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**Northwest Tennessee Workforce Board and
Consortium of Local Elected Officials for
Northwest TN Workforce Development Area**

Wednesday, June 10, 2020 - 12:00 Business Meeting
Webinar Meeting ID: 861 1576 7643, Password: 674411

Minutes

Members via Webinar: Brad Hurley, Kristie Bennett, John Glad Castellaw, Kristy Mercer, Rita Alexander, David Parrish, John Bucy, Jimmy Williamson, Randy Shannon, Ted Piazza, Angela Hollingsworth, John Penn Ridgeway, Lana Hammons, Lindsay Frilling, Landy Fuqua

CLEO via Webinar: Mayor Denny Johnson, Mayor Gary Reasons, Mayor Brent Greer, Mayor Brett Lashlee, Mayor Benny McGuire

Committee Members via Webinar: Blake Swaggart, Justin Crice, Sherry Fowler, Mark Chandler, Ronnie Gunnels

Staff Members via Webinar: Lana Burchfiel, Laura Speer, Jennifer Bane, LeAnn Lundberg, Gina Johnson, Ginger Powell, Maleia Evans, Lana Wood, Terry Williams

Other Guests via Webinar: Connie Stewart, Erica, Nance, Jamie Franklin, Gary Damon, Holly Wood

Welcome: Gary Reasons welcomed all members and guests to the meeting.

Business Meeting: Jimmy Williamson called the business meeting to order, acknowledged that a quorum was present, and reminded members to abstain from discussion and voting in the event of a Conflict of Interest.

Approval of Minutes: The minutes of the February 25, 2020 meeting were presented for review.

- **MOTION: A motion to approve the February 25, 2020 minutes as presented was made by Brad Hurley and seconded by Ted Piazza. All were in favor and the motion carried.**

Meeting Reports: All committee reports were provided to the board ahead of time and included in the attached handouts. The following items were presented for discussion and questions prior to voting.

American Job Center Committee - April 27, 2020 Meeting: The Committee reviewed and recommended approval of the below policy changes as presented and outlined in red in the attachments:

1. The Adult & Dislocated Eligibility Policy, previously the Self-Sufficiency policy, has been updated to reflect new guidance issued by the TN Department of Labor, and additional details regarding existing processes have been added back into the policy, after being removed during the transition in administrative entity.
2. The Individual Training Account (ITA) Policy has been updated to include revised references to federal guidance, additional details on priority of service, utilizing ITAs to serve apprentices in Registered Apprenticeship programs, and authorizing ITA funds through a Needs Assessment.
3. The Priority of Service Policy has been updated to reflect new guidance from the TN Department of Labor on assessing individuals' basic skills through the CASAS, TABE, or other reliable assessment.

- **MOTION: A motion to approve the Policy Changes as presented was made by Glad Castellaw and seconded by John Bucy. All were in favor and the motion carried.**

Outreach and Opportunities Committee - April 27, 2020 Meeting: Two new programs were reviewed by the committee and recommended for addition to the Eligible Training Provider List (ETPL) – Bethel University's Pharmacy Technician program and Dyersburg State Community College's (DSCC) Certified Clinical Medical Assistant program.

- **MOTION: A motion to approve Bethel University's Pharmacy Technician program and Dyersburg State's Certified Clinical Medical Assistant program for addition to the Eligible Training Provider List as presented was made by Brad Hurley and seconded by Mayor Denny Johnson. All were in favor and the motion carried.**

The committee also reviewed and recommended approval of an existing program, DSCC's Associate of Applied Science in Health Sciences program, due for renewal on the ETPL.

- **MOTION:** A motion to approve the continued approval of DSCC's Health Sciences program as presented was made by Ted Piazza and seconded by Glad Castellaw. All were in favor and the motion carried.

The committee also reviewed two policies for approval:

1. The Training Provider Approval Policy changes, as outlined in red in the attachments, include updating our administrative office address and a reference to required performance standards.
 2. The Youth Incentives Policy is a new policy to offers incentives to Youth participants to attain certain milestones.
- **MOTION:** A motion to approve revisions to Training Provider Policy as presented and to adopt the new Youth Incentives Policy as presented was made by Mayor Denny Johnson and seconded by Kristy Mercer. All were in favor and the motion carried.

Executive Committee Meetings - March 20th and April 29th, 2020: The committee reviewed and recommends for approval a new Information Access Policy as included in the attachments.

- **MOTION:** A motion to approve the Information Access Policy as presented was made by Ted Piazza and seconded by Landy Fuqua. All were in favor and the motion carried.

State Workforce Board Meeting - June 5, 2020: Jennifer Bane highlighted the following items from the meeting, as provided in the handouts and provided ahead of time through email to the board members:

1. The One-Stop Operator (OSO) and Career Service Provider (CSP) policy was revised to required that separate entities must be procured for each role. The policy also added the requirement that Youth providers must be procured through a separate Youth procurement, which will be a challenge in our area due to limited funds and necessity of braiding Adult, Dislocated Worker, and Youth funds to support staffing costs. Current contracts are grandfathered in.
2. The State Board approved two hold harmless measures with regards to the 40 Percent Minimum Participant Cost Rate (MPCR) and 80 Obligation Rate on first year funds State metrics for Program Year (PY) 2019 (7/1/2019 thru 6/30/2020) and PY 2020 (7/1/2020 thru 6/30/2021).

Changes to the Bylaws: Jimmy Williamson opened the floor to questions and discussion regarding changes to the bylaws as outlined in red, sent in advance, and included in the attached handouts.

- **MOTION:** A motion to approve the changes to the bylaws was made by Randy Shannon and seconded by Ted Piazza. All were in favor and the motion carried.

Changes to the LEO and Board Partnership Agreement: Jimmy Williamson opened the floor to questions and discussion regarding changes to the Agreement as outlined in red, sent in advance, and included in the attached handouts.

- **MOTION:** A motion to approve the changes to the LEO and Board Partnership Agreement was made by Mayor Gary Reasons and seconded by Mayor Denny Johnson. All were in favor and the motion carried.

Work Experience Policy Change: Jimmy Williamson opened the floor to questions and discussion regarding changes to the policy as outlined in red, sent in advance, and included in the attached handouts.

- **MOTION:** A motion to approve the Work Experience Policy change was made by John Bucy and seconded by Ted Piazza. All were in favor and the motion carried.

Program Year 20 Budget: Jennifer Bane told the board that the operating budget this year is mostly the same as last year. We anticipate carrying over about \$489,000 in formula funds which is quite a bit less than the \$860,000 that was expected to be carried over last year. Estimated allocations for the upcoming year are also down about \$82,000. Our total budget for the year is slightly less than \$2.5 million with nearly \$1.8 needed for our operations budget, which includes the Title I share of the infrastructure costs of the AJCs and the OSO contract, the CSP staffing and operations costs, and the board and fiscal agent staffing and operations costs. This leaves a balance of about \$650,000 in program funds to be spent directly on participants. We also expect to have about \$237,000 left in our rural initiative funding to serve participants through RAMP in Carroll, Lake, Obion, and Weakley counties, and to provide paid work experience in Benton County. Without any additional participant funds, our budget would be 70% operations and only 30% participant, which does not meet the

required 40% minimum participant cost rate. The requirement has been waived for this year and the upcoming year, but to maintain our typical participant spending, we would need nearly another \$500,000. With these additional participant funds, our budget would be 52% operations and 48% participant costs. Since we only receive a very small portion of our Adult and Dislocated Worker funds in July, we only have about \$32,000 for new Adult and Dislocated Worker enrollments through September 30th. August is typically our largest enrollment period, so a request for \$223,275 will be submitted in order to continue enrollments before the bulk of our Adult and Dislocated Worker funds are issued in October. Not reflected in the budget is a National Dislocated Worker Grant that the state applied for on behalf of the local areas. We requested about \$800,000 for our area to provide disaster-relief employment and other career and training services. US DOL hasn't approved the full amount requested by the state, so at this time we aren't sure exactly how much we will be receiving.

- **MOTION: A motion to approve the PY20 Budget was made by Mayor Denny Johnson and seconded by Mayor Gary Reasons. All were in favor and the motion carried.**

Local Plan Review: Jennifer Bane stated that much of the required information this year is the same and last year, but we've updated responses to include new or enhanced initiatives since the last plan. New components of the plan this year include the budget section, information on the Key Performance Indicators (KPIs), and serving at-risk and distressed counties. Services to justice-involved individuals is also included in the plan again this year.

- **MOTION: A motion to approve the Local Plan for review as presented was made by Mayor Gary Reasons and seconded by Ted Piazza. All were in favor and the motion carried.**

Regional Plan Review: Jennifer Bane stated the requirements this year were also very similar to last year's requirements. The Regional Planning Council has met monthly since April, and the Executive Directors and Regional Directors have met every couple of weeks, to develop the regional plan. Each of the three local areas took the lead on one of the three sections of the regional plan this year with each area reviewing and providing input and feedback on the areas. The data in the economic and workforce analysis section was updated, but the identified target sectors and target populations for services, such as Youth, individuals with disabilities, and those without a high school diploma or college credential essentially stayed the same. The plan includes updated information on regional service strategies, including the possibility of a Regional One-Stop Operator position which would be charged with carrying out regional activities, such as job fairs.

- **MOTION: A motion to approve Regional Plan for review as presented was made by Mayor Denny Johnson and seconded by Randy Shannon. All were in favor and the motion carried.**

Mark Chandler commended Jennifer, her staff, and the other Executive Directors for the monumental effort of putting this regional plan together.

Other: Jennifer Bane stated that per the state's guidance, we have procured armed security services. Pending security staff being available, the AJs will re-open to the public by appointment only on June 15th. On June 29th the AJs will be re-open at all times, but the number of individuals will still be limited as state and other guidance requires to ensure social distancing. We hope to be fully open without restrictions by July 27th. Mayor Gary Reasons suggested letting local law enforcement know that the armed security will be on site.

Jennifer also stated that Shock and Awe Day for the REAP program was held this past Saturday, June 6th. Unfortunately, we only had three participants. With the closing of schools due to COVID-19, we were only able to conduct about half of the showcase visits scheduled to be held on-site at the schools. We would still like to have 10 students in the class that starts July 13th, so we are going to expand our recruitment efforts to other young adults between the ages of 18 and 24 instead of just 2020 graduates. Amteck staff have agreed to offer another on-site event on June 25th to any interested applications.

