

## LWIA 13

### Planning Meeting Discussion Questions

The information below has been updated to reflect changes for 2008-2009 program year.

#### 1. Who are the key partners in your local workforce system?

<b>Partner</b>	<b>Services provided by partner</b>
Workforce Investment Network (WIA)	<ul style="list-style-type: none"><li>• The Workforce Investment Network provides a wide array of services to Businesses, Adults, Dislocated Workers and Youth in LWIA 13 that are designed like all of the major partners to connect people and jobs. Some of the services that are provided to Adult and Dislocated Workers are Core Services which provides labor market information and job search assistance; Intensive Services which provides assessments, job referrals, assists with individual service strategy plans and pre-screening.</li><li>• The Individual Training Account (ITA) is used to refer individuals to approved training providers and Supportive Services provide transportation and child care if needed.</li><li>• On-the-Job Training provides a vehicle where the customer is being trained and earning a wage simultaneously.</li><li>• Customized Training is utilized in those instances where an employer is in need of some customized training for employees that will enhance their skills.</li><li>• The Incumbent Worker Program is a state sponsored program that benefits the employer and workers. It allows the employee to enhance his or her skills with the end result for the employee being the possibility of a higher wage and in the process makes the company more competitive because a new process can be implemented.</li><li>• The Youth Services unit works with subcontractors to assure that the ten elements are available and utilized when needed by In-School and Out of School youth. The services include but are not limited to skill attainment, GED preparation, and subsidized and unsubsidized employment.</li><li>• The Disability Program Navigator (DPN) provides a service of connecting with the community in a variety of ways to communicate the services of the Career Center and how individuals with disabilities can access those services. The DPN responsibilities guide career center</li></ul>

	<p>staff in helping job seekers with disabilities navigator the workforce system.</p> <ul style="list-style-type: none"> <li>• Workshops are also offered through the Career Center which included interviewing skills, resume writing and employability skills. Some of the services that the Business Services unit provides are employer recruitment, pre-screening of individuals, assessment, job orders and customized referral of qualified applicants. Also, referral services are provided that assist in directing the individual to other resources that are available within and outside of the Career Center System.</li> </ul>
<p>TN Dept. of Labor &amp; Workforce Development (Employment Security)</p>	<ul style="list-style-type: none"> <li>• The TN Department of Labor and Workforce Development offers many services and programs that are designed to work with individuals and businesses to address their workforce needs. Some of the services are Labor Market Information which is provided to individuals and businesses, Job Orders, Trade Adjustment Assistance / TRA services, profiling, and assistance to job seekers. Some of the services that are specifically designed for businesses are Recruitment (mass intakes), Assessments, Referrals, and Pre-Screening. Also, the Workforce Employer Outreach Committee is designed specifically to have business engagement in the process. The Dislocated Worker Services unit is designed to address the issues of dislocated workers and utilize the Rapid Response Team as a part of this effort. Basic labor exchange functions (matching job applicants to employers, job orders, etc.) is a basic tenet of Job Service.</li> </ul>
<p>Adult Education</p>	<ul style="list-style-type: none"> <li>• Services provided by the Adult Education Program are the assessment of the Basic Skills sets of each individual as a means to provide assistance to obtain the knowledge and skills necessary for employment and self-sufficiency. Some of these basic skills and knowledge assessments lead to providing opportunities to increase Literacy through didactic or hands-on training, English as a Second Language classes, General Education Development (GED) Test Preparation and test taking strategies, and assistance taking the test. Also, referral services are provided that assist in directing the individual to other resources that are available within and outside of the Career Center System.</li> </ul>
<p>TN Dept. of Human Services – Vocational</p>	<ul style="list-style-type: none"> <li>• A federal/state funded program providing services to help individuals with disabilities enter or return to</li> </ul>

