



Implementing Strategies for Employer Engagement Workshop  
Louisville, Kentucky  
January 28-29, 2010  
Summary Report

Prepared for the U.S. Department of Health and Human Services  
Administration for Children and Families  
Office of Family Assistance



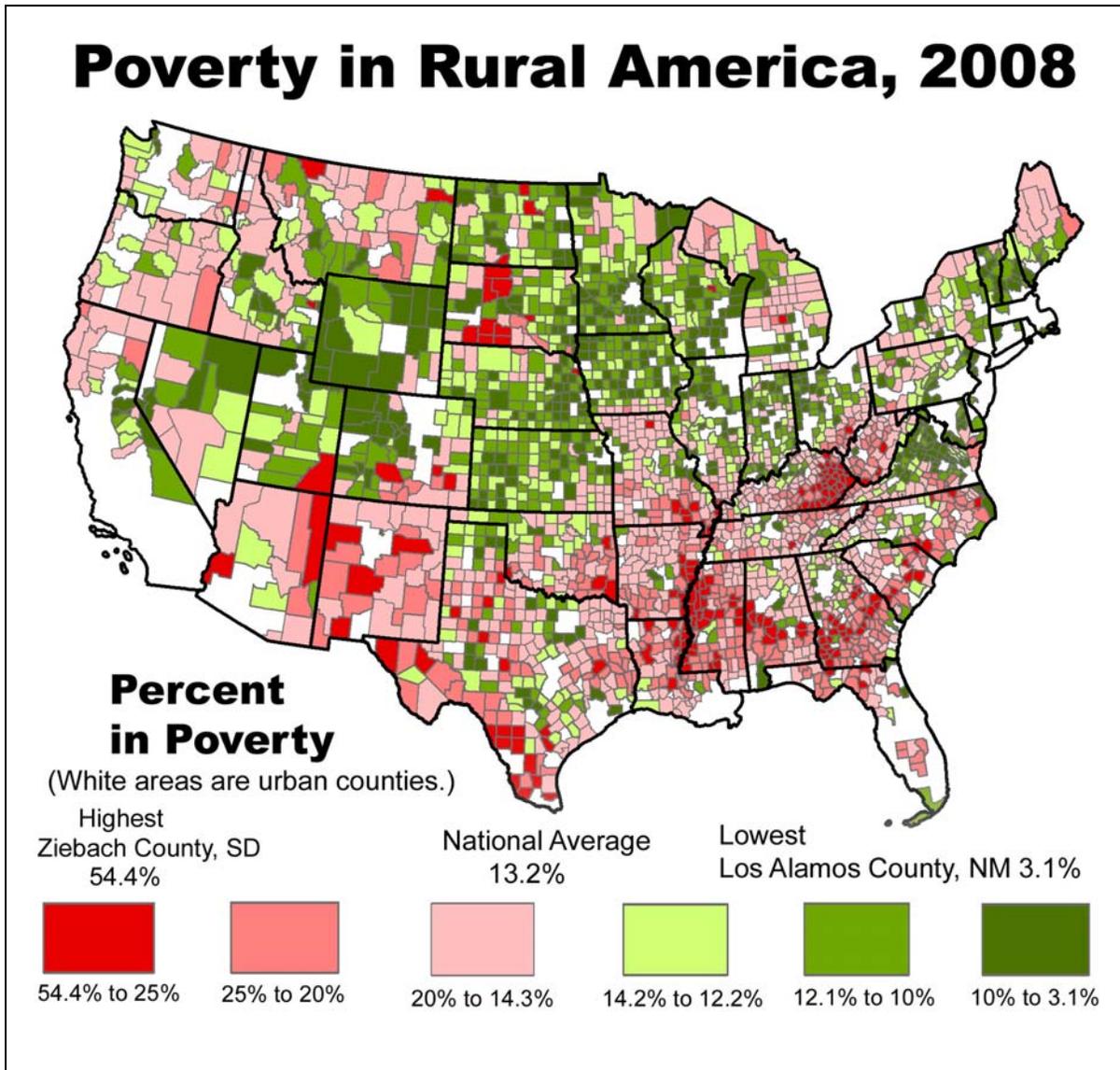


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## Areas of Rural Poverty in America



Data Source: U.S. Census Bureau

## Background

The 2008-2010 economic recession has had profound impacts throughout the nation, with Rural America being no exception. While high agricultural and commodity prices initially shielded rural states from the worst of the economic downturn, most recently the rural economy has lost jobs at a faster rate than the rest of the nation.<sup>1</sup> The growing impact of the recession in rural areas is closely tied to the heavy reliance in these areas on factory, farming, and other low-skilled employment. Rural communities dependent on manufacturing have witnessed a five percent loss in employment as compared to a two percent loss in other parts of rural America. Looking at the nation as a whole, over the last year, a declining manufacturing industry has caused a loss of 3.4 percent of jobs in rural counties, while urban areas only lost 2.8 percent of their jobs.<sup>2</sup> With the pace of unemployment increasing rapidly in the manufacturing industry and among those with only a high school diploma, rural communities are especially vulnerable to job displacement and prolonged periods of difficult reemployment.

Since 2007, the Office of Family Assistance (OFA), Administration for Children and Families (ACF), U.S. Department of Health and Human Services (DHHS) has sponsored the Rural Communities Initiative. The Rural Communities Initiative (RCI) provides 16 nominated rural sites from across the United States the opportunity to share information and promising practices on critical issues affecting local rural areas. The Initiative has focused on barriers to employment faced by families in rural communities, including education, job skills, transportation, and child care. Beginning with the RCI Academy, which occurred in Kansas City, Missouri in September 3-5, 2008, this Initiative has provided a variety of technical assistance (TA) to rural sites.

Rural communities have specific challenges in responding to changing economic structures, forces, and challenges. During the Academy and as a result of ongoing TA, it was determined that, to address the growing rate of displaced rural workers, increased efforts were needed to work in partnership with employers to identify their workforce needs and to jointly develop employment opportunities. Partnering in the creation of employee readiness support services helps to develop a diverse workforce that is more responsive to the changing needs of employers. A total of six RCI sites requested TA around employer outreach, partnership development, and job creation.

With these requests in mind, the **Implementing Strategies for Employer Engagement Workshop** was convened to bring together innovative practitioners and recognized academics in the fields of rural job creation, subsidized employment, employer outreach, and other topics identified by the RCI sites as critical to serving rural Temporary Assistance for Needy Families (TANF) participants. This event provided RCI sites with a hands-on, interactive opportunity to work with expert faculty to learn more about job development and partnering with employers, introduce new and effective models and tools, and facilitate the sharing of information between RCI sites. Attendees were provided with tools, potential promising practice models, and

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<sup>1</sup> Economic Research Service. (September, 2009). *Rural America at a Glance 2009 Edition*. United States Department of Agriculture, Economic Information Bulletin No. 59. <http://www.ers.usda.gov/Publications/EIB59/EIB59.pdf>

<sup>2</sup> Drabenstott, M., Moore, S. (2009). *Rural America in Deep Downturn*. Rural Policy Research Institute (RUPRI) Center for Regional Competitiveness.

guidance on establishing partnerships with employers as a way to improve employment outcomes for TANF participants and other low-income individuals.

Strategic partnerships with employers are necessary for rural communities to grow and thrive in times of economic change. During the Workshop, rural teams had the opportunity to hear from experts and stakeholders, as well as peers as they developed new approaches for creating the kinds of jobs, education, and training that lead to long-term self-sufficiency.