Future Meeting Dates & Upcoming Events

- Strategic Plans Public Listening Session, June 17th, 5:15 pm (Zoom)
- 2020 Board Meeting Dates: August 25th and November 17th

Respectfully submitted,
Lana Burchfiel, Public Information Specialist

**Northwest Tennessee Workforce Board and
Consortium of Local Elected Officials for
Northwest TN Workforce Development Area
June 10, 2020 –12:00 pm**

[Join Zoom Meeting](#)

Meeting ID: 861 1576 7643

Password: 674411

Agenda

Welcome	Mayor Gary Reasons, CLEO
Business Meeting- Call to Order & Acknowledge Quorum/Conflict of Interest	Jimmy Williamson Chair, NWTNWB
Approval of Minutes of February 25, 2020 Meeting	
Meeting Reports	
American Job Center Committee Meeting (April 27 th)	Rita Alexander, Chair
• Consideration of Policy Changes (Vote Required) - o Adult & Dislocated Eligibility Policy (previously Self-Sufficiency policy) - o Individual Training Account (ITA) Policy - o Priority of Service Policy	
Outreach and Opportunities Committee Meeting (April 27 th)	Ben Marks, Chair
• Eligible Training Provider List – New Program (Vote Required) - o Bethel – Pharmacy Technician - o DSCC – Certified Clinical Medical Assistant • Eligible Training Provider List – Renewal (Vote Required) - o DSCC – AAS in Health Sciences • Consideration of New / Revised Policies (Vote Required) - o Training Provider Approval Policy Changes - o Youth Incentives Policy (new policy)	
Executive Committee Meeting (March 20 th and April 29 th)	Ted Piazza, Chair
• Information Access Policy (Vote Required)	
State Workforce Board Meeting (June 5 th)	Jennifer Bane, Executive Director
Changes to the Bylaws (Vote Required)	Jimmy Williamson
Changes to the LEO and Board Partnership Agreement (Vote Required)	Jimmy Williamson
Work Experience Policy Change (Vote Required)	Jimmy Williamson
Program Year 20 Budget (Vote Required)	Jennifer Bane
Local Plan Review (Vote Required)	Jennifer Bane
Regional Plan Review (Vote Required)	Jennifer Bane
Other Business & Updates	Jennifer Bane
• AJC Reopening Update	
Future Meeting Dates & Upcoming Events	
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Executive Committee Meeting (March 20 th and April 29 th)	Ted Piazza, Chair
• Information Access Policy (Vote Required)	
State Workforce Board Meeting (June 5 th)	Jennifer Bane, Executive Director
Changes to the Bylaws (Vote Required)	Jimmy Williamson
Changes to the LEO and Board Partnership Agreement (Vote Required)	Jimmy Williamson
Program Year 20 Budget (Vote Required)	Jennifer Bane
Local Plan Review (Vote Required)	Jennifer Bane
Regional Plan Review (Vote Required)	Jennifer Bane
Other Business & Updates	Jennifer Bane
• AJC Reopening Update	
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**Northwest Tennessee Workforce Board and
Consortium of Local Elected Officials for
Northwest TN Workforce Development Area**

Tuesday, February 25, 2020 – 11:30 (lunch) 12:00 Business Meeting

**Discovery Park of America – 830 Everett Blvd, Union City, TN
Conference Call 1-877-216-1555 # 845157**

Minutes

Members Present: Kristie Bennett, Jimmy Williamson, David Parrish, Ben Marks, Ted Piazza, Brad Hurley, Landy Fuqua, Angela Hollingsworth, Rita Alexander, Amy McDonald, John Bucy, Cliff Sturdivant

Members via Conference call: Jon Dougherty

CLEO members present: Mayor Benny McGuire, Mayor Gary Reasons, Mayor Denny Johnson, Mayor Chris Young

Committee Members Present: Ronnie Gunnels, Mark Chandler, Justin Crice, Sherry Fowler

Staff Members Present: Lana Burchfiel, Laura Speer, Jennifer Bane, LeAnn Lundberg, Gina Johnson, Ginger Powell

Other guests present: Jamie Franklin, Erica Nance, Connie Stewart, Robin Last, Perry McGehee (Amteck), Mason Heathcott (REAP participant), Cori Schroeder (Voc Rehab), Mandy Board (Voc Rehab), Jennifer Eppley (MCHRA)

Welcome: Mayor Gary Reasons welcomed all members and guests to the Quarterly Meeting of the Northwest TN Workforce Board.

Discovery Park of America Presentation: CEO, Scott Williams, gave a brief introduction of the history of the Discovery Park and told the group that the park receives about 250,000 visitors a year, mostly coming from at least 2.5 hours away. They are also excited about the 2 new hotels which are about to open next to the park.

Business Meeting: Jimmy Williamson called the business meeting to order, acknowledged that a quorum was present, and reminded members to abstain from discussion and voting in the event of a Conflict of Interest.

Approval of Minutes: The minutes of the November 19, 2019 meeting were presented for review.

- **MOTION:** A motion to approve the November 19, 2019 minutes as presented was made by Brad Hurley and seconded by Mayor Denny Johnson. All were in favor and the motion carried.

Youth Program Review - REAP Update: Perry McGehee with Amteck provided a brief update on the status of the last REAP class (Registered Electrical Apprenticeship Preparation) with 6 students still employed, plans for the next class, and stated Amteck's satisfaction with the program. He then introduced REAP participant and Amteck employee, Mason Heathcott, to provide the board feedback on his experience with the program. Mason stated that the Amteck Showcase opened his eyes to a possible career path as an electrician. He decided to attend Shock and Awe Day, and although he wasn't sure at the time, he decided to move forward with the class and is very glad he continued with the program.

Meeting Reports:

American Job Center Committee: Committee Chair, Rita Alexander, presented the following report from the January 27th meeting of the American Job Center (AJC) Committee:

- Erica Nance, One-Stop Operator, shared very detailed reports including VOS Greeter reports showing traffic counts across all offices through December. There have been over 15,000 visits to the American Job Centers since July 1st with over 20,000 services provided. Traffic count by AJC is listed on the Performance Dashboard included with the handouts. Several AJCs are not meeting the traffic counts proposed by Mid-Cumberland, but some goals may need to be adjusted due to several centers moving to part-time rather than full-time centers. The customer and employer survey results were also reviewed and continue to indicate customers and employers are highly satisfied with services.
- The Career Services Report provided an overview of classroom training and work experience enrollments, and an update on the REAP program. There were 82 enrollments so far between the start of the contract in October and December. The Career Service Provider is continuing to track training enrollments compared to annual openings in jobs. Of the 50 training enrollments, 14 were in the healthcare industry, 4 in truck driving, 27 in manufacturing, and 5 were in other industries.

- The Business Services report showed we have had 168 enrolled in On-the-Job Training since July 1st. Of those, 106 completed training, 33 still in training, and 29 did not complete, for a 79% completion rate. Over \$259,000 in Incumbent Worker Training grants had been expended by September 30th with \$250,000 in additional funds becoming available to be expended by June 30th. Staff continue to work with Amteck for the third year of the REAP program with several showcases in April. Shock and Awe Day will be held May 2nd and the two-week class will be held in July. Several other potential apprenticeships are in progress and staff hope to replicate the REAP model with other employers. Manufacturing Day events were held at 19 high schools for 1,382 high school students and 262 middle school students. Twenty manufacturers provided tours and seven others offered presentations at assemblies.

Outreach and Opportunities Committee: Committee Chair, Ben Marks, presented the following report from the January 27th meeting of the Outreach and Opportunities Committee:

- The committee reviewed two existing programs, Dyersburg State's CNA and Pharmacy Technician programs, due for renewal on the Eligible Training Provider List (ETPL). There have not been any issues with the programs and there continues to be growth in our area for both fields. The Committee recommends continued approval of Dyersburg State's CNA and Pharmacy Technician programs.
 - o **MOTION: A motion to renew the CNA and Pharmacy Technician programs at Dyersburg State Community College as presented was made by Ben Marks and seconded by Kristie Bennett. All were in favor and the motion carried.**
- One new program, TCAT Newbern's evening Industrial Maintenance program, was reviewed for addition to the Eligible Training Provider List. There is growth in the field and large demand from area employers. The Committee recommends approval of TCAT Newbern's Industrial Maintenance program for addition to the Eligible Training Provider List.
 - o **MOTION: A motion to approve the Industrial Maintenance Program at Tennessee College of Applied Technology at Newbern as presented was made by Ben Marks and seconded by Ted Piazza. All were in favor and the motion carried.**
- The Committee also heard updates on several ongoing special grant programs. To date, 24 new apprentices have been served under the Registered Apprenticeship Grant which provides \$55,000 for our area to serve 89 new apprentices. The Delta Regional Authority's Workforce Grant Program providing staffing funds for the Board's Business Services staff to expand apprenticeships by at least 6 new apprenticeship occupations has two new occupations pending and several other potential apprenticeship occupations being explored.
- Under the State's Rural Initiative Grant for at-risk and distressed counties, the Re-Entry Advanced Manufacturing Program (RAMP) will be expanded into Carroll, Lake, Obion, and Weakley counties. A new Certified Production Technician (CPT) class started in Lake County in January and Carroll County started a female class on February 3rd. Obion County's new class will start after the Lake County class completes, and Weakley County will be focusing on placing inmates in On-the-Job Training (OJT) positions instead of in the CPT class. RAMP also continues in Gibson County whose 8th class started at the end of January and continues to have good results. Dyer County has not yet started a new class due to waiting on the new female facility. In Henry County, the second class just completed and only one student earned the full CPT credential. Some of struggles for the classes have been the time it takes to complete the class in Dyer and Henry counties – the length of a regular trimester. Due to unexpected releases and behavioral issues, several students aren't able to complete the full class. Staff will continue to monitor performance and provide updates. In Benton County, the Rural Initiative funds will be used to offer a work experience program in partnership with the technical high school. An event will be held at the high school on March 24th to connect students interested in the program with potential worksite employers through quick interviews.
- Updates were also provided on our RESEA grant, our partnership with Dyersburg State to coordinate healthcare career fairs or other events to promote the healthcare pathway as part of Dyersburg State's GIVE grant, and on the Bongards Creamery Community Grant. On special populations the committee reviewed the Target Populations report detailing the numbers served for priority populations.
- The committee also heard updates on Youth Services, including an overview of the results of the Federal Youth Monitoring and the expanded REAP program. Of the 10 students who completed the REAP class, 8 of them accepted jobs with Amteck with a starting wage of \$12.50 per hour, and 7 were still working at the time of the committee meeting, but it is now 6 as reported by Amteck staff earlier in the meeting. They completed their first Apprenticeship class in December and received a wage increase on January 1st.