Rehabilitation	<p>employment. Some of the services that are available are assessment, evaluation, case management, counseling, job placement, On-The-Job Training, work adjustment training, supportive services, and ADA consulting. Also, referral services are provided that assist in directing the individual to other resources that are available within and outside of the Career Center System.</p>
TN Dept of Human Services (Families First)	<p>The Families First is Tennessee’s welfare reform program. Tennessee’s programs differ from the reform legislation at the national level. Families First, like “welfare” programs in all the states, provide a cash benefit with supportive services to families with children who are experiencing financial difficulties. Many of the basic eligibility requirements of the Aid to Families with Dependent Children (AFDC) program have remained, but the program is distinct in many important ways.</p> <ul style="list-style-type: none"> <li>• Families First emphasizes work, training, and personal responsibility. As part of the Families First program, each participant must agree to follow a Personal Responsibility Plan (PRP). Unless a participant is exempt from the work requirement, he/she must also agree to develop, follow, and complete a work plan. The work plan is based on the individual’s needs and skills. Also, referral services are provided that assist in directing the individual to other resources that are available within and outside of the Career Center System.</li> </ul>
Title V – Senior Community Service Employment Program (Meritan)	<ul style="list-style-type: none"> <li>• This program is funded under Title V of the Older Americans Act, and serves persons with low incomes who are 55 years old or over and have poor employment prospects. The program has two purposes: to provide useful community services and to foster individual economic self-sufficiency through training and job placement in unsubsidized jobs. Some of the services offered are assessment, counseling, referrals to employers, and On-the-Job Training. Also, referral services are provided that assist in directing the individual to other resources that are available within and outside of the Career Center System.</li> </ul>
Veterans	<ul style="list-style-type: none"> <li>• The Veteran’s program provides Local Veterans Employment Representatives (LVER) and Disabled Veteran Outreach Program (DVOP) staff. These staff members serve as an outreach to veterans and insure</li> </ul>

	<p>veterans' preference in referral to jobs and other services. Employment-related testing, training information, skills assessment, employer visits and case management are among the services provided. Hire Vets First program is utilized as a strategy to get employers to think of hiring veterans. Also, referral services are provided that assist in directing the individual to other resources that are available within and outside of the Career Center System.</p>
<p>Rapid Response</p>	<ul style="list-style-type: none"> <li>• The system is designed to provide information about services as quickly as possible to alleviate some of the anxieties caused by a workforce reduction and assist the workers in their efforts to quickly transition back into employment. Some of the information and services that are available are Information to Employers, Unemployment Insurance Information, In-Demand Occupation Information, Job Search, and Placement Assistance. Also, referral services are provided that assist in directing the individual to other resources that are available within and outside of the Career Center System.</li> </ul>
<p>Dr. Benjamin L. Hooks Job Corps Center</p>	<ul style="list-style-type: none"> <li>• The Job Corps Center program is designed for disadvantaged youth where the individuals reside and attend classes on a Job Corps campus. Some of the services that are available are Recruitment, Educational and vocational Training, Work Experience, Counseling, and Social Skills Development. Also, referral services are provided that assist in directing the individual to other resources that are available within and outside of the Career Center System.</li> </ul>
<p>Post Secondary Vocational Education (Tennessee Technology Center at Memphis, Southwest Tennessee Community College)</p>	<ul style="list-style-type: none"> <li>• Post Secondary Vocational Education in the area provides vocational training services beyond those obtainable in high school. Assessment services are provided to gauge the individual's baseline and determine what if any remedial services are needed. Financial aide information services are available to assist the individual through what can be a maze of financial choices and to make sure that the student is aware of the types of financial assistance (Pell, TSAC, SEOG, TELS and others) that are available and that the benefit of financial assistance is realized. Educational Instruction services are provided to the student to build marketable skills that add value to the student's educational base. Placement Assistance services of graduates helps to insure that graduate's attainment of a</li> </ul>