## Welcome, Opening Remarks, and Content Faculty Introductions

James Butler, Federal Project Officer for OFA's RCI, welcomed participants to the Employer Engagement Workshop and then introduced Lydia Reid from Greater Louisville, Inc. and Tara West from Kentuckiana Works. Ms. Reid spoke primarily about the importance of establishing broad, local partnerships and the need for concentrated business outreach efforts. She emphasized the need for the workforce to involve institutions of higher learning, and discussed the Higher Income Requires Education (HIRE), Close the Deal Program, and Intern to Earn programs which encourage students to continue their education while also obtaining meaningful work experience. Ms. Reid also introduced participants to the Sloan Award, a national competition that encourages communities to develop workforce flexibility. Ms. West, from Kentuckiana Works, addressed their efforts to provide supports to adult and dislocated workers. She explained that their greatest achievement has been in the area of wage subsidies, where TANF participants have learned real employment skills during training placements. Ms. West encouraged participants to enhance employer relationships and market the availability of tax credits as ways to get employers engaged and become part of the local workforce system.

After hearing from Ms. Reid and Mr. West, Mr. Butler discussed how the recent economic recession has introduced unique challenges to rural areas as they engage in efforts to improve local economies and move displaced workers back into work. Mr. Butler spoke to the growing rates of rural job loss and how this was a call for increased partnerships with local employers to develop a diverse workforce that is responsive to the changing needs of employers. Following this part of his presentation, Mr. Butler outlined the objectives for the Employer Engagement Workshop and then introduced the content faculty in attendance:

- ***Tori Conley*** and ***Judy Moon*** (*Arbor Education and Training*) – Arbor provides workforce development services to job-seekers, workers, employers, and communities nationwide. Founded in 1968, Arbor is now the largest single supplier of job-related education, counseling and employment assistance under federally funded programs such as the Workforce Investment Act (WIA) and TANF.
- ***Ray Fleming Dinneen*** (*CLIMB Wyoming*) – CLIMB Wyoming is a nonprofit organization that trains and places low-income single mothers in higher paying careers. CLIMB operates in six sites across Wyoming which serves families in 12 counties. The CLIMB program has received both local and national acclaim for successfully moving families out of poverty. Over 1,000 women have graduated from the program to date, consistently doubling their wage income.

- **Linda Johnson** (*Georgia GoodWorks!*) – The Georgia GoodWorks Department implements workforce strategies to provide all Georgians with the opportunity to succeed in the career path of their choice. In addition to providing a case management and referral support program, Georgia GoodWorks also operates the Jobs for Georgia Graduates (JGG) school-to-work program, Georgia’s Transitional Jobs Service Strategy, and other special initiatives.
- **Shauna King-Simms** and **Shellie Baker** (*Kentucky Community and Technical College System*) – Kentucky Community and Technical College System (KCTCS) is a statewide TANF funded initiative aimed at recruiting, transitioning, and supporting Kentucky’s public assistance recipients in the Community and Technical College System. This “Ready to Work” transitions model integrates campus-based targeted case management with a TANF funded work study component.
- **Jan McKeel** and **Donna Luna** (*South Central Tennessee Workforce Alliance*) – South Central Tennessee Workforce Alliance (SCTWA) is a nonprofit specializing in rural workforce and economic development. The organization provides oversight to the Tennessee Career Centers located in the eight South Central Tennessee counties and assists over 20,000 job seekers a year with career development and training. SCTWA is also responsible for facilitating the process of providing subsidized employment to close to 400 Perry County residents funded under the American Recovery and Reinvestment Act (ARRA).
- **Paul Moe** (*Minnesota Job Skills Partnership Program*) – The Minnesota Job Skills Partnership Program helps business and educational organizations develop cooperative training projects. The Program also awards grants to educational institutions that partner with businesses to develop new-job training or retraining for existing employees.
- **Julie Shapiro** (*SeedCo*) – One of the nation’s most recognized workforce intermediaries, SeedCo partners with a network of community-based organizations in the implementation of workforce development projects, including large-scale employment initiatives for public assistance recipients and limited English speakers, as well as pilot programs in the areas of career advancement, fatherhood, and work supports.
- **Dona Swenson** (*New Mexico TeamWorks*) – New Mexico’s TeamWorks Program seeks to assist women who are heads of single-parent households and TANF participants to obtain tools that allow them to overcome barriers that are impacting their entry or re-entry into the workplace. TeamWorks helps women transition towards self-sufficiency through a variety of training and assistance programs, such as professional and computer skills development and help with overcoming barriers to employment (transportation, child care, legal problems, substance abuse, proper work clothing, etc.). TeamWorks also provides outreach services to at-risk women, such as recent ex-offenders, who are eligible for TANF benefits.
- **Melissa Young** (*National Transitional Jobs Network*) – The National Transitional Jobs Network (NTJN) is a coalition of transitional jobs programs, policy organizations, and

sponsoring organizations existing in over 30 states. NTJN operates as a national clearinghouse for resources, tools, and expertise for building Transitional Jobs programs, and is the primary organization for gathering and disseminating best practices to improve the model nationally.

Additional information on these content faculty members can be found in **Appendix D** of this summary report.

After hearing from each content faculty member, Mr. Butler requested that participants transition into team sessions to prepare a report-out on their intended Workshop objectives.

### **Quantifying and Sharing the Impact “We” Intend to Have Session**

During this session, each team shared statements about the specific objectives that they hoped to achieve over the next two days in the Workshop’s four employer engagement areas:

- Employer Outreach and Tax Credits;
- Subsidized Employment and Transitional Jobs;
- Job Placement and Retention, and;
- Using Workforce Intermediaries.

In completing this task, each Team drew on their own unique, local employer engagement successes and challenges as well as their Economic Roundtable Profile regarding employment challenges, local industries, and current/potential employers. In their statements, each site pointed to one or two areas they planned on addressing in depth during the Workshop:

- *Arkansas* – transitional/subsidized employment and building soft skills;
- *Florida* – subsidized employment programs and strategies for developing stronger and more responsive employer relations;
- *Pennsylvania* – integrating on-the-job training and paid work experience opportunities into subsidized employment programming;
- *South Carolina* – subsidized employment and strategies for outreaching to employers about available tax credits;
- *Texas* – transitional/subsidized employment; and
- *West Virginia* – transitional/subsidized employment.

Following these brief statements, content faculty asked a few clarification questions regarding the site’s current economic development situation, unemployment rates, and type of local business and industry partnerships that were available.

### **The Louisville Story**

During this session, Louisville Mayor Jerry Abramson and representatives from UPS and Metropolitan College spoke on the partnership they established that provides education and work opportunities to local, low-income individuals. Mayor Abramson began the presentation

by providing an overview of the UPS and City of Louisville collaboration. Together these groups established the Metropolitan College, a public/private partnership providing college education to all Louisville residents. Participants are recruited from local high schools and are provided full tuition and support for additional expenses as long as they commit to working at UPS's Louisville Worldport facility. Mayor Abramson commended the partnership, stating that it has been crucial for moving individuals out of poverty, building self-sufficiency, and breaking cycles of intergenerational poverty.

Following the Mayor's discussion, George Poling and Kelli Stamper from Metropolitan College provided additional information on the Louisville/UPS partnership. They described Metropolitan College as a bridge program that ensures students receive the skills and training they need to improve their self-sufficiency, while also providing the opportunity to transfer to a four year college program. In addition to their classes, participants work at UPS approximately 20 hours per week and are eligible for benefits such as incentives for good performance, counselors to help liaison between the college and UPS, and support developing a career plan. The bridge program has over 1,700 participants and retention rates exceed 90 percent. For UPS, the return on investment is about even when compared to having to train, recruit, and place individuals if the bridge program did not exist. UPS has reported though, that since the beginning of the Metropolitan College partnership, there has been a stabilization of their workforce, an increase in per hour package rates, improved production efficiency rates, and a decrease in package damage. Mr. Poling and Ms. Stamper concluded their presentation by saying that as a result of the UPS expansion, an additional 118 companies have located to Louisville and are in the process of developing similar program models.