Executive Committee Meeting: Committee Chair, Ted Piazza, presented the following reports:

- The committee met on December 5, 2019 and approved a change in the operating hours at the Lake County Specialized American Job Center. Effective January 6th, the hours are Monday and Tuesday, 8:00 am to 4:00 pm, and Thursday from 8:00 am to 11:30 am. Additionally, the hours for the access point at the Ridgely Public Library changed from Wednesdays, 1:00 to 5:00 pm, to Thursdays, 1:00 to 4:30 pm. The committee also received an update on the results of the PAR visit. There were no findings and no observations this year. Unlike in previous years, a review of participant files was not included. Additionally, it was announced at the State Board meeting in November that Ernst and Young will return for a second round of reviews sometime this spring.
- The Executive Committee also met on February 5th and approved the certification of the American Job Centers in Carroll, Henry, and Weakley Counties. Carroll County remains a full-time Comprehensive Center while Henry and Weakley are now part-time specialized centers open Monday through Thursday, 8:00 am to 4:30 pm. Staff will be establishing access points in the communities for Title I staff to visit on Fridays. Additionally, the committee heard reports on facilities and technology, quarterly complaint logs, monitoring, and estimated performance results. We have since received the final performance numbers for the 2nd quarter of the program year from the State. All performance goals are being met as shown on the attached dashboard. Results for the State as a whole and each grand division are also included in the handouts.
 - o The financial status report as of December showed the minimum participant cost rate (MPCR) was 44.16 %, which is 4.16% higher than the required 40% minimum. Out-of-School Youth expenditures exceed the required 75% at over 95%, and Work Experience expenditures exceeded the required 20% at over 43%. We also received a budget update for the current program year. Expenditures decreased between October and December, making year-to-date expenditures on track for the program year. We have expended 50% of our participant budget and 51% of our operating budget for the program year. We have expended 30% of our RESEA budget which began in October 2019 and is effective through September 2020. The Title I share of the IFA costs increased slightly due to January IFA changes. It is not yet reflected in the budget, but a savings of at least \$18,000 is expected by June due to a position being eliminated from the Board staff. Additionally, we received an additional \$331,575 in participant funds to support new enrollments through June 30th and \$250,000 for Incumbent Worker Training, also to be spent by June 30th. Additional funds may be requested since both grants are expected to be fully obligated soon.
 - o The committee also reviewed the NW Proposed Targets for the State's Key Performance Indicators (KPIs) which are included in the handouts. The goals were finalized at the State Workforce Board meeting on February 21st. The Adult and Dislocated Worker New Enrollment goal for 2020 is 380 and Youth is 107. Without additional funding, our budget will not support 380 new Adult and Dislocated Worker enrollments, but State staff has encouraged staff to request additional funding if necessary, to reach the new, increased targets. Although the revised budget indicates an anticipated balance when the program year ends on June 30, 2020, because only a small portion of our allocations are received during the first quarter, funding will be very tight for Adults and Dislocated Worker during July through September. No participant funding is currently available for the quarter but staff will be making a request for additional funds soon.
 - o The results of the Federal Youth Monitoring were also reviewed. A copy of the monitoring report including the State's responses is included in the handouts. In total there were 15 findings, 10 of which applied to the NW area, six concerns, and one promising practice. Staff will be working on updating the current MOU to include additional details about the Youth program services and will be developing a separate MOU for providers of the Youth program elements. Staff will also review policies and processes to ensure they meet the requirements of the results of the monitoring.

State Workforce Board Meeting (February 21st): Jennifer Bane presented the following report from the February 21, 2020 State Workforce Board Meeting:

- The Chairman of the State Board reviewed the vision set by the board during their recent strategy meeting. The Board will focus on building efficiency, eliminating barriers, aligning training with the needs of TN employers, creating dashboards to measure relevant data, and making the system user-friendly to customers. Several state agencies are participating in a steering committee to align the vision across departments.
- Three policies were approved by the board:
 - o The Title I Formula Allocation Policy is a new policy. The policy mainly outlines the allocation methods that are outlined in the WIOA legislation, but it also outlines a process for allocation base weight adjustments for

discretionary funds, including a percentage increase for plant closures and declining industries for Dislocated Worker funds. The state staff will make recommendations to the State Board regarding allocation factor weights when state allocations are received from the U.S. Department of Labor, but the policy also allows the Assistant Commissioner, with the Commissioner's approval, to adjust the weights in response to an emergency event such as unexpected large layoff or closure. The policy also includes a new 30% discretionary allocation for Adult and Youth funds that would also be approved by the State Board before being used.

- o The Local Governance Policy changes include (1) how local boards submit quarterly board meeting minutes, which must now include a roster of board members, and how membership will be reported quarterly; and (2) that bylaws must include a list of sub-committees, including descriptions and composition for each. The requirement that fiscal agents must be competitively procured was removed from the policy. Our bylaws will be updated to reflect the changes made.
- o The Interlocal & Partnership Agreements Policy changes include: (1) all local board policies must reflect the signature of the LWDB Chair, not the Executive Director; (2) clarified that while other individuals may nominate board members, the CLEO is still the final signatory; and (3) solicitation for a nomination of a local board member from each county is now required. The term limits included in the original draft of the policy were removed. Our agreements will be updated to reflect the changes made.
- Across the State, five of the nine areas have a MPCR greater than 50%, three areas are meeting the required 40%, and one area is below 40%.

Other Business & Updates:

State, Local, and Regional Planning: The state plan will be submitted by March 2nd and is expected to be approved by early June. Local and Regional planning guidance should be received mid-March and plans will be due by mid-July after being posted for public comment by mid-June. Plan presentations will be made at the August State Board meeting.

- Regional Planning Council Update: The Business Services sub-committee coordinated a West TN Apprenticeship Forum that will be held February 26th at 1:00 pm at the AJC in Jackson. At the next Regional Planning Council meeting on April 16th, there will be a presentation from Tyson in Humboldt.

Other Updates: James Roberson will be leading a new transformation initiative and continuing to work with Ernst & Young (EY), the consultants tasked with analyzing the workforce system. They are currently in the process of conducting secret shopper visits and interviews with AJC staff. Their goal is to map out the customer experience across the state to determine if services are uniform across the state. They are also analyzing the different organizational structures across local areas and looking at ways to improve processes. A review of our OSO's and CSP's performance was also submitted. New Infrastructure Funding Agreement (IFA) guidance is expected by mid-April and revised agreements will be due by June 1st.

Future Meeting Dates & Upcoming Events:

- TN Workforce Leaders Summit, March 23rd at the Renaissance Nashville Hotel
 - o Governor Lee, his Commissioners, and Federal partners will be participating.
 - o ALL Mayors and Board Chairs are strongly encouraged to attend.
- 2020 Board Meeting Dates: May 19th (Martin), August 25th (Trenton), November 17th (Martin)
- Jimmy Williamson expressed appreciation to Northwest Workforce Board staff for a job well done and the meeting was adjourned.

Respectfully submitted,

Lana Burchfiel
Public Information Specialist

Rita Alexander, Chair/ TBD, Vice Chair

The American Job Center Committee met on April 27th with 8 members along with staff, contractors, and one guest participating.

Erica Nance, One-Stop Operator, shared very detailed reports including the Employer Services Report, Target Populations report, Referral and Co-Enrollment reports, and VOS Greeter reports showing traffic counts across all offices through March. There have been over 21,000 visits to the American Job Centers since July 1st with over 29,000 services provided. Traffic count by AJC is listed on the Performance Dashboard included with the handouts. As shown on the Dashboard included in the handouts, several AJCs are not meeting the traffic counts proposed by Mid-Cumberland, but some goals will be adjusted due to several centers moving to part-time rather than full-time centers.

The survey results from the comment cards from visitors of the American Job Centers were also reviewed. Of the 39 responses in March, 100% of respondents reported they were completely satisfied with their visit. Over 2,600 services were provided to 536 employers between July and March, and those completing the Employer Job Fair Survey between January and March rated the service as a 5 out of 5.

The Career Services Report provided an overview of classroom training and work experience enrollments, and an update on the REAP program. There were 205 enrollments so far between the start of the contract in October and March. Dislocated Worker and Youth enrollments are lagging behind enrollment goals. Dislocated Worker enrollments are slightly behind, but there may be an increase due to COVID-19 lay-offs. Youth enrollments are typically highest for summer work experience, but it will be difficult to reach goals this year due to COVID-19. A hiring event was held in Benton County June 2nd as part of the rural initiative grant.

The Business Services report showed we have had 224 enrolled in On-the-Job Training since July 1st. Of those, 144 have completed training, 36 are still in training, and 44 did not complete, giving us an 77% completion rate so far. Incumbent Worker Training grant contracts, that have to be completed by June 30th, have been issued for the original \$250,000 awarded. Additional funds were requested and approved to award contracts to all applicants, totaling about \$341,000. Since COVID-19, some trainings have been cancelled or postponed beyond June 30th, so funds are still available to be awarded.

The committee also reviewed changes to three policies:

- The Adult & Dislocated Eligibility Policy, previously the Self-Sufficiency policy, has been updated to reflect new guidance issued by the TN Department of Labor, and additional details regarding existing processes have been added back into the policy, after being removed during the transition in administrative entity.
- The Individual Training Account (ITA) Policy has been updated to include revised references to federal guidance, additional details on priority of service, utilizing ITAs to serve apprentices in Registered Apprenticeship programs, and authorizing ITA funds through a Needs Assessment.
- The Priority of Service Policy has been updated to reflect new guidance from the TN Department of Labor on assessing individuals' basic skills through the CASAS, TABE, or other reliable assessment.

The Committee recommends approval of the policy changes as outlined in red in the attachments. (VOTE)

The committee also reviewed a PowerPoint on planning guidance and preliminary responses to Sections A, B, E, H, I, J of the Operations Systems & Strategies portion of the local plan, and received an update on the status of services in the American Job Centers. A National Dislocated Worker Grant application has been submitted by the TN Department of Labor, and nearly \$800,000 has been requested for our area.

Self Sufficiency Adult and Dislocated Worker Eligibility

Effective Date: ~~May 22, 2018~~ June 10, 2020

Duration: Indefinite

Purpose: To establish a policy to provide guidance to staff and contractors in determining and documenting eligibility for the Title I Adult and Dislocated Worker programs.

Policy: The Workforce Innovation and Opportunity Act (WIOA) allows for services to be provided to eligible Adults and Dislocated Workers. The determination of eligibility encompasses all activities beginning with an application to the final disposition of the application. The applicant has the right and the responsibility to participate in the eligibility determination and is relied on as the first source of information. The applicant is informed of the information needed to establish each condition of eligibility and of the assistance that can be given in establishing eligibility. If the applicant is unable to participate in the eligibility determination because of physical or mental disability, inability to speak English (LEP), or other difficulties, AJC staff is responsible for making arrangements for providing the applicant with the needed assistance to establish eligibility.