	<p>degree/certificate leads to employment. Also, referral services are provided that assist in directing the individual to other resources that are available within and outside of the Career Center System.</p>
<p>Memphis Housing Authority (MHA)</p>	<ul style="list-style-type: none"> <li>• Memphis Housing Authority provides decent, safe, sanitary and affordable housing to any person or family with an interest in HUD's Public Housing Assistance Program. One of the goals of MHA is to enable tenants to leave public assistance and public housing by offering services that allow residents to become self-sufficient. This goal is accomplished by providing residents with the following services: case management, employment and training, childcare, transportation, after-school programs, homeownership counseling, and health care. MHA provides rental assistance services on behalf of eligible, low-income families who lease privately-owned units in Shelby County. Under this program families pay a portion of their rent based on their income. MHA's portion is based on a schedule of payment standards and paid directly to private landlords. This program is designed to give clients greater choices of where to live. Elderly Services are provided in terms of housing assistance for seniors, 24/7 security for their residency and health screening. Job Placement services are provided to TANF resident. Also, referral services are provided that assist in directing the individual to other resources that are available within and outside of the Career Center System.</li> </ul>
<p>Shelby County Community Services Agency / Community Services Block Grant</p>	<ul style="list-style-type: none"> <li>• Shelby County Community Services Agency works with non-profit organizations, other branches of government, other governmental agencies and citizens' committees. The agency plans and carries out programs for low income residents. These programs emphasize self-help. Emergency Services are provided to clients when they suffer job loss to assist those individuals to overcome unforeseen emergency situations such as payment of a utility bill or payment of a month's rent. The commodities program service distributes federal and county commodities to low income individuals. The weatherization program service provides free minor home repairs, such as fixing broken windowpanes and rotted windowsills, which lower energy costs. Also the agency provides services to help their clients cool their households in the summer and warms their households in the winter. Also, referral services are provided that assist</li> </ul>

	in directing the individual to other resources that are available within and outside of the Career Center System.
--	---

**2. Beyond the partners specified in the Workforce Investment Act, what other entities in your area have an impact on your success? Are there other groups, organizations or agencies that play a role in workforce development?**

- **Training Providers**
- **Employers / Businesses**
- **Foundations (SEEDCO, etc...)**
- **Correction Facilities**
- **Second Chance**
- **Chambers of Commerce**
- **Economic Development Associations**
- **Industrial Development Boards**
- **Community Based Organizations**
- **Faith Based Organizations**
- **Non – Faith Based Organizations**
- **Older Workers**
- **Job Corps**
- **Families First**

**3. Career Center Locations**

<b>Name of Career Center</b>	<b>Partners present at location</b>
Tennessee Career Center @ Memphis Downtown	<ul style="list-style-type: none"> <li>• Workforce Investment Network</li> <li>• TDOL (Employment Security)</li> <li>• Vocational Rehabilitation</li> <li>• Adult Education</li> <li>• DHS</li> </ul>
Tennessee Career Center @ Collierville	<ul style="list-style-type: none"> <li>• TDOL (Employment Security)</li> <li>• Workforce Investment Network</li> </ul>
Tennessee Career Center @ Somerville	<ul style="list-style-type: none"> <li>• Workforce Investment Network</li> <li>• TDOL (Employment Security)</li> </ul>
Tennessee Career Center @ Memphis Housing Authority	<ul style="list-style-type: none"> <li>• Workforce Investment Network</li> </ul>
Tennessee Career Center @ Memphis Mendenhall	<ul style="list-style-type: none"> <li>• Workforce Investment Network</li> <li>• TDOL (Employment Security)</li> </ul>
Tennessee Career Center @ Memphis Poplar	<ul style="list-style-type: none"> <li>• Workforce Investment Network</li> </ul>

	<ul style="list-style-type: none"> <li>• TDOL (Employment Security)</li> </ul>
Tennessee Career Center @ Memphis Raleigh	<ul style="list-style-type: none"> <li>• Workforce Investment Network</li> <li>• TDOL (Employment Security)</li> </ul>
Tennessee Career Center @ Senior Services	<ul style="list-style-type: none"> <li>• Workforce Investment Network</li> <li>• TDOL (Employment Security)</li> </ul>

**4. Who are your customers? What services do you provide to them? What are the customer's requirements of those services?**

<b>Customer Group</b>	<b>Services Provided</b>	<b>Customer Requirements of Services</b>
Job Seekers /specialized populations (Offenders)	<ul style="list-style-type: none"> <li>• Job Search</li> <li>• Labor Market Information</li> <li>• Resumes</li> <li>• Referrals</li> <li>• Fax Machines</li> <li>• Copiers</li> <li>• Application</li> <li>• Assessment</li> <li>• Case Management</li> <li>• Supportive Services</li> <li>• Follow-up</li> <li>• LMI</li> <li>• Job Search</li> <li>• Job Referrals</li> <li>• Resource Kit</li> <li>• Resource Room</li> <li>• UI</li> <li>• Core Services</li> <li>• Intensive Services</li> <li>• Veteran Assistance</li> <li>• Youth</li> <li>• Workshops</li> <li>• Disability Program</li> <li>• Navigator Program</li> <li>• Services</li> </ul>	<ul style="list-style-type: none"> <li>• The customers requirements are useful information and techniques that lead to gainful unsubsidized employment and the attainment of good job search techniques, employment and career assistance in their decision making, customer choice, and a process that responds in a timely manner.</li> </ul>
Employers	<ul style="list-style-type: none"> <li>• Applicants</li> <li>• Pre-Screening</li> <li>• Referrals</li> <li>• Assessment</li> <li>• Job Orders</li> </ul>	<ul style="list-style-type: none"> <li>• The employer requirement is a system that supplies qualified employees that meet their workforce needs. The employer also wants a system that is not full of bureaucracy</li> </ul>