### Faculty Scheduling Session

Following the presentation on the UPS and City of Louisville partnership, each rural team was given time to review the list of content faculty members and complete a faculty scheduling request form. Teams were asked to allot some time to address each of the four employer engagement elements highlighted in the Workshop, but the option was also provided to choose to spend additional time on topics they believed to be a priority.

### Employer Engagement Work Sessions – Day One

During Day One of the Workshop, each rural site participated in a series of intensive facilitated discussions with content faculty on a variety of subjects related to employer engagement. These team work sessions focused on the four key elements of employer engagement covered during the Workshop:

- ***Element One:*** Taking the First Steps: Engaging Employers through Outreach Strategies and Tax Credits.
- ***Element Two:*** Building Employment Opportunities: Maximizing the Effectiveness of Subsidized Employment and Transitional Jobs Programs.
- ***Element Three:*** Keeping the Momentum and Developing Continued Success: Strategies for Effective Job Placement and Retention.

- **Element Four:** Partnership Building and Leveraging Resources: How to Utilize Workforce Intermediaries.

During the work sessions, content faculty provided insight into policy and programmatic issues pertaining to these employer engagement elements. Faculty members also contributed to the development of local action plans that captured site's intended achievements and integrated new ideas and strategies discussed during the Workshop. Team work sessions continued into Day Two and concluded with a brief report-out from selected rural sites on the key ideas and strategies they identified during the Workshop.

## Report Out Awards and Review UPS Tour Logistics

Following Day One's team work sessions, each rural site described their "best idea for action at home so far" during a brief presentation to their peers and content faculty. Participants voted for the idea they felt was most likely to have a positive impact within the local TANF population. Florida and South Carolina both received the most support for their proposed subsidized employment plans. After the presentations and awards, workshop staff reviewed logistical details for the UPS Tour taking place in the evening of Day One.

## UPS (United Parcel Service) Tour

During the evening of Day One, Workshop participants were provided with a tour of UPS's Worldport, the worldwide air hub for UPS, located at the Louisville International Airport. Participants were shown the operations center, different stages of package arrival and processing, and learned more about the Welfare-to-Work partnership that provides TANF participants with above average wages, health insurance, paid vacation, and tuition reimbursements.

## Jump Start the Day

During the morning of Day Two, participants watched a video produced by the Tennessee Workforce Alliance located in Perry County. The video described the economic recession's effect on Perry County, Tennessee, the background of the County's subsidized employment program, and the impact on local residents who used the program to secure employment.

## Employer Engagement Work Sessions – Day Two

During Day Two of the Workshop, participants continued their conversations with content faculty members. Participants spent the last hour of these Work Sessions finalizing their action plans and preparing to present this information to their peers.

## Presentations – Celebration – Awards

During the last session of the Workshop, each site provided a short report detailing action steps they plan on taking that will integrate the knowledge they acquired at the Workshop and put their state on a path towards better employer engagement. After each presentation, expert panel

members offered affirmations and/or feedback on how the how the action plan could be improved.

### *Arkansas*

The Arkansas site reported that, during the Workshop, they explored strategies around work study, transitional/subsidized employment, and building life skills. Following the Workshop, Arkansas elected to develop a written action plan for implementing a subsidized employment program. As part of their proposed subsidized employment plan, the site also discussed partnering with the Department of Higher Education, utilizing documents provided by Perry County, and selecting and testing curriculum for a subsidized employment pilot. By incorporating job skills training into the proposed subsidized employment plan, the Arkansas site hopes to enhance employability for participants, improve workforce participation rates (WPR), and increase total job placements and job retention length. Content faculty vetted Arkansas's plan and felt they were wise to have identified the need for a dedicated project manager to manage the subsidized employment program.

### *Florida*

The Florida site's goals coming into the Workshop were to develop plans to improve employer relations and learn more about subsidized employment programs. Using the resources they acquired at the Workshop, Florida intends to develop a model for subsidized employment and implement a community service and week-long work readiness program. In addition to potential logistical and legal issues, the site also recognized that funding and buy-in from state leadership were significant challenges to implementing a subsidized employment program. With assistance from content faculty, Florida identified that one way to resolve funding challenges was to hire staff into subsidized employment positions. With the implementation of a subsidized employment program, the Florida site hopes to improve employer relations, lower local unemployment rates, strengthen their ability to identify work-related barriers, and produce better trained and skilled participants entering the workforce. Content faculty agreed that it was a good idea to conduct preparatory work readiness for participants prior to subsidized employment placement.

### *Pennsylvania*

The Pennsylvania site arrived at the Workshop with specific goals around creating job placement opportunities in partnership with hospitality organizations, more effectively utilizing on-the-job training (OJT) and paid work experience (PWE) in conjunction with subsidized employment, and increasing collaborations with transit authorities and local commissioners. While their goals did not change, at the completion of the Workshop, the Pennsylvania site reported that they had greatly broadened their knowledge base in all three areas. In moving forward with their goals, the site has plans to expand their outreach and education efforts with employers on the availability of tax credits for hiring TANF participants. Pennsylvania also discussed their intention to increase collaborative efforts with WIA. Through these efforts, the site hopes to create stronger partnerships with WIA and create an environment where employers are more receptive to hiring TANF participants. Measurement of these outcomes will be done by reviewing the number of individuals moving into PWE and OJT positions and assessing how many employers have expressed interest in establishing a partnership.

### *South Carolina*

South Carolina's focus coming into the Workshop was to develop a subsidized employment program, managed by their partner, South Carolina Employment Security Commission, which would pay a subsidy of 100 percent to employers. As part of their subsidized employment implementation plans, the site also wishes to make efforts to increase employer awareness, expand employer outreach efforts (e.g. pamphlet to educate employers on applicable tax credits/deductions), and explore non-traditional jobs (i.e. green jobs). To help mitigate potential funding challenges, South Carolina plans to expand their resources to include ARRA funds and resources from partners who also serve the TANF population. The overall goal of the site's subsidized employment program is to increase employment, provide training and transferable skills, and increase marketability for their participants. South Carolina also intends to implement the OFA's Online Work Readiness Assessment (OWRA) tool as part of their case management system in 2010.

### *Texas*

Prior to the Workshop, Texas had identified one main objective they planned to develop around employer engagement: obtain information on implementing a subsidized employment program. Based on the resources and information they acquired at the Workshop, Texas expanded their intended objectives to include four action steps: explore a TA grant to train front-line staff on motivational interviewing; create outreach materials that educate employers on subsidized employment and tax credits for hiring TANF participants; bring together local partners to discuss resources for TANF participants; and, in lieu of a subsidized employment program, propose a pilot program similar to the WeCARE model. WeCARE is a program designed to provide customized services to TANF participants who have clinical barriers to employment. The next steps Texas has developed for accomplishing these objectives include: meeting with State TANF staff to discuss the WeCARE pilot; filing a TA request with the Welfare Peer TA Network; creating a subsidized employment marketing materials and delivering these documents to local employers; and designing and convening a roundtable to bring together local partners to identify local resources. Texas is aware of the buy-in challenges associated with these objectives, but the hope is that such efforts will have positive impacts on the state's WPR, increase enrollment in Supplemental Security Income (SSI), and motivate TANF participants to engage in work and increase their self-confidence. The site will measure outcomes by tracking TANF enrollment, exemptions, and the number of people who are on the SSI track.

### *West Virginia*

West Virginia reported that their main goal in attending the Workshop was to network with their rural peers and acquire additional information about rural subsidized employment models. While the groundwork for their subsidized employment program is already in place, the site intends to continue searching out grants and other funding opportunities to help sustain the program. West Virginia is also considering incorporating the CLIMB Wyoming strategy of having subsidized employment participants spend one day per week with their case worker for additional job skills training. The success of their program will be measured by the number of job placements they arrange and an increase in the length of job retention.