Title I Adult Eligibility Requirements

According to the WIOA, individuals must meet the following requirements in order to be eligible for the Title I Adult program:

1. Age 18 or older
2. Citizens or nationals of the United States, or other lawfully admitted persons²
3. In compliance with the Military Service Act (for males born on January 1, 1960, and later)

Title I Dislocated Worker Eligibility Requirements

According to the WIOA, a Dislocated Worker is an individual who meets the above requirements and —

- (A)** (i) has been terminated or laid off, or who has received a notice of termination or layoff, from employment;
 (ii) (I) is eligible for or has exhausted entitlement to unemployment compensation; **or**
 (II) has been employed for a duration sufficient to demonstrate, to the appropriate entity at a one-stop center referred to in section 121(e), attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that were not covered under a State unemployment compensation law; **and**
 (iii) is unlikely to return to a previous industry or occupation;
- (B)** (i) has been terminated or laid off, or has received a notice of termination or layoff, from employment as a result of any permanent closure of, or any substantial layoff at, a plant, facility, or enterprise;
 (ii) is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days; **or**
 (iii) for purposes of eligibility to receive services other than training services described in section 134(c)(3), career services described in section 134(c)(2)(A)(xii), or supportive services, is employed at a facility at which the employer has made a general announcement that such facility will close;
- (C)** was self-employed (including employment as a farmer, a rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters;
- (D)** is a displaced homemaker - an individual who has been providing unpaid services to family members in the home **and** who—
 (A)(i) has been dependent on the income of another family member but is no longer supported by that income; **or**
 (ii) is the dependent spouse of a member of the Armed Forces on active duty (as defined in section 101(d)(1) of title 10, United States Code) and whose family income is significantly reduced because of a

deployment (as defined in section 991(b) of title 10, United States Code, or pursuant to paragraph (4) of such section), a call or order to active duty pursuant to a provision of law referred to in section 101(a)(13)(B) of title 10, United States Code, a permanent change of station, or the service-connected (as defined in section 101(16) of title 38, United States Code) death or disability of the member; **and**

(B) is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.

(E) (i) is the spouse of a member of the Armed Forces on active duty (as defined in section 101(d)(1) of title 10, United States Code), and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; **or**

(ii) is the spouse of a member of the Armed Forces on active duty and who meets the criteria described in paragraph (16)(B).

Requirement for Documentation for Verifying Eligibility

Although the applicant is the first source of information, the applicant is not the only source, and all information relating to eligibility must be verified by documents furnished by the applicant or from information supplied by collateral sources in accordance with federal, state, and local regulations. Documentation obtained for verifying eligibility must meet the guidelines listed below as well as those listed in the Workforce Services Guidance – Title I Adult and Dislocated Worker Eligibility for each eligibility criteria.

Requirement for Area Residency

All customers receiving Basic Career Services (registering in Jobs4TN.gov, workshops, job search, resume development, basic skills assessment, filing or certifying for UI, etc.) are not required to live in the service area to receive services. All participants being enrolled in individual training services (such as Occupational Skills Training, Work Experience, or Transitional Jobs) are required to live in the service area to receive training funds. On-the-Job Training (OJT) and Incumbent Worker Training (IWT) participants are not required to live in the service area since this is an employer service and the employer may hire employees outside of our service area.

Examples of acceptable documents to establish residency include a Driver's License with an address that matches the WIOA application address, a lease, utility bill, bank account information, or documentation of address from another state agency (SNAP, TANF, car registration, voter registration card, etc.)

Requirement for Social Security Number (SSN)

A SSN or application for a SSN is required from every participant. Staff must verify the SSN by obtaining a copy of the card for the case file, such as DHS, TDLWD, or school records. The documentation must be uploaded in VOS and linked to eligibility documentation. Any discrepancies in name (marriage, divorce, etc.) must have supporting documentation (such as a marriage or divorce certificate) and be documented in a case note. Persons for whom a SSN is required but not available must be referred to the appropriate Social Security Administration (SSA) office for SSN enumeration. Applicants must provide verification from SSA indicating they have made application. The application will not be processed until such a time the number has been received by the participant and a copy provided to the AJC staff.

Requirement for Citizenship

In order to establish eligibility for a WIOA participant, citizens and nationals of the United States, lawfully admitted permanent resident aliens, refugees, asylees, and parolees, and other immigrants authorized to work by the Attorney General in the United States or who have been issued a work permit by the U.S. Immigration and Naturalization service (INS) must be established.

Selective Service

All males born on or after January 1, 1960, must be registered timely (between the ages of 18 and 25) for Selective Service. Men cannot register after reaching age 26. All males required to register must provide proof of registration prior to enrollment into WIOA. If they are between the ages of 18 and 26 and have not registered they will be given the opportunity to register immediately, or the Staff may register the applicant with his permission. If a male, who was required to register did not register prior to their 26th birthday they must obtain a waiver as allowed by the MSSA (Military Selective Services Act).

Who must Register?

With only a few exceptions, the registration requirement applies to all male U.S. citizens and male aliens residing in the United States who are 18 through 25 years of age. This includes all male non-citizens within these age limits who permanently reside in the U.S., as well as men with "green cards" and men living in the U.S. without INS documentation (undocumented aliens) must also register. Non-immigrant men who are in the U.S. temporarily (diplomatic corps, trade mission personnel, men holding valid visitor or student visas, etc.) do not register. A male non-citizen who first enters the U.S. as a permanent resident after he has already passed his 26th birthday is not required to register because he is over the age limit. Women do not register because the law does not apply to them.

Category	Yes	No
All male U.S. Citizens born after December 31, 1959, who are 18 but not yet 26 years old, except as noted below.	X	
Military – Related		
Members of the Armed Forces on active duty (active duty for training does not constitute "active duty" for registration purposes)		X*
Cadets and Midshipmen at Service Academies or Coast Guard Academy		X*
Cadets at the Merchant Marine Academy	X	
Students in Officer Procurement Programs at The Citadel, North Georgia College and State University, Norwich University, Virginia Military Institute, Texas A&M University, Virginia Polytechnic Institute and State University		X*
National Guardsmen and Reservists not on active Duty	X	
Delayed Entry Program enlistees	X	
ROTC Student	X	
Separates from Active Military Service, separated for any reason before age 26	X*	
Men rejected for enlistment for any reason before age 26	X	
Civil Air Patrol members	X	
Aliens **		
Lawful non-immigrants on visas (e.g., diplomatic and consular personnel and families, foreign students, tourists with unexpired Forms I-94, I-95A, or Border Crossing Documents I-94 or Boarder Crossing Document DSP-150)		X
Permanent resident aliens	X	
Special (seasonal) agricultural workers (I-688)	X	
Special agricultural worker (I-688A)		X
Refugee, parolee, and asylee aliens	X	
Undocumented (illegal) aliens	X	
Dual National U.S. citizens	X	
Confined		
Incarcerated, or hospitalized or institutionalized for medical reasons		X*
Handicapped physically or mentally		
Able to function in public with or without assistance	X	
Continually confined to a residence, hospital, or institution		X

* Must register within 30 days of release unless already age 26, or already registered when released, or unless exempt during entire period age 18 through 25.

** Residents of Puerto Rico, Guam, Virgin Islands, and Northern Mariana Islands are U.S. Citizens. Citizens of American Samoa are nationals and must register when they are habitual residents in the United States. Habitual residence is presumed whenever a national or a citizen of the Republic of the Marshall Islands or the Federated States of Micronesia

resides in the United States for more than one year in any status, except as a student or employee of the government of his homeland.

NOTE: Immigrants who did not enter the United States or maintain their lawful non-immigrant status by continually remaining on a valid visa until after they were 26 years old were never required to register. Also, immigrants born before 1960 who did not enter the United States or maintain their lawful non-immigrant status by continually remaining on a valid visa until after March 29, 1975, were never required to register.

Waivers

The MSSA provides for men who did not register and have subsequently turned 26 and are now being denied eligibility for Federal student financial aid, Federal job training, or Federal employment, or are having difficulty obtaining U.S. citizenship because they failed to register, the ability to request a waiver. The MSSA also allows the benefit agency handling the case, not the Selective Service, to determine whether the individual has shown that failure to register was not knowingly and willingly. The final decision regarding eligibility for the benefit will be made by the agency granting the benefit (for example, for student financial aid, this would be the Department of Education). For Title I eligibility, the person would need to obtain an official response from Selective Service stating whether or not he is or is not required to register in the form of a "status information" letter. Once an applicant provides a staff member with a copy of his Status Information Letter, he can receive services from WIOA provided that all additional requirements have been met.

Veteran's Status

A Veteran is defined as an individual who served in the U.S. Military, naval, or air service for a period of not less than or equal to 180 days, or who was discharged under conditions other than dishonorable; or an individual who met the above conditions for more than 180 days. This definition includes the following individuals, Disabled Veterans (Disabled because of a service connected disability or is rated at 30% or more by the DBA, or at 10 or 20 % for a serious employment disability), Campaign Veteran (An individual who served on active duty in the U/S. military during a war), and Recently Separated Veteran's (an individual who applied for WIOA within 48 months after discharge or release from active duty). Veteran's status must be confirmed by obtaining a copy of their DD214 or other identification confirming the individual as a veteran, and allowing him / her to receive priority for services.

Self-Sufficiency

In accordance with the WIOA, all local areas may establish a policy defining self-sufficiency for the local area. Additionally, the Tennessee Department of Labor and Workforce Development is integrating skill shortage training to assist individuals not meeting self-sufficiency by increasing their skill-sets for in-demand occupations. Hence, skill shortage training will be made available to customers who fall at or below the self-sufficiency level and are determined to benefit from the services.

The term "below self-sufficiency", is used with respect to –

- (A) An Adult, Youth or Dislocated Worker (age 18 or older) whose own income is less than 200% of the poverty level or lower living standard income level; or,
- (B) An Adult, Youth or Dislocated Worker (age 18 or older) whose own income is more than 200% of the poverty level; however, in relationship to family size, his/her family income is less than 175% of poverty level or lower living standard income level.
- (C) An Adult, Youth or Dislocated Worker (age 18 or older) who meets the definition of unemployed.
- (D) An Adult, Youth or Dislocated Worker (age 18 or older) who meets the definition of low income.

The Northwest TN Workforce Board will provide an updated Self-Sufficiency Chart upon receipt of TDLWD issuance of Poverty Guidelines. The chart utilized for determination of eligibility ~~should~~ **must** be uploaded into VOS for criteria (A) and (B).