	<ul style="list-style-type: none"> <li>• OJT</li> <li>• Customized Training</li> <li>• Incumbent Worker Training</li> </ul>	<p>and will not take a lot of time to manage. On occasion the employer will need some of the services the Career Center provides such as space for interviewing, pre-screening and assessment of customers.</p>
Businesses that are closing	<ul style="list-style-type: none"> <li>• Informational meetings</li> <li>• Workshops</li> <li>• Job Fairs</li> <li>• Need Survey</li> <li>• Career Transition</li> </ul>	<ul style="list-style-type: none"> <li>• Assistance for employees and help with the transition for dislocated employees which includes but is not limited to information for the employer, assistance with the transition in terms of how best to help the dislocated workers.</li> </ul>
Customers Seeking Training	<ul style="list-style-type: none"> <li>• Skills Training</li> <li>• GED Preparation</li> <li>• Case management</li> <li>• Follow Up</li> <li>• Supportive Services</li> <li>• Individual Service Strategy Plan (identifying barriers)</li> <li>• Skills training in a demand occupation</li> <li>• Employability Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Marketable Skills that will lead to employment with a self sufficient wage plus benefits. The customers requirements for training is that the training will be beneficial training.</li> </ul>
Dislocated Workers	<ul style="list-style-type: none"> <li>• All WIA partner services including</li> <li>• Training</li> <li>• Job Referrals</li> <li>• Career Planning</li> <li>• Resume preparation</li> <li>• Labor Market Information</li> </ul>	<ul style="list-style-type: none"> <li>• The customer requirements are that they will receive assistance during their transition. This will include any and all resources that may assist in their employment search and career decision making. Qualified job leads and referrals and knowledge of TAA benefits and training opportunities.</li> </ul>
Training Providers	<ul style="list-style-type: none"> <li>• Student Referrals</li> <li>• Funding</li> <li>• Job Placement Assistance for Students</li> <li>• Technical Assistance</li> <li>• ITA</li> <li>• Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• The Training providers want qualified students that are prepared to complete their training programs. They also want a system that is not cumbersome and slow. They want technical assistance that helps them to meet performance.</li> </ul>

Individuals with Disabilities	<ul style="list-style-type: none"> <li>• All WIA partner services, specialized assistive technology, and customized employment</li> <li>• Services of the Disability Program Navigator</li> </ul>	<ul style="list-style-type: none"> <li>• Some of the customer requirements are of the services provided are that reasonable accommodations available, and that the services available are timely and well coordinated services and that there are no unnecessary delay.</li> </ul>
Internal Customers/Partners	<ul style="list-style-type: none"> <li>• Referral of customers</li> </ul>	<ul style="list-style-type: none"> <li>• The requirements of the partners are that they are referred applicants that need and qualify for their services.</li> </ul>

**5. What are the demand occupations for you LWIA? How do you know?**

- Health Care
- Bio-Tech
- Transportation/Logistics
- Hospitality/Tourism

**Our rationale for engaging major industries in the local workforce area dovetails nicely with existing and emerging industries. The 4 target areas are Healthcare, Transportation and Logistics, Bio-Tech and Leisure and Hospitality. The rationale for the targets is based on our research and knowledge of the area and backed up by a labor market study prepared by the Memphis Area Regional Chamber of Commerce. The rationale is also supported by information obtained from “The Source”.**

