



Quarterly Report: July – September, 2009

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Grant Number: WR-15405-06-60

Date: 10/28/2009

Project Name: West Alabama/East Mississippi (WAEM) WIRED Project

Grantee: Alabama Department of Economic & Community Affairs/Office of Workforce Development (ADECA/OWD)

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For brevity, the following references are used in this report: ADECA – Alabama Department of Economic and Community Affairs; TMI – The Montgomery Institute; ASCC – Alabama Southern Community College; BSCC – Bevill State Community College; JCJC – Jones County Junior College; ECCC – East Central Community College; EMCC – East Central Community College; MCC – Meridian Community College; SSCC – Shelton State Community College; WCCS – Wallace Community College – Selma; MDA – Mississippi Development Authority; DOL – U.S. Dept. of Labor; ETA – DOL Employment Training Administration; USM – University of Southern Mississippi; WAEM – West Alabama and East Mississippi; WIRED – Workforce Innovation in Regional Economic Development; CRC – Career Readiness Certificate; M3 Credential – Modern Multi-skill Manufacturing Credential.

### **Summary of General Grant Activities and Successes:**

WAEM activities during the third quarter of 2009 focused on performance and reporting. Details are provided below under each Goal heading.

On September 9, 2009, ETA approved a no-cost extension of the WAEM WIRED grant to June 30, 2010. This extension is greatly appreciated.

Both ASCC and BSCC were awarded ARRA grants from the Alabama Office of Workforce Development to provide M3 (modern multi-skill manufacturing) training and credentialing to dislocated workers. The ASCC grant totaled \$366,810. The BSCC grant totaled \$254,957. Both rated among the top 10 of all proposals submitted. These will be reported as Leveraged Funds when the funds are expended.

**Goal 1 – *Stand-up and embed the capacity to identify key assets and strengths, target opportunities, and recruit champions to build an Enterprise-Ready region.***

The following is a great example of the importance of rural placing building leading to economic development:

As a result of the Small Town Design Initiative's charrette work in Linden, AL, the Auburn University Urban Studio recommended the City of Linden to MABA Toys as a location for their start-up operations. The company has decided to locate in Linden. A local entrepreneur will run the daily operations of the facility. The toys will primarily be sold online in a new and expanding global market of high-end wooden toys.

Even though MABA Toys is still in an infancy period, the outlook is positive for job creation and future success.

Other Goal 1 place-building activities included:

- **HEIDELBERG CHARRETTE:** JCJC helped to facilitate the Mississippi Main Street Charrette in Heidelberg, MS from July 20-22. The first community meeting attracted 12% of the town's population. The final meeting the audience grew by over 2% giving the community bragging rights as the largest turnout percentage for any Mississippi Main Street Charrette. Recommendations from the professional team ranged from capitalizing on interstate traffic to adding of grocery potential. Examples of retail opportunities for the abandoned downtown facilities were shared as were potential usage of the area's abundant natural resources.
- **LINDEN CHARRETTE:** The ASCC team, along with the Auburn University Urban Studio, helped facilitate the final meeting for the Linden charrette on August 25<sup>th</sup>. Eighty-six community members discussed preliminary drawings and provided feedback to the facilitators. Prior to the meeting, the city of Linden sponsored a picnic on the lawn where local restaurants served food to attendees.
- **PHILADELPHIA CHARRETTE:** Per the request of the city of Philadelphia, MS, the ECCC staff provided assistance and resources aiding them in securing a place building charrette conducted by the University of Auburn Small Town Design Initiative and Mississippi Main Street. The charrette is scheduled for next quarter.
- **DEKALB CHARRETTE:** EMCC staff met with the mayor, chamber director, and community champion of DeKalb, MS to discuss preliminary plans for the Mississippi Main Street Charrette scheduled for January 2010.
- **COLUMBUS CHARRETTE:** EMCC assisted in the facilitation of the Columbus, MS charrette on September 1-3. The two public sessions were attended by 222 community members. Smaller meetings were held with the tourism department, historical society, Columbus Development LINK, school officials, Mississippi Main Street personnel, EMCC staff, and political leadership. All in attendance were very receptive to the professional recommendations. The next step is a prioritization of the recommendations provided which will be included in the new comprehensive plan Columbus leadership will adopt.
- **COVINGTON COUNTY CHARRETTE:** JCJC staff continues to work with leadership in Covington County for the Mississippi Main Street Charrette scheduled for October. The staff have conducted several community meetings to build awareness for the charrette and explain the impact the charrette will have on the communities involved.
- **MARION CHARRETTE:** MCC hosted the first pre-charrette meeting for the town of Marion on September 30<sup>th</sup> with 12 stakeholders and Mississippi Main Street. MCC