Determining Self-Sufficiency

If applicants who meet all other eligibility criteria for the Adult or Dislocated Worker programs are unemployed, then they automatically meet general eligibility requirements to be determined as non-self-sufficient. Applicants who are employed but meet the definition of low income are also considered non-self-sufficient and

meet general eligibility requirements. Applicants may meet the definition of low income by either of the following criteria:

1. currently receives Food Stamps, or
2. currently receives or is a member of a family that receives cash payments under a Federal, State, or local income based public assistance program

As described in the Priority of Service Policy, per TEGL 19-16, Section 134(c)(3)(E) of WIOA, with respect to funds allocated to a local area for Adult employment and training activities, priority must be given to Veterans and eligible spouses, recipients of public assistance, other low income individuals, and individuals who are basic skills deficient for receipt of Individualized Career Services and Training Services.

Employed applicants who do not meet the definition of low income as listed above, must be determined to be non-self-sufficient in order to meet general eligibility requirements and be eligible for Individualized Career Services and Training services. In order to determine that applicants are not self-sufficient, income must be computed for the individual and / or the applicant's family to establish that the applicant and / or the applicant's family's annual income falls within the income guidelines as shown below. When applicants whose own income exceeds the income guidelines for a family of one, the family members living in the household with the applicant, and their income, may be factored into income computation, thereby raising the family size and income guidelines. When determining family income for an applicant, income from parents/guardians, children, or siblings within the same household is included in the income computation. Income from other persons who are also members of the household is not included in determining eligibility or self-sufficiency. If the individual is providing support to the information should be documented in the participant's case file.

PROPOSED SELF-SUFFICIENCY CHART				Effective as of 07/01/2017	
	Non-Metro				
Family Size	Higher of Poverty or LLSIL	Percent	Annualized Income	Weekly Earnings	Hourly Wage
1	\$ 12,060.00	200%	\$ 24,120.00	\$ 463.85	\$ 11.60
2	\$ 16,240.00	175%	\$ 28,420.00	\$ 546.54	\$ 13.66
3	\$ 20,420.00	175%	\$ 35,735.00	\$ 687.21	\$ 17.18
4	\$ 25,197.00	175%	\$ 44,094.75	\$ 847.98	\$ 21.20
5	\$ 29,734.00	175%	\$ 52,034.50	\$ 1,000.66	\$ 25.02
6	\$ 34,773.00	175%	\$ 60,852.75	\$ 1,170.25	\$ 29.26
7	\$ 39,812.00	175%	\$ 69,671.00	\$ 1,339.83	\$ 33.50
8	\$ 44,851.00	175%	\$ 78,489.25	\$ 1,509.41	\$ 37.74
9	\$ 49,890.00	175%	\$ 87,307.50	\$ 1,678.99	\$ 41.97
10	\$ 54,929.00	175%	\$ 96,125.75	\$ 1,848.57	\$ 46.21
11	\$ 59,968.00	175%	\$ 104,944.00	\$ 2,018.15	\$ 50.45
12	\$ 65,007.00	175%	\$ 113,762.25	\$ 2,187.74	\$ 54.69
	Metro - Crockett and Tipton County Only				
Size	or LLSIL	Percent	Annualized Income	Weekly Earnings	Hourly Wage
1	\$ 12,060.00	200%	\$ 24,120.00	\$ 463.85	\$ 11.60
2	\$ 16,240.00	175%	\$ 28,420.00	\$ 546.54	\$ 13.66
3	\$ 20,727.00	175%	\$ 36,272.25	\$ 697.54	\$ 17.44
4	\$ 25,588.00	175%	\$ 44,779.00	\$ 861.13	\$ 21.53
5	\$ 30,201.00	175%	\$ 52,851.75	\$ 1,016.38	\$ 25.41
6	\$ 35,321.00	175%	\$ 61,811.75	\$ 1,188.69	\$ 29.72
7	\$ 40,441.00	175%	\$ 70,771.75	\$ 1,361.00	\$ 34.02
8	\$ 45,561.00	175%	\$ 79,731.75	\$ 1,533.30	\$ 38.33
9	\$ 50,681.00	175%	\$ 88,691.75	\$ 1,705.61	\$ 42.64
10	\$ 55,801.00	175%	\$ 97,651.75	\$ 1,877.92	\$ 46.95
11	\$ 60,921.00	175%	\$ 106,611.75	\$ 2,050.23	\$ 51.26
12	\$ 66,041.00	175%	\$ 115,571.75	\$ 2,222.53	\$ 55.56

Income Computation

Documentation of income for employed applicants who do not meet the definition of low income as described above must be obtained to determine their estimated annual income. Documentation of income should have the person's name, date(s) of the pay period, and the amount of income before deductions. Calculated income must be compared to the appropriate family size of the Self-Sufficiency Income Table. Case notes must always reflect actual computation used to establish eligibility. All income, unless specifically excluded, is considered in determining gross income. Income may be received periodically or at irregular intervals, but only income which is representative of the potential participant's usual earnings should be included in income computation. When paychecks are not reflective of usual earnings, staff will disregard them in computing the income. Income not reflective of usual earnings includes:

- Pay for hours that have not usually been worked and are not scheduled to be worked in the future. This includes overtime if it is not something they receive regularly and vacation pay in addition to regular hours. Staff cannot exclude holiday pay if they routinely receive this.
- A one-time bonus.
- Pay for shift differentials that will not exist in the future.
- Wages less than usual due to unpaid sick or annual days off, a temporary loss of wage differential, or due to reduction in hours that are usually worked and are scheduled to be worked in the future.
- Pay that doesn't reflect recent increase in wages.

When a federal statute specifically states that income or payments received under such statute shall be excluded in determining eligibility for the level of benefits received under any other federal statute, such income or payments are excluded when determining eligibility for WIOA programs. Income excluded from WIOA income computation includes:

- Public Assistance cash payments (including Temporary Assistance to Needy Families (TANF), SSI, Refugee Case Assistance (RCA), and General Assistance (GA));
- Foster care child payments;
- Title IV of the Higher Education Act (i.e., Pell Grants, Federal Supplemental Educational Opportunity Grants (FSEOG), and Federal Work-Study (FWS));
- Needs-Based scholarship assistance;
- Income earned while [the veteran was] on active military duty and certain veteran's benefits (i.e., compensation for service-connected disability, compensation for service-connected death, vocational rehabilitation, and education assistance);
- Capital gains; or any assets drawn down as withdrawals from a bank, the sale of property, a house or a car;
- Tax refunds, gifts, loans, lump-sum inheritances, one-time insurance payments, or compensation for injury;
- Non-cash benefits such as employer paid fringe benefits, food or housing received in lieu of wages, Medicare, Medicaid, school meals, and housing assistance;
- Tribal Government Payments (i.e., Per Capita Payments, Lease Payments, Individual Indian Money (IIM))
- One-Stop Partner programs where income is subsidized (e.g. work experiences, support services);
- Any amounts received as military pay or allowance by any person who served on active duty and certain other specified benefits must be disregarded as income.

Reference: WIOA Sections 3(2); 3(16)(ii); 107(d)(5)W; 188 (A)(5); 189(h); 121 (e); USC Section 101 (d)(1) of the title 10, United States Code; USC Section 101 (a)(13)(B) of the title 10, United States Code; Section 101 (16) of the title 38, United States Code

Related TDLWD Policy: Workforce Services Guidance – Title I Adult and Dislocated Worker Eligibility

Vetted and Approved by the Northwest Tennessee Workforce Board: ~~May 22, 2018~~ June 10, 2020

~~Margaret Prater, Executive Director~~ Jimmy Williamson, Chair
Northwest Tennessee Workforce Board

Individual Training Account

Effective Date: ~~August 27, 2019~~ June 10, 2020

Duration: Indefinite

Purpose: To establish a policy for use of Individual Training Accounts (ITAs) for in-demand occupations.

Policy: An Individual Training Account (ITA) voucher may be available to provide funding for WIOA eligible adults, dislocated workers and out of school youth, observing Priority of Service policies, who have completed an assessment and been determined to need in-demand occupational skills training to become gainfully employed. An ITA may be provided if the State Workforce Agency (SWA) or one-stop center staff determine, after an interview, evaluation or assessment, and career planning, that the eligible individual is:

- Unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through Career Services alone;
- In need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through Career Services alone; and
- In possession of the skills and qualifications to successfully participate in the selected program of training services.

Training services must be linked to in-demand employment opportunities in the local area or planning region or in a geographic area in which the individual is willing to commute or relocate. The selection of training services should be conducted in a manner that maximizes customer choice, is linked to in-demand occupations, informed by the performance of relevant training providers, and coordinated to the extent possible with other sources of assistance.

Per TEGL 19-16, Section 134(c)(3)(E) of WIOA, with respect to funds allocated to a local area for Adult employment and training activities, priority must be given to recipients of public assistance, other low income individuals, and individuals who are basic skills deficient for receipt of Individualized Career Services and Training Services. Also per TEGL 19-16, Veterans and eligible spouses continue to receive priority of service for all DOL-funded job training programs, which include WIOA programs. However, as described in TEGL 10-09, when programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority described above, priority must be provided in the manner described in the Priority of Service Policy.

The Northwest Tennessee Workforce Board limits ITAs to programs on the WIOA Eligible Training Provider List that lead to a credential in a period of 2 years or less, including Challenge/CLEP tests, when appropriate. ITAs may also be used to support Registered Apprenticeships (RAs), an "earn and learn" training model that combines structured learning with on-the-job training from an employer. The goal is to provide workers with advanced sets of skills that meet the specific needs of employers. Upon completion of a RA program, participants receive an industry issued, postsecondary credential that certifies occupational proficiency and is also portable (see WIOA Section 122[a][2][A]).

Many RA programs also offer interim occupational credentials that can be attained by apprentices during their program. Attainment of a credential marks an important milestone in the apprenticeship and signals that the apprentice has successfully advanced along a career pathway, increased their skills in the field, and potentially moved beyond the point of needing support from a program authorized by WIOA. Given that RAs can range from one to six years, and WIOA support for apprentices may be needed earlier in the program rather than the last two years, ITA funds may be utilized for up to two years at any point in a RA program as long as an interim credential will be earned during that period, or within the following year.

ITA funding is for unmet need for cost of training not covered by other federal or State financial aid, such as Pell, Lottery, TN Promise, and TN Reconnect. WIOA funds are considered “last dollar.” ITA funding is authorized per training term (quarter, semester, trimester, etc.), with subsequent terms authorized after successful completion of the previous term. The ITA is limited to \$4,000 per year, for two years, with total cost limited to \$8,000 during participation in the WIOA program (approved effective 11/27/18; previously limited to \$3,000/year, \$6,000 maximum as of 11-13-12).