**<http://thesource.tnui.net/default.asp>**

**Healthcare: As with the other targeted sectors we must work with all of our partners to meet the workforce needs of employers and job seekers. Based on a labor market study prepared for the Memphis Area Regional Chamber and supported in part by LWIA 13 the Memphis region is one of the southeastern United States’ preeminent healthcare centers, with Shelby County alone being home to roughly 13 hospitals, including St. Jude Children’s Research Center, Baptist Memorial Hospital, and Methodist Healthcare. The study also shows that the Health Care / Social Assistance Industry represents 13.2% percent employment for the region. The projected forecast is for 17,030 additional employees over the next 7 years according to the “The Source”. Based on the data targeting the Healthcare sector is natural.**

**Transportation and Logistics: We know that there is a need for “truck drivers”, but there is also a greater need for support activities, warehousing and storage and passenger transport. The infrastructure in the region and**

especially in Shelby County emphasizes the importance of transportation (air, water, rail and highways). The Memphis region is a leader in distribution and logistics, as evidenced by its share of employment in the wholesale trade sector, and largely due to its unparalleled transportation network. This lends itself to employers wanting to locate facilities (warehouses, manufacturing, etc...) in the area. This reduces time to market and increase efficiencies of the employer. This industry alone represents 10.6% of the employment for the region compared to 4.9% for the state and 4.0% for the nation. The projected forecast is for 17,500 additional employees over the next 7 years.

**Leisure and Hospitality:** The area has become a destination for tourists, visitors and events. It has a National Basketball Association team (Memphis Grizzlies). The area's close proximity to the casinos in Tunica, Ms usually makes visitors stop in Memphis along the way. The area's increasing destination as a convention site and the ability of the area to hold multiple conventions at one time make it a destination of choice for convention seekers across the nation. The area's numerous tourist attractions (Elvis, Beale Street, and National Civil Rights Museum) make it a destination of choice. The area's commitment to luring large conventions and the success in that area has helped to increase tourism revenue and lodging revenue. It also increased the need for more hotel rooms and employees. The projected forecast is for 7,200 employees in the Lodging and Tourism Industry for the next 7 years.

**Bio-Tech:** Memphis has a thriving biotech industry, producing more medical instruments than any other city in America. The biotech industry includes sub-industries such as: bio-sciences and bio-logistics. Biosciences include a broad range of industries, including agricultural chemicals, drugs and pharmaceuticals, medical devices and instruments, hospitals and laboratories, and research and testing activities. In 2003, bioscience employment in the Memphis region approximated 36,768 workers. Components of the biosciences industry include: medical devices, nuclear medicine and nanotechnology. The rationale behind bioscience is the region is the second largest orthopedic center in the U.S., Memphis hospitals have a strong clinical-care focus, the University Of Memphis has an Interdisciplinary Research Group focused on nanotechnology research and the Memphis Bio-works Foundation leads an unprecedented collaboration of public, private, academic, and government organizations focused on building the region as an internationally recognized bio-science center. Bio-Logistics is an industry that merges the bio-sciences with logistics (warehousing and distribution). Bio-logistics is the time-critical movement of medical equipment and devices, specialized surgical trays, human and animal test tissues, etc... There are unique handling requirements for these products. The rationale for this industry is biomedical project employment and sales

are significantly higher in the Memphis MSA than the national average. Because of the FedEx super-hub, the region offers exceptional overnight or expedited global air freight opportunities, a mature and highly sophisticated logistics infrastructure, and growing medical and bio-sciences-related firms and educational infrastructure. Bio-logistics accounts for 6,700 jobs in the area's logistics cluster (about 10%). There is an opportunity to create an additional 16,000 jobs in the next decade.

**6. What are the guiding principles or purpose of your Local Workforce System?**

To provide exceptional service to our customers, exceeding their expectations and empowering individuals to achieve their career goals and objectives, while providing employers with a high quality skilled workforce.

**7. What are the common goals of your local workforce system?**

To provide employers with a skilled and well trained workforce.  
To assist employers with their workforce needs.  
To assist individuals with their training needs.  
To assist individuals to attain gainful employment.