## Closing Remarks

At the close of the Workshop, James Butler thanked the site participants, content faculty, logistics coordinator, and staff from the Rural Communities Initiative for their assistance in making the Employer Engagement Workshop a success.

## Appendix A: Workshop Evaluation

### Evaluation Introduction

During the most recent recession, rural areas experienced rising unemployment as manufacturing and other major employment sectors contracted. According to a recent report by the United States Department of Agriculture (USDA), rural unemployment rose from 5.2 percent to 9.2 percent and it continues to increase.<sup>3</sup> As the economy slowly makes a return to optimal levels, engaging employers and increasing employment among rural workers will be a major objective for social service programs and other stakeholders working with low-income individuals. Employers have a great need for efficient, effective ways to hire, keep, and advance employees<sup>4</sup> and successful employer engagement requires that social service programs secure employers' involvement in the design, development, management, and delivery of targeted strategies. This type of collaboration will help ensure that the skill needs of employers and the workforce will be met.

The United States Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance hosted the *Implementing Strategies for Employer Engagement Workshop* on January 28-29, 2010 in Louisville, Kentucky. The workshop was made up of peer-to-peer activities and tailored presentations from experienced content experts and was developed to improve the development of improved services directed to employers and increased work readiness and employability of unemployed and underemployed rural residents.

### Overall

The challenge of recruiting employers in rural communities is not a new phenomenon; however, the information and content specialists provided during these two days will go a long way to improving the ability of TANF agencies and partnering stakeholders in their outreach and coordination with employers. Attendees found that the various sessions were quite helpful to the development of comprehensive employer engagement programs. The information provided on promising practices assisted those in attendance to gain a greater understanding of the importance of employer engagement and how to better integrate engagement activities into the TANF program. This very informative workshop provided some key insights on using subsidized employment to better improve potential employment of TANF participants and outlined key activities for program implementation. Many attendees noted that this was among the most informative of the technical assistance workshops of the Rural Communities Initiative and the format was perfect for TANF programs trying to respond to the economic recession and rising caseloads.

Additional participant feedback showed that the opportunity to learn about other programs and the ability to network with other agencies only heightened the learning and knowledge sharing. The onsite technical assistance was also useful in the development of comprehensive work plans that will improve program implementation. The ability to listen firsthand to employers, such as UPS, and to engage local stakeholders were some of the additional Workshop highlights.

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<sup>3</sup> Rural American at a Glance: 2009 Edition available at <http://www.ers.usda.gov/Publications/EIB59/EIB59.pdf>

<sup>4</sup> See <http://www.uschamber.com/NR/rdonlyres/e6vsvijmlgxdm2jgriie3axrvrq5yuuaag4ldlhjcbtqz65fss4egytwpbmhlzokkbi5smtalyp/WIAreauthorizationI.pdf>

According to sites, the information on the various tax credits was also helpful and will be a valuable resource when engaging employers who were unaware of the money that can be saved when hiring TANF participants and other unemployed individuals. For future technical assistance events, sites were interested in hearing more about ways to divert 2-parent TANF families into subsidized employment opportunities and promising strategies to better serve long-term unemployed individuals and youth using transitional jobs.

**Evaluation Results**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree Nor Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>N/A</b>
<b>Information presented was relevant and valuable to my site's work.</b>	69.6% N= 16	21.7% N= 5	0% N= 0	0% N= 0	0% N= 0	8.7% N= 2
<b>Activities were appropriate and helpful in networking with the other sites.</b>	78.3% N= 18	13.0% N= 3	4.3% N= 1	0% N= 0	0% N= 0	4.3% N= 1
<b>Speakers at the Workshop were well-prepared and effectively engaged participants in interactive discussion.</b>	82.6% N= 19	13.0% N= 3	4.3% N= 1	0% N= 0	0% N= 0	0% N= 0
<b>Material was presented in a logical and understandable manner.</b>	78.3% N= 18	21.7% N= 5	0% N= 0	0% N= 0	0% N= 0	0% N= 0
<b>Site visit to Worldport (UPS air hub) illuminated the discussion on the partnership between UPS and the City of Louisville.</b>	78.3% N= 18	0% N= 0	0% N= 0	0% N= 0	0% N= 0	21.7% N= 5

**1) What did you find most useful about attending the Rural Employer Engagement Workshop (i.e. any immediate or long-term benefits to you/your staff that you anticipate as a result of attending)?**

- The engagement with the content specialists and other teams stimulated great dialogue that gave us the information and fuel we needed to assist families in our region.
- Best practices/networking/greater understanding of program.
- Received useful information on the understanding so I can assist Florida in their program implementation.
- Networking.
- Subsidized Employment information.
- Learning what other states are doing.
- Networking and learning about other programs.
- Everything!!
- Useful knowledge about the Subsidized Employment Program. All of the speakers provided useful information and we will look into putting the new ideas into place.
- Implementing the State's Subsidized Transitional Employment Program more clearly and precisely.
- The content specialists. They shared valuable information!
- As Employer information and insight was beneficial in seeing another side see the benefits of their partnerships and has reinforced desire to further engage with clients and programs.
- Focus on Tax Credits and Subsidized Employment.
- Discussing different options to engage employers. Set clients apart from other job seekers- Explore new ideas to engage participants in OJT (On the Job Training), Subsidized Employment, PWE (Previous Work Experience), or Transitional Jobs.
- Networking, common goals and common challenges, sharing ideas and successful programming concepts.
- Support for our Subsidized Employment Program from several sites that will help improve our work participation rate.
- Perry County Model and Worldport (UPS air hub) tour.

**2) Were there any additional topics or issues that you wanted to explore or discuss at the Rural Employer Engagement Workshop? If so, please describe.**

- Ways to direct two-parent TANF families through subsidized employment opportunities.
- Federal legislation for education, transportation, childcare- where does it look like we are heading?
- None.
- None at this time.
- N/A.

- Engaging TANF individuals with a physical or MH (Mental Health) barrier to employment- What expectations/program requirements can be included in programming?
- None, everything was very informative.

**Additional Comments:**

- The workshops were awesome!
- Great workshops/very informative.
- This was a very informational session! Thanks.
- I enjoyed the format. Thank you!
- Had a great experience! Thanks.
- Workshop was great! Keep up the good work.
- Great workshop!
- It was a great Workshop! As always, we really enjoyed it and got many ideas to take home!
- Tax Credit information was helpful and something will employ with my business and advocate for others to use as well.
- Leslie Fain was excellent to work with regarding travel. All the Rural Initiative sessions.

## Appendix B: Workshop Agenda

### **THURSDAY, JANUARY 28TH, 2010**

**7:30 – 8:45 AM**      **Registration** (Outside of Marriott Ballroom VII and VIII, 2<sup>nd</sup> Floor)

**8:45 – 9:30 AM**      **Welcome, Opening Remarks, and Content Faculty Introductions**  
(Marriott Ballroom VII and VIII, 2<sup>nd</sup> Floor)

Speakers:

Lydia Reid, Greater Louisville, Inc.

James Butler, U.S Department of Health and Human Services,  
Administration for Children and Families, Office of Family Assistance  
Content Faculty Members

**9:30 – 10:45 AM**      **Quantifying and Sharing the Impact “We” Intend to Have** (Marriott  
Ballroom VII and VIII, 2<sup>nd</sup> Floor)

Each Team will refine and share statements about the specific  
achievements or progress that they would like to make in four important  
and interrelated areas:

- Employer Outreach and Tax Credits;
- Subsidized Employment and Transitional Jobs;
- Job Placement and Retention; and
- Using Workforce Intermediaries.

Each Team will draw on their own unique, local employer engagement  
successes and challenges as well as each site’s Economic Roundtable  
Profile regarding employment challenges, local industries, and  
current/potential employers.