The One-Stop Operator may file an appeal with the NWTNWB Executive Director for additional time/funding for the participant for extenuating circumstances that prohibit successful completion.

A Needs Assessment/Financial Aid Worksheet, identifying costs and financial aid information, and staff authorizing the ITA, must be completed prior to authorizing funding. The AJC staff should provide career guidance; however, the participant’s choice for a training provider must be observed.

Funding Criteria for ITAs

The process a participant goes through to select a program of study and the process the Career Advisor follows to establish whether or not the participant is eligible for training assistance goes well beyond the process of determining if a person meets the minimum general qualifications to be determined financially eligible for WIOA.

In order to make a career decision, the participant will go through a series of assessments and career exploration exercises in order to establish the appropriateness of training. Career decision making should rely heavily on the Local Labor Market Information, focusing on future job growth. If there is no local demand, then the participant must be able to establish a viable plan for relocation to an area where the occupation is in demand before training can be approved. This plan must be documented within the case narrative section and on the Individual Service Strategy (ISS).

In order for and ITA to be used to pay for training, a number of questions have to be addressed:

1. Is the program of study selected on the Eligible Training Provider List (ETPL)? Has the program been approved by the local board? Anyone seeking training Out-of-State must document that the Out-of-State provider and program is listed on the eligible training provider list of the state in which it is located.
2. Does the program lead to a certificate as defined in TEGl ~~17-05~~ 10-16, Change 1, issued on ~~February 17, 2006~~ August 23, 2017? It is the policy of our Local Board to not use local WIOA training funds for refresher courses or other training which does not lead to a certificate as defined in TEGl 10-16, Change 1 ~~17-05 issued on February 17, 2006~~. Although some of these types of training may be listed on the ETPL, our Local Board has elected to not use WIOA Title I training funds for these types of programs. We are not to use training funds to re-train a person in a program for which they already possess the certificate.

Example: A person who currently holds a Class A CDL will not be eligible to receive NWTNWB training funds to attend a commercial truck driving training program. A person who has an active LPN license will not be eligible to receive training funds to attend a LPN training program. In both instances, the training would be considered re-training for the occupation for which they already hold the certificate and therefore, not eligible for local training funds.

3. Is the program of study going to lead to a job in a documented demand occupation in the local or regional area to which the individual is willing to relocate or commute?

4. Is the program of study selected appropriate for the individual? Appropriateness of training should be based on assessment results. If it appears to be incongruent with the assessment results, the ISS must address and explain on what basis the career decision was made

5. Is the program a Pell eligible program? If so, has the applicant/participant applied for Pell and other State Grant Awards (SEOG & TSAC)? Is the applicant/ participant potentially eligible for other sources of funding such as TN Promise, TN Reconnect, etc.?

Note: A participant may enroll in WIOA-funded training while his/her application for a Pell grant is pending. This enrollment is permitted as long as the Career Service Provider (CSP) has made arrangements with the training provider and the WIOA participant regarding allocation of the Pell grant if it is subsequently awarded. In that case, the training provider must reimburse the CSP all WIOA funds used to underwrite the training for the amount that the Pell grant covers (WIOA Section 134(c)(3)(B(ii)). Reimbursement is not required from the portion of Pell grant assistance disbursed to the participant for education-related expenses.

6. After Pell, SEOG and TSAC are applied to the cost of the training, is there any unmet need remaining? If not, there is nothing the NWTNWB will pay unless the participant is eligible for supportive services which may be available, such as transportation, child care, etc.

7. If Pell, SEOG, TSAC and WIOA do not cover all the costs of training, does the participant have a plan to pay for the difference? The plan to pay for all uncovered costs must be documented in the case narrative. Supporting documentation should be obtained as appropriate.

In addition to the above items, the following criteria must also be met in order for participants to be approved for, and continue to receive, funding for occupational skills training and associated supportive services:

For New Participants Only

1. Potential participants must be residents of, or dislocated from an employer located in, a county located within the local service area.
2. Potential participants must register in Jobs4TN or update an existing account.
3. Potential participants must complete all steps of the assessment and enrollment.
4. Potential participants must be currently enrolled, or accepted into, an institution and training program that is listed on the Eligible Training Provider List. The Career Advisor will use the eligible training provider list for the state in which the institution is located.
5. The training program must be linked to an in-demand occupation as determined by the Career Advisor through the use of the EMSI system or other documentation as appropriate.
6. For training programs leading to a career in an occupation requiring licensure, participants must meet the criteria outlined in the Licensed Occupations Eligibility [section of this](#) policy.
7. Potential participants must be able to complete the training program within two years. For those attending four-year institutions, they must have earned approximately 60 credit hours and / or reached junior status in order to be eligible for funding.

Note: Participants with less than 60 earned credit hours who anticipate completing training within two years must demonstrate and provide detailed documentation as to how they will complete training within the two-year period.

Exceptions: (1) In-School Youth [enrolled during secondary school](#) who transition to [postsecondary training](#) ~~Out-of-School Youth~~ may receive travel stipends for the entire four-years at a four-year institution; and

(2) ITA funds may be utilized for up to two years at any point in a RA program as long as an interim credential will be earned during that period, or within the following year.

For New and Current Participants

1. Participants must meet at least half-time enrollment criteria according to the institution and program. Up to half of participants' credit hours may be for developmental / remedial classes.

Note: For institutions / programs that do not require coursework for the summer term, a participant may still choose to take courses during this time. Participants who choose to take classes during the summer term can take any number of credit hours as long as they are still following their plan of action to graduate, and as long as they still have ITA money available.

2. Participants must be in good academic standing and maintain satisfactory progress according to the institution's policy. If the participant falls below good standing, they must return to school without funding until they get back in good standing. Once they return to good standing status, the career advisor may apply funding again.

3. Participants may only receive funding once. If participants fail, or drop out of a class that has been paid for by an ITA, they must retake the class on their own, without funding, including travel.

4. Participants who drop a class, without approval from their Career Advisor, must successfully complete the next term on their own, including travel, before they can receive funding again.

5. Participants attending Pell-eligible training institutions must complete the FAFSA and CANNOT be in default on any federal financial aid (i.e. Pell grants).

Funding Criteria for Licensed Occupations

Clients being considered for licensed professional occupational training should have good prospects for finding and keeping employment in the field. Based on research of area employers, the following conditions must be met for a client to be considered for financial assistance for any unmet need for occupations that require licensure prior to employment in the field. All Licensure Occupations:

1. No felony convictions for any crime in the five (5) years. The past five (5) years is calculated from the date they were convicted of the crime. To check for felony convictions AJC Staff must check the Tennessee Bureau of Investigation Felony Offender Search website - <https://apps.tn.gov/foil/search.jsp>.

2. No DUI convictions in the past ten (10) years.

3. No sex offender registration within the last ten (10) years. To check for sex offender registry status WIOA Staff must check the National Sex Offender Search website - <https://www.nsopw.gov/en-US>.

If the conviction occurred in the most recent 5 years, an appeal must be filed with the Career Service Provider for consideration for funding in order to evaluate the impact of the conviction on employment opportunities in the selected occupation / field. Applicants must supply a pre-hire letter with their appeal.

Truck Driving Specific Requirements

1. The applicant must supply a valid Medical Examiner's Certificate of a DOT Physical (currently valid for a maximum of two years) and proof of drug screen, performed no more than thirty (30) days prior to date of WIOA eligibility.

2. The applicant must supply a copy of a Motor Vehicle Report (MVR) that is no more than ten (10) days prior to the date of WIOA eligibility.

3. Driver's license must not have been suspended or revoked in the last three (3) years.

4. No reckless or careless driving violation within the last three (3) years.

5. No more than three (3) moving violations in the last three (3) years.
6. No more than one (1) “at fault” accidents in the last three (3) years.

Certified Nurse Assistant/ Patient Care Technician

All applicants who want to attend Certified Nurse Assistant Training or the Patient Care Technician program will have completed 8 hours of job shadowing and orientation scheduled by the training provider to make sure he/she has a clear understanding of the responsibilities of employment and will be successful in the position.

Appeal Process

If the applicant chooses to appeal a condition of eligibility, an appeal must be completed by the applicant and submitted to Executive Director of the Career Service Provider. Appeals denied by the Career Service Provider, may be appealed to the One-Stop Operator. In the case where an applicant can provide a pre-hire letter, this is to be included with the Appeal.

When to File an Appeal

1. If an individual is denied funding for training because a staff person determines that an individual is not in need of training due to the individual being marketable, able to work in the field, and the expected wages per EMSI are enough for the person and his / her family to be self-sufficient, then the individual may choose to file an appeal.
2. If the customer has a felony over ~~10~~ 5 years old and intends to attend a training program for an occupation which requires a license, such as a truck driver, nurse, or teacher, the customer must file an appeal.

Payment of ITAs & Refund Policy

To authorize ITA funds, the Career Service Provider (CSP)’s staff members must complete a Needs Assessment and Financial Aid Worksheet to document required training costs as verified by an authorized representative of the training provider. Once the CSP staff person receives the form back from the training provider, to authorize ITA funds, if needed, he / she must enter an authorized amount, not to exceed the identified unmet need or the available ITA funds, and a voucher number generated by the electronic case management system. Training providers must utilize the completed form to request payment. Invoices are due no later than 30 days past the Term Begin Date. Prior to the submission of invoices, the institution’s Financial Aid Representative will review the information provided in Needs Assessment/Financial Aid Worksheet:

1. If changes have occurred that would reduce Unmet Need (additional aid was received, student dropped hours, etc.), corrections should be made to the form and initialed by the Financial Aid Representative prior to signing. Any over payment of Unmet Need could result in audit finding for the program and the Training Provider.
2. If changes have occurred that would increase Unmet Need (book price increase, test fee left off, tuition increase after authorized, etc.), no changes will be made for this term.

If the form is accurate, it should be signed, dated and forwarded to the Account Billing Representative for the Training Provider.

NOTE: If the Financial Aid Representative fails to accurately report financial aid that the student receives, the payment to the Training Provider will be reduced by the amount not reported. It will be the responsibility of the Training Provider to collect any over payment made to the student.

The Account Billing Representative will review the information provided for accuracy and verify at least one day of attendance of registered classes prior to dispersing funds to the student and prior to billing for the ITA.

The Needs-Based Scholarship Amount Authorized should be applied to Tuition/Fees first. Remaining funds may be dispersed to the student for other costs after confirming that the student has attended all classes at least once for the number of registered hours listed in the Student Needs Assessment and Financial Aid Worksheet.

If the student drops below the agreed upon registered hours prior to attending first day of class for registered hours and funds have not been dispersed, the Training Provider has an obligation to place a hold on funds and notify AJC Staff member that the Unmet Need must be recalculated/reduced.

