customers. These complaints are handled informally first by the career coach and supervisor, but in cases where the individual would like to elevate the complaint a formal process is in place. This formal process may include a formal hearing and appeal to the state if necessary.

The bottom line is to be successful, we must acquire customers that can benefit from our services through partnerships and relationships with our system partners and the community; we must provide high quality customer service to ensure that each individual achieves their respective career goal; and we must make sure that we follow-up and continue to communicate with them after they are employed to achieve our performance objectives.

IV. Measurement, Analysis, and Knowledge Management:

IV. a The main funding for the Nashville Career Advancement Center (NCAC) comes from the Workforce Investment Act (WIA). The unique aspect of the Act is that it is driven by performance outcomes. Meaning, agencies such as NCAC that do not perform will be barred from continuing to receive WIA funding. As a federally funded program, the outcomes are established by the U.S. Congress with the level of performance negotiated between federal, state, and local agencies. Consequently, the selection of the performance measures is set, including what/who is included in performance measures and the method in which they are calculated. The measures are: Entered employment; wage rate; and retention in employment; for youth, literacy and numeracy gains are also included. For the 2011-2012 program year, we anticipate the following number of exiters from our programs:

- Adult 500
- Dislocated Worker 600
- Youth 250

These numbers are based on level formula funding for the year, and do not include any additional funding as a result of state or federal initiatives or programs.

ARRA Summer Youth funding provided a unique opportunity to serve a significant number of the neediest youth for summer employment (summer of 2009 only) and work readiness skills training. NCAC remains committed to similar employment opportunities. Should additional funding for Summer Youth activities become available, our summer 2011 goals will be reevaluated and updated.

To manage performance, the state provides quarterly outcome data on each measure. However, due to the method of calculating performance, the data contained in the quarterly report is often too old to use to make management decisions. The Agency has

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implemented an internal data tracking system that provides indicators of eventual performance. These indicators are not just for the measured outcomes, but also for process measures implemented by the agency. It is these process measures that provide daily, weekly, and monthly feedback to the senior leadership to determine quality and quantity of services, including budget variations that may require adjustments to service strategies.

The end result of our programs is to achieve stated performance objectives. To this extent, performance measures, including process measures are included in each employee's performance evaluation plan. This allows senior leadership to determine not only the strengths and weaknesses of the agency, but also, the strengths and weaknesses of each employee. Focusing on outcomes breeds innovation; the focus on process determines if those innovations are working.

IV. b The Agency is part of the Metropolitan Government of Nashville and Davidson County. As such, all data and information is stored as part of a government wide effort to have secured, easily accessed, and quality information technology systems for each employee. For the agency, data is managed through two primary network systems. The first is the state's eCMATS system that is used for management, tracking, and reporting program data for performance purposes. All employees who need access are granted such access for their daily and routine tasks. The second system is the agency's internet and intranet systems. These systems include policy, process reporting, and agency wide information that can be easily accessed by any employee. For security, all systems are password protected and where needed, data is encrypted to ensure added protection. All data is backed up at an external location in the event of a system failure. In cases of emergency, all employee data is maintained by the general government to make contacts as required. All

employees also have capability to access the system from remote locations such as from home.

V. Workforce Focus:

V. a. The Agency is a performance driven agency that engages, compensates, and rewards its employees based on outcomes. Since 1997, the Agency has administered an employee compensation system based on individual performance and the overall performance of the agency. The basis of the program is pay at risk and reward for accomplishment. Structurally the system works as follows:

An independent organization reviews the pay grades and structures of all jobs within the agency every two years. The review includes a comparative analysis of the pay range for each position with that of a grouping of private sector, public sector, and non-profit jobs. The comparative analysis is used to determine if the compensation for each job is consistent with other similarly situated jobs. Once the comparative analysis is complete, all pay ranges are reduced by five percent. To receive the five percent, each employee and the agency must meet or exceed performance benchmarks. The compensation system is weighted heavier toward the agency performance, consequently, should the agency fail to achieve performance benchmarks no additional compensation is given to an individual. This system keeps all agency staff engaged in the risk and reward process based on the whole instead of them individually.

To determine success, official state data is used to calculate if the agency met or exceeded its performance benchmarks. For each individual, they must achieve at least a good on their evaluation to re-coup the five percent pay at risk. Slightly more than five percent can be obtained by an employee should they perform at one of the top two levels within the organization.

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The above process has been successful in having all employees focus on the outcomes of the agency. It cultivates cross sectional cooperation and team work; if the agency fails, we all fail.