staff also spent time in the community evaluating land, infrastructure, and local businesses.

- EUTAW CHARRETTE: SSCC helped to facilitate a pre-charrette meeting for the community of Eutaw, AL in September. Approximately 50 people were on hand to hear about the upcoming charrette process. Contacts made at the meeting led to an invitation to speak at a work session for Greene County leaders where SSCC staff discussed the WAEM Regional Initiative and the charrette process.
- ORRVILLE CHARRETTE: The WCCS team met with the Orrville Town Council on September 3<sup>rd</sup> to educate and engage community leaders about the Small Town Design Initiative Charrettes in October.
- NOXAPATER AND NEWTON CHARRETTES: Noxapater and Newton completed their place building plans in August and September with the dissemination of charrette posters and plans of action. The ECCC staff will continue to follow up with both communities.
- ASCC secured the Town of Beatrice as a new alliance partner and community champion.
- EMCC staff assisted in completing place building plans for two of their communities: Columbus, MS and Noxubee, MS.
- Through their collaboration with both the Mississippi Development Authority (MDA) and the Mississippi State community Action Team (MSCAT), JCJC's work with the community of Quitman, MS now has sustainability long after the life of the WIRED grant. Findings from the First Impression Assessment held during the previous quarter and the asset mapping study done in August were presented to approximately 100 citizens. One major project to come out of this collaboration is a preliminary park design on a desirable piece of property in the center of the town. Surveys of the land and forest assets were completed in late September.
- JCJC staff are working with the Committee to Preserve and Revitalize Bay Springs, MS. The committee is currently focusing on the community's downtown area; hoping to make it more inviting for businesses. Their first project includes a mural design and enhanced landscaping at the gateway into town. The mayor is lending his support to the project.
- MCC staff assisted in facilitating a town hall meeting for the community of Marion, MS. The September 10<sup>th</sup> meeting drew support from approximately 60 community members eager to hear the results of the First Impressions report.
- SSCC held a leadership session in July for mayors in Greene, Hale, and Sumter counties. The sessions include information on workforce development opportunities, transportation challenges, and the importance of the 2010 census.
- SSCC is working with Sumter county on a leadership program. Local county leaders have been identified and are receiving leadership training as well as community development/involvement training.
- SSCC is currently working with Auburn University in developing a 6 week training program to educate 50 local leaders on sound economic and community practices. The program is scheduled to begin next quarter.

The WAEM Healthcare Initiative:

*Recruitment and Retention of Healthcare Personnel*

From the outset, one key initiative of the WAEM Health Program has been to develop an “AHEC-Like” organization for West Alabama to work in tandem with the East Central MS AHEC/HealthNet to develop programs for the entire WAEM region.

The Rural Alabama Health Alliance is the primary candidate organization to serve the West Alabama portion of the WAEM region. Subsequent discussions, July 28<sup>th</sup> and September 1-4, between The Montgomery Institute and University of Alabama personnel (Drs Wheat and Brandon) have led to the conceptualization of a regional health network, the West Alabama Primary Medical Care Alliance, which will better represent the region, geographically.