If the student drops below the agreed upon registered hours after attending the first day of class for registered hours and funds have been dispersed, the Training Provider should return any applicable refund to WIOA, but will not be held accountable for funds dispersed to the student. The student will be penalized by WIOA the upcoming semester.

Exceptions to the Use of ITAs

In accordance with TDLWD's American Job Center Individual Training Account Use guidance, Tennessee recognizes limited exceptions to the use of ITAs. Contracts for services may be used instead of an ITA only when one or more of these exceptions apply (WIOA Section 134(c)(3)(G)(ii)):

- 1) The services provided are OJT, customized training, incumbent worker training, or transitional jobs;
- 2) The LWBD determines that there are an insufficient number of Eligible Training Providers in the local area to accomplish the purpose of a system of ITAs;
- 3) The LWDB determines that in the area there is a training-services program of demonstrated effectiveness offered by a community-based organization or other private organization to serve individuals with barriers to employment;
- 4) The LWDA determines that the most appropriate training could be provided by an institution of higher education to train multiple individuals for jobs in sector-demanded occupations, provided this does not limit customer choice; or
- 5) The LWDA is considering entering into a pay-for-performance contract and the LWDA ensures that the contract is consistent with 20 CFR 683.510.

In order to determine the effectiveness demonstrated by a community-based organization or other private organization, particularly as it applies to the special participant population to be served, the NWTNWB will evaluate the following:

- A) Financial stability of the organization;
- B) Demonstrated performance in measures appropriate to the program; and
- C) The relevance of the specific program to LWDA needs identified in the local area

Reference: 20 CRF 680.320(a)(3); 20 CFR 680.340(f); WIOA Section 122(d)

Related TDLWD Policy: AJC Individual Training Account Use Guidance (pages 1 and 2-3)

Vetted and Approved by the Northwest Tennessee Workforce Board: ~~August 27, 2019~~ June 10, 2020

~~Jennifer Bane, Executive Director~~ Jimmy Williamson, Chair
Northwest Tennessee Workforce Board

Priority of Service

Effective Date: ~~May 22, 2018~~ June 10, 2020

Duration: Indefinite

Purpose: To provide guidance to the One-Stop Operator and American Job Center Service Providers for implementation of a priority of service for WIOA Title I Adult program participants that focuses on serving “individuals with barriers to employment” and seeks to ensure access to quality services for these populations, including individuals both underemployed and low-income.

Policy: Per TEGL 19-16, Section 134(c)(3)(E) of WIOA, with respect to funds allocated to a local area for Adult employment and training activities, priority must be given to recipients of public assistance, other low income individuals, and individuals who are basic skills deficient for receipt of Individualized Career Services and Training Services. Also per TEGL 19-16, Veterans and eligible spouses continue to receive priority of service for all DOL-funded job training programs, which include WIOA programs. However, as described in TEGL 10-09, when programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority described above, priority must be provided in the below manner:

1. Priority Group # 1 - Veterans and eligible spouses who are also recipients of public assistance, low income, or basic skill deficient.
2. Priority Group # 2 - Non-Veterans who are recipients of public assistance, low income, or basic skill deficient.
3. Priority Group # 3 - Veterans and eligible spouses who are **not** also recipients of public assistance, low income, or basic skill deficient.
4. Priority Group # 4 – Priority groups established by the Governor and/or Local Board. Per TN Department of Labor and Workforce Development (TDLWD) Workforce Services Guidance – WIOA Memorandum of Understanding (MOU) / One-Stop Service Delivery and Infrastructure Funding Agreement (IFA), the following demographics experiencing barriers to employment are specifically targeted for services and must be provided priority for training activities as Priority Group # 4:
 - Individuals with significant barriers to employment
 - Displaced homemakers
 - Eligible migrant and seasonal farmworkers
 - Re-entry services
 - Homeless individuals
 - Individuals facing substantial cultural barriers
 - Individuals with disabilities, including youth with disabilities
 - Individuals within two years of exhausting lifetime eligibility under Part A of the Social Security Act 13
 - Individuals who are English language learners
 - Individuals who are unemployed, including the long-term unemployed Individuals who have low levels of literacy
 - Individuals without a high school diploma
 - Native Americans, Alaskan Natives, and Native Hawaiians
 - Older individuals
 - Single parents (including single pregnant women and non-custodial parents)
 - Veterans
 - Youth who are in, or have aged out of, the foster care system
5. Priority Group # 5 - Non-covered persons outside the groups given priority under WIOA or TDLWD policy.

In order to appropriately serve priority populations as described above, ~~LWDA12~~ **AJC Staff** will provide appointments accordingly within the timeframes described below:

Priority Group # 1 - the first available appointment, but no longer than three (3) working days.

Priority Group # 2 - the first available appointment, but no longer than four (4) working days.

Priority Group # 3 - the first available appointment, but no longer than five (5) working days.

Priority Group # 4 - the first available appointment, but no longer than six (6) working days.

Non-covered persons outside the groups given priority under WIOA or TDLWD policy will be scheduled at the first available appointment, subject to currently scheduled PRIORITY appointments.

The One-Stop Operator will be responsible for assuring that the AJC staff are aware of, promote, and comply with the Priority of Service policy. AJC staff will determine priority status during the initial assessment, eligibility process, and / or enrollment. Each AJC customer is greeted and provided with an evaluation of service need by the AJC staff person serving in the Welcome Function which includes questions for identifying both Veteran and high school diploma / equivalent status.

The NWTNWB has also determined that in the event that funds allocated to the local area for Adult employment and training activities are limited, Individualized Career Services and Training Services will be limited to recipients of public assistance and other low income individuals and other specific groups defined as:

1. Adults who are unemployed or employed with an income below the NWTNWB Self-Sufficiency Standard that are identified to need training to obtain the job, will be eligible for Individualized Career Services and placement in an on-the-job training position.
2. Adults who are unemployed or employed with an income below the NWTNWB Self-Sufficiency Standard who are currently attending classroom occupational skills training and making satisfactory progress and are identified by the training provider to have a financial unmet need that could result in discontinuing training, will be eligible for Individualized Career Services and training services such as assistance with fees, books and transportation.
3. Adults who are unemployed or employed with an income below the NWTNWB 12 Self-Sufficiency Standard who have a barrier to employment listed as below and found in WIOA sec. 3(24), and provide the required documentation as listed:

Barrier	Required Documentation
Displaced Homemakers.	Documentation of living in the same household as a spouse or parent / guardian who had income supporting the applicant and providing unpaid services; Documentation of loss of income; and Documentation of being unemployed or underemployed and experiencing difficulty in obtaining or upgrading employment.
Low Income individuals.	Documentation requirements as listed in within the <i>Process for Determining Low Income Eligibility</i> section below.
Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166.	Self-Attestation on Application and Eligibility Form.

Individuals with disabilities, including youth who are individuals with disabilities.	Documentation of the disability such as a written statement from Vocational Rehabilitation reflecting current services, verification showing current receipt of SSI or SSD for the individual from the Social Security Administration, or a letter from a local education entity stating the individual is M-Teamed based on a disability.
Older individuals (an individual age 55 or older).	Usual documentation requirements for Date of Birth (i.e. Driver's License, Birth Certificate, etc.)
Ex-offenders.	Self-Attestation on the Application and Eligibility Form.
Homeless individuals (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e-2(6))), or homeless children and youths (as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2))).	Self-Attestation on the Application and Eligibility Form.
Youth who are in or have aged out of the foster care system.	Documentation of foster care status from the appropriate foster care agency.
Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers.	Scoring below a 9.0 on the TABE or CASAS.
Eligible migrant and seasonal farmworkers, as defined in section 167(i).	Documentation of eligibility from TOPS.
Individuals within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.).	Agency (i.e. DHS or WFE) documentation.
Single parents (including single pregnant women).	Documentation of parenting (i.e. birth certificate) and indication of single status on the Application and Eligibility Form, including only one parent being listed in the household.
Long-term unemployed individuals (Individuals who are unemployed for 27 or more weeks per WIOA Application found in the Virtual One Stop system as provided by TNDOL).	Self-Attestation on the Application and Eligibility Form <u>AND</u> documentation of means of support.
Such other groups as the Governor involved determines to have barriers to employment.	N/A - no groups have been identified by the Governor.

- Adults who are unemployed or employed with an income below the NWTNWB Self-Sufficiency Standard who are in need of training to secure employment.

Basic Career Services will continue to be available to all Adults.

Process for Determining Low Income Eligibility

Unless otherwise indicated (i.e. specific groups 1 and 2), applicants must meet the criteria in the WIOA definition of a low-income individual as listed in below order to be determined eligible as Adults during Priority Status:

LOW-INCOME INDIVIDUAL is an individual who—

- (i) receives, or in the past 6 months has received, or is a member of a family that is receiving or in the past 6 months has received, assistance through the supplemental nutrition assistance program established under the Food and Nutrition Act of 2008 (7U.S.C. 2011 et seq.), the program of block grants to States for temporary assistance for needy families program under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), or the supplemental security income program established under title XVI of the Social Security Act (42 U.S.C. 1381 et seq.), or State or local income-based public assistance;
- (ii) is in a family with total family income that does not exceed the higher of—(I) the poverty line; or (II) 70 percent of the lower living standard income level;
- (iii) is a homeless individual (as defined in section 41403(6) of the Violence Against Women Act of 1994 H. R. 803—12 (42 U.S.C. 14043e–2(6))), or a homeless child or youth (as defined under section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2)));
- (iv) receives or is eligible to receive a free or reduced price lunch under the Richard B. Russell National School Lunch Act (42 U.S.C. 1751 et seq.);
- (v) is a foster child on behalf of whom State or local government payments are made; or
- (vi) is an individual with a disability whose own income meets the income requirement of clause (ii), but who is a member of a family whose income does not meet this requirement.

Process for Determining Basic Skills Deficient Status

According to the WIOA, “basic skills deficient means, with respect to an individual, (A) who is a youth, that the individual has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or (B) who is a youth or adult, that the individual is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society.