V. b. The Agency is a government entity that is not revenue generating, therefore it must manage its workforce capability and capacity within budget constraints. To manage this process, program and administrative tasks are divided into sub-sections of the agency. The strategic goals of the agency are aligned with the capabilities and capacity of the staff within each sub-section. Because many services have work responsibilities that go across sub-sections, staff training and team building are continuously performed. For example, a program career coach works with a customer to provide supportive services. To actually provide the services, the career coach must complete the needed paperwork for the management information system to track; the management information system staff must approve the paperwork, key the entry, and forward to the fiscal division to provide the resource for the supportive service. At any step in the process should capability or capacity become a problem, the customer will be the one who does not receive the service. Consequently, program staff, management information system staff, and fiscal staff have to all work together to make sure that the agency does not promote services beyond its means to deliver.

To ensure that each staff member has the skills and qualifications to perform their respective jobs, the hiring and screening process is used, along with a probationary period. For all hiring decision, resumes are screened independently to determine if an applicant has the minimum qualifications for the job. Individuals are selected from those meeting the minimum qualifications for interviews. An interview panel is selected that is diverse across sub-sections of the agency as well as race and gender. The interview panel conducts the interviews and

selects the best qualified candidate based on a consensus of the panel. Once a job offer is made, it is contingent upon a positive background check and reference check. The employee will then be placed on probationary employment for the first six months. The probationary period also applies to any existing employee that has been promoted. This process ensures that every non-probationary employee has the capability to perform their job at a competent level.

Like most businesses, the one common theme throughout the agency is change. All staff are routinely briefed and communicated with regarding changes in programs, processes, or legislation. This is done through weekly communications, monthly staff training, and quarterly full staff meetings.

All staff are aligned with either a career center location or administrative staff section. The staff assigned to a career center location are part of a larger system that includes different partnering agencies. The main partnering agencies include: The Tennessee Department of Labor and Workforce Development, Vocational Rehabilitation, and National Council on the Aging. All career centers within the area are operated by a consortium of entities primarily led by the Department of Labor and Workforce Development.

VI. Process Management

VI. a. The Agency determines its core competencies and work systems based on statutory requirements. The funding entity determines what overarching types of services must be performed and ties them back to the achievement of performance outcomes. However, within these overarching services, the agency has defined core competencies for the agency that make the foundation of our core business strategy. The two core competencies of the agency are career development and training. Career Development is an internal process, while

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training is designed to provide scholarships directly to the training provider.

Career Development and training services are essential services to our customers that lead to our success. Through career development individuals have their resumes reviewed, attend networking events, meet one-on-one with a career coach, and learn about the labor market and the skills necessary to succeed. The training services or scholarships are targeted to high skill and high demand occupations, ensuring that successful completion of training will lead to a job.

All of our work processes have utilized technology from internet forums for networking to group emails to communicate events that are being held. To determine the effectiveness of the workshops and events, attendance is taken to determine if people are using the services. Those events that fail to have sufficient attendance are evaluated and either re-worked or eliminated.

VI. b. To manage and improve key work processes, outcomes are reviewed on an on-going basis. For improvement areas such as workshops, each new workshop is presented and critiqued by other staff members in a live format. In some instances, other partner staff are asked to attend and critique the workshop to determine the level of communication.

The end result of all work processes must lead to the achievement of performance outcomes. From process outcomes such as enrollments and number of attendees to workshops, to true outcome measure such as how many people went to work and at what wage, all processes are evaluated for success and efficiency.

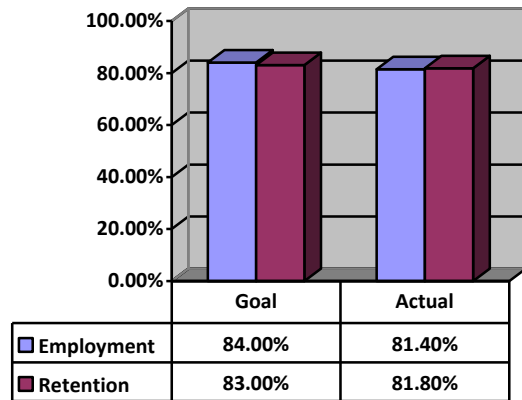
VII. Results

VII. a. The Agency operates under a performance driven system of outcomes. The outcomes are established by Federal statute with