All partners in this effort agree that rural primary care physicians constitute an essential basic building block for shoring up health care in the region, but none has sufficient resources to address this deficiency alone. Maturation of The University of Alabama Rural Health Leaders Pipeline and associated medical education programs provide a predictable supply of rural-oriented medical students and trainees with interest in community-based learning.

#### East Mississippi Healthcare Assistant Training

During the months of August and September, WAEM Health conducted an assessment of Healthcare Assistant and nursing workforce needs among healthcare agencies in East Central Mississippi. Telephone interviews and formal meetings were held with healthcare facilities and health education providers to determine present and future needs as well as plans to improve quality of care in these settings.

#### Health Information Technology

Through partner stakeholders within the East Central MS Health Network and the Rural Alabama Health Alliance, we are currently exploring the possibility of a WAEM -region health information exchange. July 17<sup>th</sup> the EC AHEC/ EC HealthNet met and discussed some of these plans. The West Alabama Primary Medical Care Alliance has identified Health Information Technology as one of its areas of focus as well. Thus, possibilities for WAEM region Electronic Medical Records initiatives are bolstered.

### **Goal 2 – Cultivate community and regional entrepreneurship.**

“Niche enterprise opportunities” were added to the innovative MyBiz.am website in August along with other upgrades: important news for entrepreneurs, interactive blog discussion forums, an improved registration process, and enhanced infrastructure and database systems.

Forty-five individuals from the WAEM Region enrolled in a new course offered by Meridian Community College and Shelton State



Community College. “How to Start and Operate a Small Business,” is a course designed to meet the practical need in communities for training that will enable the creation of jobs through the creation of local businesses. The course curriculum is based on the Southern Entrepreneurship

Program developed by Dr. Brent Hales, a partner with the WAEM MyBiz Entrepreneur Network.

Other Goal 2 highlights for the quarter include:

- BSCC staff visited all Start-It! Card locations and replenished cards as needed. Seven communities; Aliceville, Cordova, Dora, Kennedy, Reform, Sumiton, Winfield; in the BSCC service area issued cards to clients.
- ECCC secured Ability Works of Philadelphia, a division of the Mississippi Department of Rehabilitation Services, as a Resource Partner for the MyBiz Entrepreneurial Network.
- ECCC identified Lazy Acres Christmas Tree Farm in Chunky, MS as a champion. A Start-It! Card is being developed for the town.
- Textbooks, workbooks, and instructor manuals were ordered and received at ECCC for classes in entrepreneurship training. Classes are tentatively scheduled for next semester.
- ECCC staff spoke at a program sponsored by the Scott County MSU Extension Service on August 25<sup>th</sup>, 17 people were in attendance. Topics included the WAEM Regional Initiative, entrepreneurship, and workforce training programs the college currently offers.
- MCC staff began preliminary planning for the Youth Entrepreneur Business Camp scheduled for November 20<sup>th</sup>.
- The MCC team continued their work with the Small Business Specialist from Mississippi State University targeting possible entrepreneurs and distributing Start-It! Cards.
- SSCC worked with Greene County to develop an economic development marketing video engaging prospective businesses.
- SSCC in conjunction with the Sumter County Chamber of Commerce held a workshop in September to educate local leaders, business owners, and citizens on the importance of identity protection. Approximately 50 people were in attendance.
- SSCC partnered with the Small Business Development Center to offer two workshops in July and August on customer service with 50 people in attendance. This led to an additional workshop offering of financing business expansion also held in July with an audience of 20.
- The WCCS team provided entrepreneur training to youth and community leaders on August 25<sup>th</sup> during a community youth conference. Over 100 people participated in the three day event at the Selma Dallas Convention Center.