The statements of intended achievements or progress will be the basis of  
Team discussions, faculty consultations, and action planning throughout  
the Workshop experience.

Moderator:    Louisa Fuller, ICF International

**10:45 – 11:00 AM**      **Break**

**THURSDAY, JANUARY 28TH, 2010**

**11:00 – 12:15 PM    The Louisville Story (Marriott Ballroom VII and VIII, 2<sup>nd</sup> Floor)**

This session will highlight the relationship between the City of Louisville and UPS as an example of an accomplished partnership.

Speakers:

Jerry Abramson, Mayor of Louisville

Kelli Stamper, Workforce Planning Manager, UPS

George Poling, Executive Director, Metropolitan College

Moderator:        Louisa Fuller, ICF International

**12:15 – 1:30 PM    Faculty Scheduling Session (Working Lunch) (Marriott Ballroom VII and VIII, 2<sup>nd</sup> Floor)**

Each Team will complete an Employer Engagement Workshop Team schedule and faculty scheduling request by 1:00 PM. Each Team should allot some time to address each of the four elements but may choose to spend additional time on topics they believe to be a priority. Each Team may also sequence their work in any order that meets their needs.

A portion of the final Team Work Session time should be used to prepare the Team presentation of priorities and action steps.

Teams will make the requests for specific faculty experts based on overviews for each faculty expert/promising program included in the Workshop binder.

A faculty scheduling guide is included within your Employer Engagement Workbook.

**THURSDAY, JANUARY 28TH, 2010**

**1:30 – 3:00 PM**      **Employer Engagement Team Work Session 1**(Marriott Ballroom VII and VIII, 2<sup>nd</sup> Floor)

Team Work Sessions will give Rural sites the chance to have intensive facilitated discussions on a variety of subjects related to employer engagement.

Teams will have dedicated space for each Team Work Session.

***Element One:*** Taking the First Steps: Engaging Employers through Outreach Strategies and Tax Credits

***Element Two:*** Building Employment Opportunities: Maximizing the Effectiveness of Subsidized Employment and Transitional Jobs Programs

***Element Three:*** Keeping the Momentum and Developing Continued Success: Strategies for Effective Job Placement and Retention

***Element Four:*** Partnership Building and Leveraging Resources: How to Utilize Workforce Intermediaries

Leaders in the field, with identified promising practices, will serve as faculty experts and contribute to the topical discussion and development of reasonable local actions steps. These faculty experts will be available based on the schedule each Team develops and on-call as much as possible.

Throughout the Team Work Sessions, Rural sites will also complete concise action plans that summarize the key points and questions that emerged from their discussions and capture how sites will use this information to develop concrete actions locally. Team Work Sessions will conclude with a brief report-out from selected rural sites on the key ideas and strategies they identified during the session.

**3:00 – 3:15 PM**      **Break**

**THURSDAY, JANUARY 28TH, 2010**

**3:15 – 4:15 PM    Employer Engagement Work Session 2** (Marriott Ballroom VII and VIII, 2<sup>nd</sup> Floor)

Team Work Sessions will give Rural sites the chance to have intensive facilitated discussions on a variety of subjects related to employer engagement.

Teams will have dedicated space for each Team Work Session.

***Element One:*** Taking the First Steps: Engaging Employers through Outreach Strategies and Tax Credits

***Element Two:*** Building Employment Opportunities: Maximizing the Effectiveness of Subsidized Employment and Transitional Jobs Programs

***Element Three:*** Keeping the Momentum and Developing Continued Success: Strategies for Effective Job Placement and Retention

***Element Four:*** Partnership Building and Leveraging Resources: How to Utilize Workforce Intermediaries

Leaders in the field, with identified promising practices, will serve as faculty experts and contribute to the topical discussion and development of reasonable local actions steps. These faculty experts will be available based on the schedule each Team develops and on-call as much as possible.

Throughout the Team Work Sessions, Rural sites will also complete concise action plans that summarize the key points and questions that emerged from their discussions and capture how sites will use this information to develop concrete actions locally. Team Work Sessions will conclude with a brief report-out from selected rural sites on the key ideas and strategies they identified during the session.

**THURSDAY, JANUARY 28TH, 2010**

**4:15 – 4:45 PM Report Out Awards and Review UPS Tour Logistics** (Marriott Ballroom VII and VIII, 2<sup>nd</sup> Floor)

Each team will post their “best idea for action at home so far” on a PowerPoint template provided by Workshop staff. Each participant will vote for the idea they feel is most likely to make a difference, though they cannot vote for their own idea. The two teams receiving the most votes receive prizes provided by local Louisville businesses.

Workshop staff will also review logistical details for tonight’s UPS Tour.

Moderator: Louisa Fuller, ICF International

**4:45 – 9:00 PM Dinner** (on your own)

**10:00 PM – 1:30 AM UPS Tour** (Meet at Lobby Level, 2<sup>nd</sup> Street Entrance)

Plan a light or early dinner. The tour will last an hour and a half – please plan to meet the rest of the participants in the hotel lobby no later than 8:30 p.m. Touring groups will be bused to the facility from the hotel. Participants must bring photo identification (driver’s license or passport) and be prepared to pass through X-ray machines and a security checkpoint.

All participants must be registered in advance (contact Jackie Schmidt, [jschmidt@icfi.com](mailto:jschmidt@icfi.com), 703-219-3767) or they will not be able to take the tour.

**FRIDAY, JANUARY 29TH, 2010**

**10:00 – 10:15 AM Jump Start the Day** (Marriott Ballroom VII and VIII, 2<sup>nd</sup> Floor)

Workshop staff will lead participants through a quick energizing activity as a way to prepare for Day Two.

Moderator: Louisa Fuller, ICF International

**10:15 – 11:45 AM Employer Engagement Work Session 3** (Marriott Ballroom VII and VIII, 2<sup>nd</sup> Floor)

Team Work Sessions will give Rural sites the chance to have intensive facilitated discussions on a variety of subjects related to employer engagement.

Teams will have dedicated space for each Team Work Session.

**Element One:** Taking the First Steps: Engaging Employers through Outreach Strategies and Tax Credits

**Element Two:** Building Employment Opportunities: Maximizing the Effectiveness of Subsidized Employment and Transitional Jobs Programs

**Element Three:** Keeping the Momentum and Developing Continued Success: Strategies for Effective Job Placement and Retention

**Element Four:** Partnership Building and Leveraging Resources: How to Utilize Workforce Intermediaries

Leaders in the field, with identified promising practices, will serve as faculty experts and contribute to the topical discussion and development of reasonable local actions steps. These faculty experts will be available based on the schedule each Team develops and on-call as much as possible.

Throughout the Team Work Sessions, Rural sites will also complete concise action plans that summarize the key points and questions that emerged from their discussions and capture how sites will use this information to develop concrete actions locally. Team Work Sessions will conclude with a brief report-out from selected rural sites on the key ideas and strategies they identified during the session.

**11:45 – Noon Break**

**Noon – 1:45 PM**      **Employer Engagement Work Session 4 – Prioritizing Actions/Preparing Team Presentation**  
(working lunch) (Marriott Ballroom VII and VIII, 2<sup>nd</sup> Floor)

Team Work Sessions will give Rural sites the chance to have intensive facilitated discussions on a variety of subjects related to employer engagement.

Teams will have dedicated space for each Team Work Session.

**Element One:** Taking the First Steps: Engaging Employers through Outreach Strategies and Tax Credits

**Element Two:** Building Employment Opportunities: Maximizing the Effectiveness of Subsidized Employment and Transitional Jobs Programs

**Element Three:** Keeping the Momentum and Developing Continued Success: Strategies for Effective Job Placement and Retention

**Element Four:** Partnership Building and Leveraging Resources: How to Utilize Workforce Intermediaries

Leaders in the field, with identified promising practices, will serve as faculty experts and contribute to the topical discussion and development of reasonable local actions steps. These faculty experts will be available based on the schedule each Team develops and on-call as much as possible.