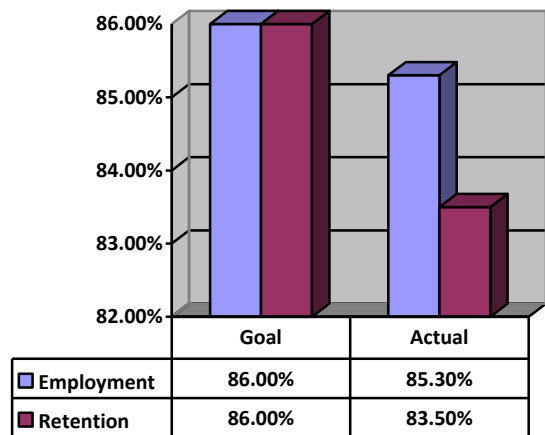
the levels of performance determined by the state. The following depicts the outcome measure and the levels of attainment for 4th quarter PY 2009. The data is not final and we feel these numbers will improve. The total number of individuals who completed their services and are included in the outcomes is 1,469.

The current performance outcomes for the Agency are as follows:

Adult

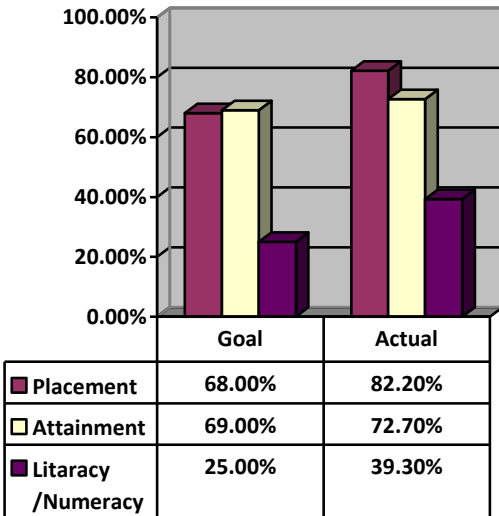


Dislocated Worker



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Youth



Youth Measures:

Placement in Employment or Education:

Methodology: Of those who are not in post-secondary education or employment (including the military) at the date of participation:

The number of youth participants who are in employment (including the military) or enrolled in post-secondary education and / or advanced training / occupational skills training in the first quarter after the exit quarter divided by the number of youth participants who exit during the quarter.

Attainment of a Degree or Certificate:

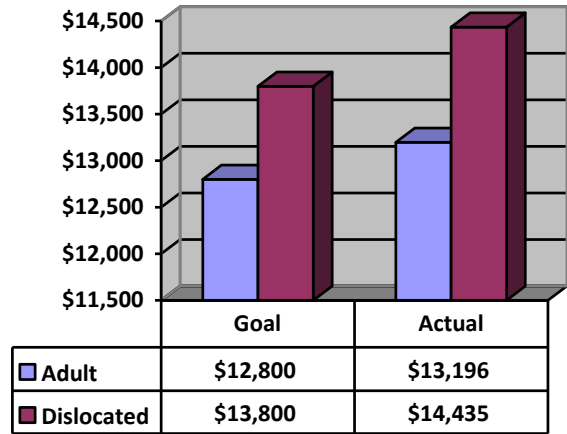
Methodology: Of those enrolled in education (at the date of participation or at any point during the program):

The number of youth participants who attain a diploma, GED, or certificate by the end of the third quarter after the exit quarter divided by the number of youth participants who exit during the quarter.

Work Readiness Skills (Goal Attainment):

Participants will show evidence of an increase in work-readiness skills based on improvement on a work-readiness post test.

Earnings



These standards are further defined as follows:

Adult / Dislocated Worker Measures:

Entered Employment: *Methodology: Of those who are not employed at the date of participation:*

The number of adult participants who are employed in the first quarter after the exit quarter divided by the number of adult participants who exit during the quarter.

Employment Retention: *Methodology: Of those who are employed in the first quarter after the exit quarter:*

The number of adult participants who are employed in both the second and third quarters after the exit quarter divided by the number of adult participants who exit during the quarter.

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Average Earnings: Methodology: *Of those adult participants who are employed in the first, second, and third quarters after the exit quarter:*

VII. b. Part of the standard outcome driven system established by the statute is the determination of customer satisfaction. The customer for purposes of this outcome include job seekers who use the services of the Agency and employers who use the services of the Career Center system, and who may or may not use the services of the Agency.