**Goal 3 – Credential, certify, and transform to a regionally-branded workforce.**

The economic downturn continues to limit training opportunities. During this quarter colleges focused their efforts on catching up in their reporting. Here is a quick summary of quarterly and cumulative completion figures:

- Career Readiness Certificates - 1,035 and 6,697
- Advanced Manufacturing Training Completers - 351 and 662.
- Entrepreneur Training Completers - 16 and 29
- M3 Credential Level I Production – 142 and 441
- M3 Credential Level II Production – 5 and 150.



Other Goal 3 highlights for the quarter include:

- With the new modification in the M3 Credentialing structure, BSCC implemented M3 Production Level 1 into their Ready to Work Program on July 2<sup>nd</sup>.
- The second round of M3 equipment for BSCC was delivered during the quarter to the Pickens County Educational Center. This equipment will provide M3 Credentialing and Industry Training in the Southwestern region of BSCC's service area.
- 198 people enrolled in Amatrol Online courses at BSCC during the quarter.
- ECCC opened another assessment lab on July 6<sup>th</sup> at the Louisville, MS location. The launch of the lab was a result of a requested partnership from the community and the need for assistance in providing M3 training to dislocated workers.
- EMCC issued M3 Certifications to 13 former employees of Holcim Cement. The plant, located in Artesia, MS, turned to EMCC for training when the company's corporate headquarters decided to mothball the plant.
- EMCC introduced their Basic Manufacturing Skills training and the M3 Credential to eight local industries and the National Network for Pulp and Paper Technology Training (NPT) 2. Letters of agreement between (NPT) 2 parties and EMCC have been signed to promote the paper and pulp training at the college with the inclusion of the M3 Credential.
- EMCC reached an agreement with Corridor Consortium Community Colleges for the delivery of the M3 Credential and Basic Manufacturing Skills training.
- Six EMCC Career-Technical instructors were trained on the operations of the Mechatronics Trainer. The trainer is being used in electrical and instrumentation programs.
- JCJC continued its work with local business and industry to meet the needs of the dislocated workers by offering services for these individuals to enhance their skills during this economic downturn period.
- JCJC enrolled 80 new students into the AMATROL E-Learning System. These students are working toward the M3 Production Level Certification and Advanced Manufacturing Training.
- JCJC Career and Technical Instructors are implementing the AMATROL E-Learning System into their regular curriculum.
- Fall classes began in Phase 1 of MCC's Workforce Training Center. The classes, Welding/Cutting Technology and Industrial Maintenance Technician, had a total of 19 students earning credit hours.
- MCC sponsored a train the trainer program in conjunction with distribution training operations with 12 individuals completing the program. The equipment used for this program was furnished through donations by local industry.

- MCC’s Industrial Maintenance Technician instructor attended training in Jeffersonville, Indiana on the use of AMATROL equipment.
- 17 students completed the basic aircraft assembly operations training at MCC. This training includes several of the M3 Credential skills.
- Nine Career and Technical instructors at MCC received training on the use of the “anytime, anywhere” AMATROL training system.
- MCC staff continues to provide pre and post employment training to Lockheed Martin, NEW Corporation, and Mississippi Rail Car.
- MCC began a pre-employment training program with local distributor Avery Dennison. The demand for this type of training was emphasized at a meeting early in the quarter with MCC and other local distributors (Van Zyverden, K&S Custom, D&D Transport, Cotton Press Warehouse, and East Mississippi Business Development Corporation).
- WCCS held testing for 350 prospective International Paper Company employees. Once employed, WCCS will work with International Paper Company to provide M3 training for the new employees.
- The WCCS team enrolled 42 brand new Industrial Maintenance students in M3 Credentialing courses and workforce training.
- WCCS partnered with the Alabama Employment Office and Career Link on September 29<sup>th</sup> for a Job Fair and Career Readiness Workshop. Over 400 people participated in the Job Fair and 75 high school seniors participated in the workshops.
- WCCS staff attended the Region 6 Workforce meeting to discuss workforce issues in the region and discuss available programs for employment opportunities.