Throughout the Team Work Sessions, Rural sites will also complete concise action plans that summarize the key points and questions that emerged from their discussions and capture how sites will use this information to develop concrete actions locally. Team Work Sessions will conclude with a brief report-out from selected rural sites on the key ideas and strategies they identified during the session.

**1:45 – 2:45 PM      Presentations – Celebration – Awards** (Marriott Ballroom VII and VIII, 2<sup>nd</sup> Floor)

Each Team will give a 5-6 minute report using a presentation template designed for this session. The template will help them integrate their work on the four elements of employer engagement highlighted during this Workshop. It will also guide each Team in prioritizing action steps that are likely to accomplish the statements of intended achievements of progress they developed on Thursday morning.

Two panels will rate the presentations and give feedback. One panel will consist of three faculty experts. The other will have three participant volunteers.

Moderator:      Louisa Fuller, ICF International

**2:45 – 3:00 PM      Closing Remarks** (Marriott Ballroom VII and VIII, 2<sup>nd</sup> Floor)

Moderator:      James Butler, Office of Family Assistance

**3:00 PM              Adjourn**

## Appendix C: Participant List

### Office of Family Assistance

**James Butler**

Administration for Children and Families  
Office of Family Assistance  
370 L'Enfant Promenade, SW, 5th Floor West  
Washington, D.C. 20447  
202-401-9284

[james.butler@acf.hhs.gov](mailto:james.butler@acf.hhs.gov)

### ICF International

9300 Lee Highway  
Fairfax, Virginia 22030

**Louisa Fuller**

703-225-2269

[lfuller@icfi.com](mailto:lfuller@icfi.com)

**Patrick Heiman**

703-225-2310

[pheiman@icfi.com](mailto:pheiman@icfi.com)

**Kent Peterson**

913-432-0585

[kentjpeterson@aol.com](mailto:kentjpeterson@aol.com)

**Jackie Schmidt**

703-225-2176

[jschmidt@icfi.com](mailto:jschmidt@icfi.com)

**Damon Waters**

703-225-2308

[dwaters@icfi.com](mailto:dwaters@icfi.com)

### The Fain Group

**Leslie Fain**

Principal  
P.O. Box 1579  
Lexington, Virginia 24450  
301-942-5579  
[leslie@faingroup.com](mailto:leslie@faingroup.com)

### The City of Louisville

**Jerry Abramson**

Mayor of Louisville  
Metro Hall / 4th Floor  
527 W. Jefferson St.  
Louisville, KY 40202  
502-574-2003

**George Poling**

Executive Director  
Metropolitan College  
200 West Broadway, Suite 800  
Louisville, KY 40202  
502-213-4524

[george.poling@kctcs.edu](mailto:george.poling@kctcs.edu)

**Lydia Reid**

Manager, Economic Development  
Outreach & Workforce  
Greater Louisville Inc.  
The Metro Chamber of Commerce  
614 West Main Street, Suite 6000  
Louisville, KY 40202  
502-625-0076

[LReid@GreaterLouisville.com](mailto:LReid@GreaterLouisville.com)

**Kelli Stamper**

Workforce Planning Manager  
UPS  
502-359-2101

[kellistamper@ups.com](mailto:kellistamper@ups.com)

## Content Specialists

### Shellie Baker

Ready to Work Coordinator  
Gateway Community and Technical College  
1025 Amsterdam Road  
Park Hills, Kentucky 41011-2031  
859-442-1111  
[shellie.baker@kctcs.edu](mailto:shellie.baker@kctcs.edu)

### Tori Conley

Arbor Education and Training  
2910 K Street  
Omaha, Nebraska 68107  
402-658-7795  
[toriconley@arboret.com](mailto:toriconley@arboret.com)

### Ray Fleming Dinneen

Executive Director  
CLIMB Wyoming  
1001 31st Street  
Cheyenne, Wyoming 82001  
307-778-0094  
[ray@climbwyoming.org](mailto:ray@climbwyoming.org)

### Linda T. Johnson

Assistant Commissioner  
Career Development Services  
Georgia Department of Labor  
148 Andrew Young International Blvd., NE  
Suite 650  
Atlanta, Georgia 30303  
404-232-7452  
[lindat.johnson@dol.state.ga.us](mailto:lindat.johnson@dol.state.ga.us)

### Shauna King-Simms

Director  
College and Career Transitions  
Kentucky Community and Technical College  
System  
300 North Main Street  
Versailles, Kentucky 40383  
859-256-3301  
[Shauna.king-simms@kctcs.edu](mailto:Shauna.king-simms@kctcs.edu)

### Donna Luna

Perry County Recovery Program Manager  
South Central Tennessee Workforce Alliance  
113 Factory Street  
Linden, Tennessee 37096  
931-589-5012  
[Donna.Luna@sctworkforce.org](mailto:Donna.Luna@sctworkforce.org)

### Jan McKeel

Executive Director  
South Central Tennessee Workforce Alliance  
#8 Courthouse Sq. 2nd fl.  
Columbia, Tennessee 38401  
931-375-4200  
[jan.mckeel@sctworkforce.org](mailto:jan.mckeel@sctworkforce.org)

### Paul Moe

Director  
Minnesota Job Skills Partnership Program  
1<sup>st</sup> National Bank Building  
332 Minnesota Street, Suite E200  
St. Paul, Minnesota 55101-1351  
651-259-7522  
[paul.moe@state.mn.us](mailto:paul.moe@state.mn.us)

### Judy Moon

Senior Director of Operations  
Arbor Education and Training  
9901 Linn Station Road  
Louisville, Kentucky 40223-3808  
877-876-4848  
[jmoon@arboret.com](mailto:jmoon@arboret.com)

### Julie Shapiro

Senior Vice President  
Seedco  
915 Broadway, 17th Floor  
New York, NY 10010  
212-204-1304  
[JShapiro@seedco.org](mailto:JShapiro@seedco.org)

### Dona Swenson

Job Developer  
New Mexico TeamWorks  
4801 Indian School NE, Suite 204  
Albuquerque, New Mexico 87110  
505-222-6508  
[dona.swenson@nmteamworks.com](mailto:dona.swenson@nmteamworks.com)

**Melissa Young**

Associate Director  
National Transitional Jobs Network  
Heartland Alliance for Human Needs & Human Rights  
33 West Grand, Suite 500  
Chicago, Illinois 60654  
312-870-4944  
[myoung@heartlandalliance.org](mailto:myoung@heartlandalliance.org)

## Arkansas

**Dave Brady**

Executive Director  
Workforce Investment Board of Eastern Arkansas  
300 Service Rd. West, Suite #4  
P.O. Box 1388 (72303)  
West Memphis, Arkansas 72301  
870-733-0601 x 126  
[dave@thewib.org](mailto:dave@thewib.org)

**Phil Harris**

State TANF Director  
Department of Workforce Services  
P.O. Box 2981  
Little Rock, AR 72203  
[Phil.Harris@aesd.arkansas.gov](mailto:Phil.Harris@aesd.arkansas.gov)

**Joyce Hill**

Arkansas Department of Workforce Services  
P.O. Box 279  
Helena, Arkansas 72342  
870-338-2710  
[Joyce.Hill@aesd.arkansas.gov](mailto:Joyce.Hill@aesd.arkansas.gov)

**Elroy Willoughby**

Arkansas Department of Workforce Services  
#2 Capitol Mall  
Little Rock, Arkansas 72203  
501-371-1023  
[Elroy.Willoughby@arkansas.gov](mailto:Elroy.Willoughby@arkansas.gov)

## Florida

**Patina Fuller**

Workforce Plus

2525 S. Monroe Street, Ste 3-A  
Tallahassee, Florida 32301  
850-488-0683  
[patina.fuller@wfplus.org](mailto:patina.fuller@wfplus.org)