**8. Please identify any barriers that may prevent all partners from working together as a team?**

**Integration and consistency is sometimes hampered by items below.**

**General misunderstanding of what each partner does.**

**Unfamiliarity with other partners services.**

**Knowing who in the partner's organization to coordinate service delivery with.**

**Lack of communication about services provided.**

**The plan is to have regular meeting where each partner provides an overview of their services and any changes that may affect another partner service delivery. These meetings will also have question and answer sessions.**

**Strengths, Weaknesses Opportunities and Threats  
Local Workforce System in LWIA 13**

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Experienced Staff</li> <li>• Accessibility</li> <li>• <b>Customer-oriented Focus resulting in good customer service</b></li> <li>• <b>Seamless delivery of services through coordination with partners</b></li> <li>• <b>Good relationship with businesses, economic development entities, training providers and Chambers of commerce.</b></li> </ul>	<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Inter-agency training</li> <li>• Team involvement</li> <li>• Better alignment &amp; integration</li> <li>• Better communication, coordination &amp; collaboration</li> <li>• <b>Increasing Expenditure Rate</b></li> <li>• OJT</li> <li>• Customized Training</li> <li>• Incumbent Workers Training</li> <li>• Marketing</li> <li>• <b>Staff Development</b></li> <li>• <b>Career Readiness Certificates</b></li> <li>• <b>Green Industry</b></li> </ul>
<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Inadequate space</li> <li>• Marketing</li> <li>• Qualified applicants</li> <li>• <b>Timely Expenditure of Funds</b></li> <li>• Present Laws &amp; Regulations</li> <li>• Education (applicants)</li> <li>• Skills (applicants)</li> <li>• Better coordination of job seekers and businesses</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• <b>Uncertainty of Reauthorization</b></li> <li>• Consolidated Funding</li> <li>• Career Advancement Accounts</li> <li>• Worker Dislocation (resulting in more Rapid Responses)</li> <li>• <b>Funding</b></li> </ul>

LWIA 13

System Snapshot

1. What are the demographics in your LWIA?

Total Population of LWIA	947,540
Average Annual Earnings of Population	41,263
Number of persons in LWIA without a GED	97,687
% of Population in LWIA without a GED	10.3%
% of Population in LWIA with Associates or Bachelors Degree	13.3%
% of Population in LWIA with a Graduate degree	6.1%
Unemployment rate for LWIA in 2003	6.0
Unemployment rate for LWIA in 2004	6.1
Unemployment rate for LWIA in 2005	6.3
Unemployment rate for LWIA in 2006	5.7
Unemployment rate for LWIA in 2007	5.0
Number of persons registered with Job Service for LWIA	94,932
Adult Education Enrollment for the LWIA	
ESOL Enrollment for LWIA	
Number enrolled in WIA Training activities 2006 – 2007	573
Number of persons served by Vocational Rehabilitation	5463
Number of employers in LWIA	20,565
Number or percent of employers currently using Career Center Services (Provide logic for calculation) This information may be used to determine a standardized collection method)	79

## 2. LWIA Partner Performance Scorecard

Please fill out the following Table.

Measure	Actual 2006-2007	Goal 2007- 2008*
<b>WIA Adult Entered Employment Rate</b>	93.9	
<b>WIA Youth Entered Employment Rate</b>	51.3	
<b>Dislocated Worker Entered Employment Rate</b>	73.1	
<b>* Job Service Entered Employment Rate</b>	61	66
<b>* Veterans Entered Employment Rate</b>	59	65
<b>Vocational Rehabilitation Entered Employment Rate</b>	92.8%	
<b>LWIA Average Earnings</b>	41263	
<b>WIA Adult Average Earnings</b>		
<b>Dislocated Worker Average Earnings</b>		
<b>* Job Service Average Earnings</b>	9,958	10,500
<b>Number of GEDs Awarded</b>		
<b>Incumbent Worker Training Grants applied for</b>		
<b>Incumbent Worker Training Grants Awarded</b>		
<b>OJT Commitments</b>		
<b>OJT Contracts</b>		
<b>WIA Adult Credential Rate</b>	77.5%	
<b>Adult Education Skill Attainment Rate for LWIA</b>		
<b>Customer Satisfaction Rate-Employers</b>	80.0	
<b>Customer Satisfaction Rate-Participants</b>	81.0	

The action items listed in the Team Snapshot and feedback letters were corrected as part of the planning process. The errors noted dealt with omissions on our part, or misunderstandings of the instructions. Once notified by the state, these issues were addressed and re-submitted.