**Goal 4 – Engage high schools and youth in regional branding and Enterprise-Ready activities.**

Three high schools in the Jones County Junior College service area are participating in the Southern Entrepreneurship Program (SEP). The JCJC staff aids in the facilitation of communication between the college, the high schools, and SEP. JCJC staff has visited each school on several occasions presenting them with information about expectations of the program for the school year.

All three schools had 100% participation at the first Youth Entrepreneurship Symposium on September 29<sup>th</sup>. The symposium was attended by 175 high school juniors and senior. One element of the symposium was a panel of successful entrepreneurs who spoke on the struggle of starting a business.

Other Goal 4 highlights for the quarter include:

- ECCC offered dual enrollment classes in WAEM programs at the Philadelphia/Neshoba County Career and Technical Center during the quarter. The classes did not occur due to the lack of qualified students.
- Noxubee High School, in the EMCC service area, added the entrepreneurship class to the curriculum. Currently 22 students are enrolled.
- Eight students began dual enrollment classes at EMCC in Industrial Maintenance Technology utilizing the AMATROL equipment.
- EMCC staff demonstrated the Mechatronics Trainer to 60 career-tech high school students during their Career Technical Scholars Day on September 3<sup>rd</sup>.
- WCCS staff met with the Selma City School Superintendent, a School Board Member, and the Career Technical Director on September 16<sup>th</sup> to discuss M3 credentialing at the high school. The school is on target to begin next quarter.

### **Update on Leveraged Resources in Support of WIRED Activities:**

WCCS reported Leveraged Funds of \$5000. These non-federal Funds were provided by the Babcock Foundation (\$2000 for computers for the Ready-to-Work Program used to access the Amatrol M3 Level 1 Modules) and Wallace’s general fund (\$3,000 for instructor salary and benefits).

MCC reported Leveraged Funds of \$53,991.96 for improvements to its training facility and instruction toward the M3 Credential. These non-federal funds came from the local Board of Supervisors and the State Board for Community and Junior Colleges.

### **Challenges to Project Process:**

With the economic down turn, many local industries have been laying off workers or shutting down. This has a direct affect on industry support, training, and success stories.

### **Other Information:**

Nothing new to report.

### **Other Promising Innovation Processes and Success Stories:**

Nothing new to report.

**APPENDIX** – An Appendix showing the Community Involvement Matrix from each community and junior college partner for the region is provided as a separate document.

**METRICS** – NOTE: We have changed the way we count the “Total times MyBiz.am Resource Navigator accessed” on Line 11c. Previously we were only able to count the number times a user clicked on the Navigator button. This has greatly overstated actual access and usage. We are now able to count the number of users who access the Navigator and complete a search. We have updated both the Previous Quarters, Current Quarter, and Cumulative figures. These will not approach the initial target level, but will be a better reflection of actual usage of the tool.

It is also clear that the target numbers in lines 11b and 11c were grossly overestimated. The estimates were based on the number of “unique hits” to MyBiz.am, which continue to be significant. Many of these users, however, are choosing not to register. While much of the website can be accessed without registering, access to the Resource Navigator requires registration. We are not changing the target figures for these lines, but wanted to acknowledge that the targets will not be achieved.

See Metrics beginning on next page.