**Denise Parker**

Program Manager  
Department of Children & Families  
ACCESS Florida Northwest Region  
1317 Winewood Blvd Bldg 2  
Tallahassee, Florida 32399  
850-487-4291  
[Denise\\_Parker@dcf.state.fl.us](mailto:Denise_Parker@dcf.state.fl.us)

## Pennsylvania

**Lisa King Cordell**

Department of Public Welfare  
Bureau of Employment & Training Programs  
Research and Development Supervisor  
(717) 783-3901  
[liking@state.pa.us](mailto:liking@state.pa.us)

**Kathy Mordan**

PA Department of Public Welfare - Montour  
CAO  
327 Church Street  
Danville, Pennsylvania 17821  
570-275-7030  
[kmordan@state.pa.us](mailto:kmordan@state.pa.us)

**Tammy Stine**

Allied Services  
50 First St.  
Dandle, Pennsylvania 17821  
570-275-4640  
[danvillesuper8@yahoo.com](mailto:danvillesuper8@yahoo.com)

**Rich Wallace**

Pennsylvania Department of Public Welfare  
5th Floor Bertolino Bldg  
Harrisburg, Pennsylvania 17105  
717-772-2577  
[rwallace@state.pa.us](mailto:rwallace@state.pa.us)

## South Carolina

### **Tijuana Gladman**

Family Independence Policy Supervisor  
South Carolina Department of Social Services  
PO Box 1520  
Columbia, South Carolina 29202-1520  
803-898-0984  
[tijuana.gladman@dss.sc.gov](mailto:tijuana.gladman@dss.sc.gov)

### **Janet Lawrence**

TANF Technical Assistant  
South Carolina Department of Social Services  
P.O. Box 1520  
Columbia, South Carolina 29202-1520  
803-898-3031  
[Janet.lawrence@dss.sc.gov](mailto:Janet.lawrence@dss.sc.gov)

### **Alice Wright**

Economic Services Program Coordinator  
Hampton County Department of Social Services  
102 Ginn Altman Ave. Suite A  
Hampton, South Carolina 29924  
(803) 914-1638  
[Alice.Wright@dss.sc.gov](mailto:Alice.Wright@dss.sc.gov)

## Texas

### **Kim Dutchover**

Program Specialist  
Health and Human Services Commission  
909 W. 45th Street, Building 2  
Austin, Texas 78751  
512-206-5326  
[kim.dutchover@hhsc.state.tx.us](mailto:kim.dutchover@hhsc.state.tx.us)

### **Deborah Hendley**

Owner, Integrated Workforce Solutions  
2415 S. Austin Avenue, Ste 105  
Denison, Texas 75020-7742  
903-463-9997  
[deborah.hendley@twc.state.tx.us](mailto:deborah.hendley@twc.state.tx.us)

### **Marsha Lindsey**

Operations Manager  
Texoma Workforce Development Board  
5904 Texoma Parkway  
Sherman, Texas 75090  
903-957-7408  
[marsha.lindsey@twc.state.tx.us](mailto:marsha.lindsey@twc.state.tx.us)

### **Loretta Robertson**

Program Supervisor, Texas Workforce  
Commission  
1117 Trinity Street  
Austin, Texas 78701  
512-936-6265  
[Loretta.robertson@twc.state.tx.us](mailto:Loretta.robertson@twc.state.tx.us)

## West Virginia

### **Melissa Aguilar**

Executive Director  
WIB Region I  
304-253-3611  
[maguilar@r1workforcewv.org](mailto:maguilar@r1workforcewv.org)

### **Dan Hartwell**

West Virginia Department of Health & Human  
Resources, Division of Family Assistance  
350 Capitol Street, Room B-18  
Charleston, West Virginia 25301  
304-558-2357  
[Dan.J.Hartwell@wv.gov](mailto:Dan.J.Hartwell@wv.gov)

### **Bill Monterosso**

304 Lakeview Center  
Parkersburg, West Virginia 26101  
304-420-4531  
[WMonterosso@rossprov.com](mailto:WMonterosso@rossprov.com)

### **Judy Snider**

West Virginia Department of Health & Human  
Resources, Division of Family Assistance  
P.O. Box 280, 404 Main Street  
Grantsville, West Virginia 26147  
304-354-6118 Ext. 107  
[Judy.K.Snider@wv.gov](mailto:Judy.K.Snider@wv.gov)

## Appendix D: Content Faculty Biographies

**Shellie Baker** is the Ready to Work Coordinator at Gateway Community and Technical College. In 1999, Ms. Baker started working for the Cabinet for Health and Family Services as a case worker. She gradually worked her way to case manager over the KTAP population. Ms. Baker then had the opportunity to join Gateway Community and Technical College in October of 2006 as the Ready to Work Coordinator. She works mostly with single parents receiving Kentucky Temporary Assistance and assist them achieve their educational goals.

Ms. Baker received a Bachelor's degree in Mental Health and Human Services from Northern Kentucky University in 2004.

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**Tori Conley**, of Arbor Education and Training, has worked within the TANF programs of the states of Nebraska, Ohio, and Wisconsin for the past 12 years for Arbor E& T/ Rescare, Inc. While working in various states, she has developed a comprehensive understanding of the Federal Welfare, Employment, Workforce Investment Act and One Stop Regulations. During the past nine years, Ms. Conley has served as the Program Manager for the Ohio Works First (TANF) Program in Greater Cincinnati, OH and as the Project Director of the EF (TANF) program in Douglas and Sarpy Counties in Nebraska. In these positions, she has implemented case management programs that assist in leading participants to self-sufficiency while meeting or exceeding all state and federally mandated All Family participation rates.

Ms. Conley has provided technical assistance on case management and participation rate strategies in various states including California, Hawaii, Indiana, and Arizona. She is aware of the need for community based approaches and partnering with employers to make the TANF program successful. Ms. Conley attended the University of Nebraska and Bellevue University.

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**Ray Fleming Dinneen, Psy. D**, is the Founder and Executive Director of CLIMB Wyoming, a non-profit organization that trains and places low-income single mothers in higher paying careers. She developed the CLIMB program in Laramie County, Wyoming in 1986 to meet the job and life skills needs of low-income single mothers. In 2004, she expanded the CLIMB program to six additional sites across Wyoming which now serves families in 12+ counties. The CLIMB program has received both local and national acclaim for successfully moving families out of poverty. Over 1,000 women have graduated from the program to date, consistently doubling their wage income.

Dr. Fleming Dinneen has been a longtime advocate of Wyoming families. She currently serves on the Governor's appointed Wyoming Workforce Development Council and on the Board of the Wyoming Children's Society. She has also served on the planning committee for the Governor's initiative to bring the Family and Economic Self-Sufficiency Standard to Wyoming and the United Way of Laramie County's Women's Leadership Council. In 2004, Dr. Fleming Dinneen was honored with the Athena Award by the Cheyenne Chamber of Commerce which recognizes individuals who have made a significant impact assisting women in reaching their potential. She also was named as the 2008 "Atta Girl" Award winner from the Equipoise Fund.

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**Linda T. Johnson** is the Assistant Commissioner of Career Development Services for the Georgia Department of Labor (GDOL). In this role, Ms. Johnson is responsible for developing and directing the Department's workforce strategies to provide all Georgians with the opportunity to succeed in the career path of their choice. It involves promoting easy access to a wide array of services offered through the

Department and other Workforce partners across the state. Ms. Johnson has specific responsibility for WIA-funded activities, the Jobs for Georgia Graduates (JGG) school-to-work program, GoodWorks, Georgia's Transitional Jobs Service Strategy, and other special initiatives. Ms. Johnson's role is to promote enhanced integration of services across the Department of Labor by working closely with other divisions including Field Services, Employment Services, Rehabilitation Services, and Unemployment Insurance.