The state is currently revising the customer satisfaction survey process to lend itself to fit the complexities of the Agency and the Career Center System as a whole. However, in the absence of such measures, the Agency has embarked on a process of customer need surveys with individuals and with employers. The main focus of these actions is to include employers in focus group participation to identify training needs and employment growth sectors. The information gained from this process is used to direct training funds for individuals into occupational areas identified by the employers has having a high demand and growth potential.

VII. c. Funding for the Agency is determined by statue under a prescribed formula. The state allocates funding based on this formula in the following programs: Adult; Dislocated Worker; and Youth. A minimum of eighty percent of the non-administrative funds must be expended or obligated during the first year of their two year availability. For the year ending June 30, 2010, the last full year of operations the expenditure rates were as follows:

Adult	81%
Dislocated Worker	84%
Youth	75%

As indicated by the above, the Agency met and exceeded its financial outcome requirements.

This included services to 4,036 individuals (a 49% increase in the number served), including 2,069 who were supported by Agency scholarships for training, a 55% increase in scholarships to individuals from 2009-2010.

VII. d. The workforce focused outcomes for the Agency are centered on achievement of individual goals as well as agency goals. In 1997 the Agency implemented an incentive compensation system that tied the performance of the Agency and the performance of the individual together for the purpose of workforce performance. Each employee has 5 percent of pay at-risk and must achieve personal and Agency performance to receive an incentive payment. Individuals are rated on a 5 point scale with 1 being in need of substantial improvement, and 5 being exceptional. For the past year no employees scored below a 3 with the average of all employees being 4.1. This rating means as an agency, the workforce is performing at a level that exceeds requirements for the jobs they are performing.

Similarly, the performance of the Agency is determined by a 5 point scale. Should agency performance fall below a 3, the incentive compensation funds for the employee is proportionally withheld. This encourages not only the employees to perform at their highest potential, but also to ensure that the overall performance of the Agency is maintained.

The following illustrates how the ratings are combined to receive incentive awards (note: the percents are based on the target bonus of 5% of pay. Therefore 100% on the chart is equal to 5% of base pay for the employee :)

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INDIVIDUAL PERFORMANCE	AGENCY PERFORMANCE				
	BELOW (1)	LOW (2)	STANDARD (3)	HIGH (4)	SUPERIOR (5)
DISTINGUISHED (4.5 & Above)	None	100%	133%	167%	200%
EXCEEDS EXPECTATIONS (3.5 - 4.49)	None	83%	117%	150%	183%
GOOD (2.75 -3.49)	None	67%	100%	133%	167%
BELOW EXPECTATIONS (1.75 - 2.74)	None	None	None	None	None
UNACCEPTABLE (Less than 1.75)	None	None	None	None	None

During the last full reporting period the Agency achieved a 2.72 in performance combined with an average of 4.1 for employees, the average incentive compensation for the agency was 4.17% of base pay. Based on this workforce performance metrics, on average, each employee earned back 4.17% of the 5% of pay that is considered to be at-risk. The results were derived from the height of the recession in 2009 and demonstrate the impact of economic conditions. The revised final results are anticipated to be available in March of 2011. It is anticipated that the revised final results will show final Agency performance at or above the targeted 3.0 range.

Each of these items are reviewed on a monthly basis to ensure that customers are progressing through the system as necessary and that staff capacity is maintained. In short, understanding and managing the customer process throughout their life cycle with the Agency, allows the Agency to determine capacity and efficiencies for the use of limited resources.

VII. e. As indicated throughout this document organizational performance is the key driver to the Agency's overall success. Although there is much information tracked, analyzed, and utilized for outcome measures, process measures are also indicators of overall Agency health and performance. The process measures utilized by the agency include: Customers enrolled each month; number of customer completers; percent of those receiving intensive and training services; customer duration of participation; and number of customers on an individual case load.

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SIGNATURE PAGE

This plan modification represents the LWIA #9 - Workforce Investment Board's efforts to maximize resources available under Title I of the Workforce Investment Act (WIA) of 1998, and to coordinate these resources with other state and local programs in this workforce investment area.

This plan modification is submitted for the period of July 1, 2011 through June 30, 2012 in accordance with the provisions of the Workforce Investment Act. We further certify that we will operate our Workforce Investment Act Program in accordance with this plan and applicable federal and state laws and regulations.

Workforce Investment Board Chair

Chief Local Elected Official

Signature

Signature

Bob Grimes

Name (printed or typed)

Karl Dean

Name (printed or typed)

Chair, Middle TN Workforce Investment Board
Title

Mayor, Nashville and Davidson County
Title

Date

Date