**WORKFORCE INNOVATION FOR REGIONAL ECONOMIC DEVELOPMENT (WIRED)  
WAEM METRICS PROGRESS REPORT ADDENDUM TEMPLATE**

<b>GRANTEE IDENTIFYING INFORMATION</b>				
1. Grantee Name: Alabama Dept. of Economic & Community Affairs/Office of Workforce Development (ADECA/OWD)			2. Grant Number: WR-15405-06-60	
3. Program/Project Name: West Alabama/East Mississippi (WAEM) WIRED Project				
4. Grantee Address: P O Box 5690			5. Report Quarter End Date: 9/30/2009	
City <u>Montgomery</u> State <u>AL 36103-5690</u>			6. Report Due Date: 11/15/2009	
<b>GRANTEE RESULTS</b>				
Progress Report Performance Categories and Measures	1/31/2010 Target	Previous Quarters	Current Quarter	Cumulative Grant-to-Date
<b>Category 1: Education/Training/Assessment</b>				
WAEM WIRED targeted advanced manufacturing (education, training, credentialing) and entrepreneurship (networking, training, support) as its top priorities.				
1 Total Number of Intakes into Advanced Manufacturing or Entrepreneurship Workforce Education/Training Programs and M3 Assessments Using WIRED Funds.		1480	614	2094
2 Total Number Beginning Training in Advanced Manufacturing or Entrepreneurship Workforce Education/Training Programs Using WIRED Funds.	4855	1121	563	1885
a. Number beginning Advanced Manufacturing education/training	4500	1264	392	1656
b. Number beginning Entrepreneur education/training	355	58	171	229
3 Total Number Completing Training in Advanced Manufacturing or Entrepreneurship Workforce Education/Training Using WIRED Funds.	2627	324	367	691
a. Number completing Advanced Manufacturing education/training	2451	311	351	662
b. Number completing Entrepreneur education/training	176	13	16	29
4 Number of Entrepreneurs Completing Education/Training Who Create Their Own Businesses, as Identified by Survey.	80	1	0	1
5 Number Beginning Assessment toward an M3 Credential Using WIRED Funds by Level (M3 is a national standards based, modern multi-skill manufacturing credential based on assessed competency).				
a. Number beginning M3 Production Level I assessment	3065	1268	239	1507
b. Number beginning M3 Production Level II assessment	1200	95	117	212
c. Number beginning M3 Advanced Production Level assessment	600	326	51	377
6 Number Attaining an M3 Credential Using WIRED Funds by Level				
a. Number attaining Production Level I M3 Credential	1620	299	142	441
b. Number attaining Production Level II M3 Credential	800	145	5	150
c. Number attaining Advanced Production Level M3 Credential	400	35	0	35
7 Investment in WAEM WIRED Education/Training/Assessment.	\$4,430,000	\$4,307,731	\$332,244	\$4,639,975
a. Investment of WIRED Funds in education/training/assessment	\$4,430,000	\$3,242,949	\$ 278,252	\$3,521,201
b. Federal Funds Leveraged by Partners for education/training/assessment		\$0	\$ -	\$0
c. Non-Federal Funds Leveraged by Partners for education/training/assessment		\$1,064,782	\$ 53,992	\$1,118,774
<b>Category 2: Capacity Building</b>				
8 Other Funds Leveraged by WIRED Partners (excluding 7b), see quarterly reports for details.		\$4,188,433	\$ -	\$4,188,433
9 Region Building Activities -- WAEM WIRED was challenged to build the capacity of its partners while at the same time building a sense of region in 37 mostly rural counties in West Alabama and East Mississippi.				
a. Number of WAEM WIRED staff training events	48	46	0	46
b. Number of outreach/networking events (regional roundtables, WAEM Town retreats, summits, conferences, community roll-outs, teacher/business leader sessions, etc.)	42	100	15	115
c. Number attending outreach/networking events	2760	5645	1114	6759