A native of Savannah, Ms. Johnson graduated from Armstrong Atlantic State University with a Bachelor of Arts Degree in Social Work and from the University of Georgia with a Masters Degree in Social Work Administration. Prior to joining the Labor team, she worked with the Department of Family and Children Services in Georgia for over twenty years in various capacities including County Director positions in Peach, Richmond, and Sumter counties. Ms. Johnson also has prior experience in the educational arena as a part-time social work instructor at Fort Valley State College and as an elementary school teacher in Savannah.

Ms. Johnson serves on the Executive Committee of the National Governor's Association (NGA) State Workforce Liaisons, a member of the Board of Directors of the Atlanta Urban League, the National Transitional Jobs Network Steering Committee, Alpha Kappa Alpha Sorority Inc., and formerly served as president of the Georgia County Welfare Association (GCWA) representing DFCS employees from 2001 - 2003.

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**Shauna King-Simms** is the Director of Transitions Programs at the Kentucky Community and Technical College System (KCTCS), where she works with policy and program development targeting economically disadvantaged and educationally under-prepared students. Prior to joining the KCTCS staff in August, 1999, Ms. King-Simms administered postsecondary education TANF contracts for the Kentucky Cabinet for Health and Family Services and served as staff for the Cabinet's task force on postsecondary education. Ms. King-Simms spent 10 years as a state level administrator of Kentucky's adult basic education and literacy initiatives and seven years as a student services administrator in a two-year college. She was also a regional administrator for the Job Training Partnership Act program.

Ms. King-Simms initially joined the KCTCS Chancellor's office staff to implement a statewide TANF funded initiative aimed at recruiting, transitioning, and supporting Kentucky's public assistance recipients in the Community and Technical College System. This nationally recognized effort, "Ready to Work", proved so successful that the state TANF agency requested a parallel initiative targeting the state's adult education population. This transitions model integrates campus-based targeted case management with a TANF funded work study component. Additionally, she has assisted in the design and supported implementation of innovative transitioning collaborations among KCTCS colleges and local adult education providers statewide.

More recently, Ms. King-Simms has facilitated the statewide Career Pathways initiative. All sixteen KCTCS colleges have developed and implemented at least one Career Pathway in an employment sector identified in collaboration with their local stakeholders. As part of this process, Shauna facilitated the statewide Developmental Education Pathways faculty workgroup.

Ms. King-Simms has a BA from Eastern Kentucky University and an MA from the University of Cincinnati in Organizational Behavior and Communications.

---

**Donna Luna** is the Perry County Recovery Program Manager from Linden, Tennessee. This program is responsible for facilitating the process of providing subsidized employment to close to 400 Perry County

residents funded under the ARRA. Donna also serves as Career Advisor for the Workforce Essentials program, assisting TANF/Families First customers in achieving employment and self-sufficiency. Prior to this, Ms. Luna spent close to 10 years working as a Career Advisor with the South Central Tennessee Workforce Alliance assisting individuals with training/employment under the Workforce Investment Act. She has worked for the Tennessee Department of Human Services as an Eligibility Counselor and has business ownership experience as well.

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**Jan McKeel** is the Executive Director of the South Central Tennessee Workforce Alliance, which is a nonprofit that works to develop the workforce through efforts with economic development, education, and employment. The South Central Tennessee Workforce Alliance provides oversight to the Tennessee Career Centers located in the eight South Central Tennessee counties of Giles, Hickman, Lawrence, Lewis, Marshall, Maury, Perry, and Wayne, and assists over 20,000 job seekers a year with career development and training. She has almost 20 years experience in the field of career development.

Ms. McKeel is a graduate of the University of Kentucky with a BBA in finance. She then returned to her hometown of Murray, Kentucky where she received a Masters of Business Administration from Murray State University. She worked in the soft drink industry before returning to the college classroom as a faculty member in Illinois and Kentucky.

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**Paul D. Moe** is the Director of the Minnesota Job Skills Partnership Program, Minnesota Job Skills Partnership Board. This program helps business and education develop cooperative training projects. The Minnesota Job Skills Partnership Board awards grants to educational institutions that partner with businesses to develop new-job training or retraining for existing employees.

Mr. Moe brings a range of experience to his work on the Minnesota Job Skills Partnership Program. He has directed a number of statewide programs and initiatives, such as the Governor's Commission on Poverty in Minnesota and the Minnesota Dislocated Worker Program. He has also served as an Expert Communications Consultant for the United States Department of Commerce. Mr. Moe was raised on a small farm in Northwest Minnesota. He received his undergraduate degree from Mayville State University in North Dakota and his graduate degree from North Dakota State University. He is the father of two children, Carl and Carolyn.

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**Judith Moon** is currently the Technical Assistance Director for Arbor East, of Arbor Education and Training, providing operational support to workforce projects in the eastern half of the U.S. Before joining the private sector Ms. Moon spent over 20 years with the State of Florida and previously held the position of Program Administrator for the TANF work programs. She is responsible for curriculum development and on-site technical assistance to 46 workforce projects in the East. Ms. Moon specializes in case management, retention and quality assurance strategies developed through on-site analysis of best practices in leading workforce programs.

---

**Julie L. Shapiro** is Senior Vice President for Workforce Development at Seedco, where for over seven years she has overseen the development, management, and growth of nationally recognized workforce development programs. These programs are implemented through networks of community-based organizations and include large-scale employment initiatives for public assistance recipients and limited English speakers as well as pilot programs in the areas of career advancement, fatherhood, and work supports. Ms. Shapiro has also been responsible for oversight of one of the country's busiest One Stop

Career Centers, in Upper Manhattan. Her work includes technical assistance projects for various stakeholders including government agencies, Workforce Investment Boards, foundations and community based organizations.

Prior to joining Seedco, Ms. Shapiro was Assistant Vice President for Welfare to Work Services at Federation Employment and Guidance Services (F.E.G.S). She has also been a Project Manager in the New York City Human Resources Administration's Office of Policy and Program Analysis. Ms. Shapiro received her bachelor's degree from Brown University and a Master in Public Policy degree from Harvard University's Kennedy School of Government.

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**Dona Swenson** is the Job Developer for New Mexico's TeamWorks Program. TeamWorks seeks to assist women who are heads of single-parent households and recipients of TANF to obtain tools that allow them to overcome barriers that are impacting their entry or re-entry into the workplace. TeamWorks supports its mission to help women transition towards self-sufficiency through a variety of training and assistance programs such as professional and computer skills development, help with overcoming barriers to employment (transportation, child care, legal problems, substance abuse, proper work clothing, etc.), internships, and job search and retention assistance. The TeamWorks model also includes programs such as screening and client need assessments, retention tracking & follow-up, and on-site career and life counseling. TeamWorks also operates in tangent with other workforce development agencies and provides outreach services to at-risk women, such as recent ex-offenders, who are eligible for TANF benefits. In her position, Ms. Swenson is responsible for collaborating with local employers to develop meaningful job opportunities for TANF participants. She also provides and coordinates external educational opportunities and resources that specifically assist clients in becoming financially self-sufficient.

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**Melissa Young** is the Associate Director of the National Transitional Jobs Network (NTJN). **NTJN** is a coalition of Transitional Jobs (TJ) programs, policy organizations, and sponsoring organizations existing in over 30 states. NTJN operates as a national clearinghouse for resources, tools, and expertise for building Transitional Jobs programs, and is the primary organization for gathering and disseminating best practices to improve the model nationally. NTJN is also a significant contributor to the national dialogue about employment and advancement strategies for the hard to employ.

TJ is a workforce strategy designed to overcome employment obstacles by using time-limited, wage-paying jobs and combining real work, skill development, and supportive services to transition participants successfully into the labor market.