d	Number of communities initiating Place-Building planning (including strategic planning, entrepreneur support planning, and Small Town Design Initiative and related MainStreet planning)	53	68	5	73
e	Number of Place-Building plans completed	25	16	8	24
f	Number of community leader contacts by Community College/Junior College (CCJC) staff (duplicated)	3135	5997	1513	7510
g	Number of newsletters published	15	13	2	15
h	Number of presentations on WAEM initiatives and innovations at conferences	12	19	0	19
10	<b>Total Number of WAEM Partners</b> -- WAEM WIRED is heavily dependent upon Partners to accomplish its mission...indeed, building the bi-state partner network for this rural region is one of the main transformation goals. <b>(Sum of 10a - 10k)</b>	<b>571</b>	<b>792</b>	<b>23</b>	<b>815</b>
a.	Number of college, university, state, and federal agency partners	18	22	0	22
b.	Number of WAEM region Mayors participating in the WAEM Mayors' Network	80	27	0	27
c	Number of Place Building partners (MainStreet, Urban Center, tourism, etc. excluding university and agency depts. included in 10a)	21	39	0	39
d	Number of MyBiz Entrepreneur Network partners	3	6	0	6
e	Number of MyBiz Resource Partners added to network	100	209	3	212
f	Number of MyBiz Community Connectors recruited and trained	163	182	10	192
g	Number of MyBiz Network Navigators identified and trained	48	24	3	27
h	Number of Workforce partners (SWIBs, Local WIBs, one-stops, etc.)	21	50	0	50
i	Number of business and industry training partners	40	187	5	192
j	Number of high schools and youth program partners that have agreed to offer WAEM skills in their programs	61	46	2	48
k	Number of business partners receiving Governors' Seal awards	16	0	0	0
11	<b>Entrepreneur Development Activities</b> -- WAEM WIRED connects communities to entrepreneurs to local, regional, state and national resources and training opportunities.				
a.	Total unique hits to MyBiz.am entrepreneur referral website	50000	476477	147490	623967
b.	Total registered users of MyBiz.am	27800	1950	521	2471
c	Total times MyBiz.am Resource Navigator accessed	25000	965	49	1014
d	Total MyBiz Users self-reporting they started their own business within the WAEM Region	90	10	0	10
e	Total number of communities for which MyBiz Community Start It Cards have been developed and distributed	146	158	0	158
f	Total Community Connector referrals	660	859	146	1005
12	<b>Other Workforce Education/Training, Assessment Outcomes</b> -- Including activities emphasized and encouraged by WIRED but for which WIRED dollars were not expended.				
a.	Total number of Career Readiness Certificates (CRCs) Awarded in the WAEM Region by state workforce agencies	3335	5667	1030	6697
b.	Total number of individuals registered in the Amatrol "anytime, anywhere" on-line advanced manufacturing training system	4275	1685	406	2091
c	Total number of M3 Assessment labs opened at WAEM colleges	8	9	1	10
13	<b>Youth (16+) Enterprise Ready Activities</b> -- A goal of WAEM WIRED is to engage youth in WAEM Skills programs while still in high school.				
a.	Total number of students reached by schools implementing WAEM Skills programs	350	441	144	585
b.	Total number of high school students dual-enrolled in WAEM Skills programs in community and junior colleges.	79	74	19	93
<b>Category 3: Economic Indicators - Annual Figures</b>		<b>2007 Baseline</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
14	<b>Employment by Targeted Industry Cluster</b>				
a.	Advanced Manufacturing Clusters (including non-manufacturing employment related to clusters)	78,073			
b.	Entrepreneurship	<i>Data not available</i>			
15	<b>Average Wage by Industry Cluster</b>				
a.	Advanced Manufacturing Clusters	\$19.43			
b.	Entrepreneurship	<i>Data not available</i>			
16	<b>Unemployment Rate</b>	5.49%	6.68%		

17	<b>Performance Improvement on Common Measures by WIRED Participants Region Wide as Reported by the Workforce Investment System</b>				
a.	Entered Employment Rate (adult common measure)	ADECA			
b.	Employment Retention Rate (adult common measure)	ADECA			
c.	Average Earnings (adult common measure)	ADECA			
18	<b>Number Receiving a Degree or Certificate from a WAEM Community or Junior College in one of the WAEM Target Areas</b>				
a.	Advanced Manufacturing	<i>in process</i>			
b.	Entrepreneurship	0			
19	<b>Number of New Business Startups or Expansions</b>	713			