In accordance with ~~the TN WIOA Combined State Plan, on 2/28/17 the LWDA 12 Workforce Services Guidance – Adult Priority of Services-WIOA, the area~~ will utilize the basic skills definition contained in WIOA Section 3(5)(B) (above), documented ~~as follows: by using an objective, valid, and reliable assessments, such as the Comprehensive Adult Student Assessment Systems (CASAS) or Test for Adult Basic Education (TABE).~~ An individual ~~who~~ has an English, reading, writing or computing skills at an 8.9 or below on a standardized test (CASAS or TABE) ~~will be considered basic skills deficient.~~

Reference: WIOA Section 134(c)(3)(E); 20 CFR 680.640; TEGL 19-16; WIOA Section 134(d)(4)(E); WIOA Section 3(24); WIOA Section 3(5)(B); WIOA Section 3(36); WIOA Section 134(c)(3)(E);

Related TDLWD Policy: Workforce Services - Adult Priority of Services Guidance ~~(pages 1,4, and 5)~~; Workforce Services Guidance - Income Guidelines for Persons Defined as Low-Income Individuals; Workforce Services Policy – Veterans and Eligible Spouse Priority of Services (17-05).

Vetted and Approved by the Northwest Tennessee Workforce Board: ~~May 22, 2018~~ June 10, 2020

~~Margaret Prater, Executive Director~~ Jimmy Williamson, Chair
Northwest Tennessee Workforce Board

Ben Marks, Chair / Glad Castellaw, Vice Chair

The Outreach and Opportunities Committee met on April 27th with 10 members along with staff, contractors, and one guest participating.

The committee reviewed an existing program, Dyersburg State's Associate of Applied Science in Health Sciences program, due for renewal on the Eligible Training Provider List (ETPL). There have not been any issues with the program's performance and there continues to be growth in the field. **The Committee recommends continued approval of Dyersburg State's Health Sciences program (VOTE).**

Three new programs were also reviewed for addition to the Eligible Training Provider List. There is growth in the field for each program. Classes for the Computer Information Technology Program at TCAT Newbern began on May 4th, so upon this committee's recommendation, the Executive Committee approved the program before the start of classes. Bethel's Pharmacy Technician program and Dyersburg State's Certified Clinical Medical Assistant program were also reviewed. Dyersburg State's Certified Clinical Medical Assistant program was previously on the list but was removed due to performance issues, but updated performance information has shown the program's graduates are entering into related occupations. Although there is still a limited demand in our area, there is increased growth when Madison County is added into the labor market information. For other areas to fund the program, it has to first be approved in our area. AJC staff continue to document demand before approving scholarships and are tracking the number of scholarships approved per program. **The Committee recommends approval of Bethel's Pharmacy Technician program and Dyersburg State's Certified Clinical Medical Assistant program for addition to the Eligible Training Provider List (VOTE).**

The Committee also heard updates on several ongoing special grant programs. Under our two apprenticeship grants, 2 new Registered Apprenticeship occupations have been developed, including 1 new pre-apprenticeship program, 17 new apprentices have been served, 2 employer outreach events conducted, and 8 jobseeker recruitment events offered. Through our RESEA grant, 452 individuals were scheduled for first RESEA services with 218 completing between October and March as shown on the Dashboard included with the handouts. There were 410 subsequent visits completed, 16 individuals referred to Title I, and 42 placed in employment.

On special populations the committee heard updates on Youth Services, including an updated on the Registered Electrical Apprenticeship Preparation (REAP) program. Some showcase visits were held in February, but four others scheduled for May were not held due to schools closing for COVID-19. Shock and Awe Day was originally scheduled for May 2nd but was postponed to June 6th. Staff continued to work with school staff to promote the event to students and posted information on Facebook. The two-week pre-apprenticeship class is still scheduled for July 13th through the 24th and this year's starting wage is \$13.25 per hour. Youth Work Experience participants will be paid 100% of this amount.

Utilizing Rural Initiative funding for at-risk and distressed counties, a hiring event was held in Benton County on June 2nd to recruit recent graduates for work experience positions for the summer. Over 40 job openings were available at the event with 12 employers participating either on-site and virtually. There were 20 jobseekers in attendance with all expected to qualify as Adults, not Youth. Unfortunately, two attendees who were 17 years old did not qualify as Youth, and since they weren't 18 yet, they can't qualify as Adults. Also under the Rural Initiative Grant, the Re-Entry Advanced Manufacturing Program (RAMP) is expanding into Carroll, Lake, Obion, and Weakley counties. A new Certified Production Technician (CPT) class started in Lake County in January and completed in May. Carroll County started a female class on February 3rd but it is on hold due to the instructor not being able to enter the facility because of COVID-19. Obion County's new class will start soon since the Lake County class has completed, and Weakley County will be focusing on placing inmates in On-the-Job Training (OJT) positions instead of in the CPT class.

RAMP also continues in Gibson County with the 8th class recently completing. Gibson County's program has had 84% earn the full CPT and another class will be offered in the fall. Dyer County has had four classes with just 34% earning the full CPT and had 66% of participants exited as exclusionary. Henry County held two classes with 20 students. Only 10% earned the full CPT, and only 10% are employed.

Dyer County has not yet started a new class due to waiting on the new female facility. In Henry County, the second class just completed and only one student earned the full CPT credential. Some of struggles for the classes have been the time it takes to complete the class in Dyer and Henry counties – the length of a regular trimester.

Due to unexpected releases and behavioral issues, several students aren't able to complete the full class. Gibson County gets them through relatively quickly -- about 2 months, and also has a larger population to select students from. Staff will continue to monitor performance and provide updates.

The committee also reviewed two policies for approval.

- o The Training Provider Approval Policy changes, as outlined in red in the attachments include updating our administrative office address and a reference to required performance standards. We must submit this policy as an attachment to our local plan.
- o The Youth Incentives Policy is a new policy to offers incentives to Youth participants to attain certain milestones. The policy includes incentives for:
 1. Successfully completing two and four weeks of work experience.
 2. Progress towards and attainment of a HiSet for work experience participants.
 3. Work experience participants who transition to postsecondary training.
 4. Attainment of a credential, a National Career Readiness Certificate (NCRC), or improved NCRC, and
 5. Placement in postsecondary or part-time or full-time regular employment for the four quarters after exit from the program.

The policy aims to help get and keep youth participants engaged, especially in work experience. Incentives will be contingent upon funding and payments be made by check or direct deposit to avoid having to safeguard cash or gift cards. A system similar to the gas card might be able to be approved if one is found.

The Committee recommends approval of the policies as shown in the attachments. (VOTE)

The committee also reviewed a PowerPoint on planning guidance and preliminary responses to Sections C, D, F, G, K, L of the Operations Systems & Strategies portion of the local plan, and received an update on the status of services in the American Job Centers.

Education Program Information

Provider: BETHEL UNIVERSITY

Program: Pharmacy Technician

Program ID: 1007527

CIP Code: 510805 - Pharmacy Technician/Assistant.

* Indicates required fields.

 For help click the information icon

General Information

* **Status:**

☒ Active ☐ Inactive

Purpose for adding program:

- ☒ Submit for ETPL Approval and accept participants
☐ Accept participants without submitting for ETPL Approval
☐ To be determined or display to the public only

* **Education Program Type:**

PS - Approved Provider Training - ITA

Associated Service Code(s) for the Education Program Type (Informational):

300 - Occupational Skills Training - Approved Provider List (ITA)
 303 - Distance Learning

* **This program is an Apprenticeship:**

☐ Yes ☒ No

* **CIP Code:**

510805 - Pharmacy Technician/Assistant.

[\[Search for CIP Code \]](#)

* **Education Program Name:**

Pharmacy Technician

Education Program Description:

A program that prepares individuals under the supervision of pharmacists to prepare medications, provide medications

* **This program of study or training services has the following potential outcome(s) (please select all that apply):**

☒ An industry-recognized certificate or certification	☐ A community college certificate of completion
☐ A certificate of completion of an apprenticeship	☐ A secondary school diploma or its equivalent
☐ A license recognized by the State involved or the Federal Government	☐ Employment
☐ An associate degree	☐ A measurable skills gain leading to a credential
☐ A baccalaureate degree	☐ A measurable skills gain leading to employment

* **This program leads to a credential or degree** ☒ Yes ☐ No

* **Name of Associated Credential:**

National Healthcareer Certification

Completion Level:

None Selected

* **Attain Credential:**

Occupational Skills certificate or credential

Other, Specify:

Certification / License Title:

Certified Pharmacy Technician

Certification / License Type:

National Certification or License

Green Job Training:

☐ Yes ☒ No

[What is a green job?](#)

Is this education program in a partnership with business?

☐ Yes ☒ No

Please describe the partnership or plans to develop partnership in 800 characters or less (supporting documentation may be required):

LWDB Submitted:

None Selected

Education Program Information

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• Indicates required fields.

 For help click the information icon.

Additional Details

Financial Aid Available:

☐ Pell Grant
 ☐ Institutional Scholarship
☐ Federal Loan
 ☐ Other

URL of Training Program
 (Example: <http://site.com>):

*** Program Prerequisites:**

High School Diploma or Equivalent

*** Date Edu. Program First Offered:**

03/10/2020


[Today](#)

*** Please provide a reasonable explanation regarding why this is a new program:**

Bethel University has begun offering continuing education certifications and workforce development courses.

Minimum Class Size:

Maximum Class Size:

Number Of Instructors:

Describe the qualifications of all instructors in 800 characters or less:

Certified pharmacist registered with the Board of Pharmacy

Describe the minimum entry level requirements or prerequisites in 800 characters or less:

The student is required to be in the last year of high school and must graduate before completing the certification exam.

Drug/Alcohol Screening Required:

☐ Yes
 ☒ No

Accessibility:

☐ On-Site Parking
 ☐ Sign Language
☐ Public Transportation
 ☐ Other Languages
☐ Disabled Student Access
 ☐ Other

Describe any equipment used in this program and its adequacy and availability in 800 characters or less:

Grievance Procedure
 (2000 characters max.):

Contact the Director of Continuing over the program

Grievance Procedure URL
 (Example: <http://site.com>):

Refund Policy
 (2000 characters max.):

75% refund the day before the program begins. No refunds once the program begins.

Refund Policy URL
 (Example: <http://site.com>):

State Use 1:

State Use 2:

State Use 3:

State Use 4:

State Use 5:

Education Program Information

Provider:

BETHEL UNIVERSITY

Program:

Pharmacy Technician

Program ID:

1007527

CIP Code:

510805 - Pharmacy Technician/Assistant.

 For help click the information icon.

Related and Selected Occupations

Code	Occupation Title	Provider's Alternate Occupation Title	CIP Code Related	Select
25107100	Health Specialties Teachers, Postsecondary		☒	☐
29205200	Pharmacy Technicians		☒	☐

 BRIGHT OUTLOOK NATIONALLY

 BRIGHT OUTLOOK LOCALLY

 GREEN OCCUPATIONS

[[Select Occupation From ONET Table](#)]

Education Program Information

Provider:

BETHEL UNIVERSITY

Program:

Pharmacy Technician

Program ID:

1007527

CIP Code:

510805 - Pharmacy Technician/Assistant.

• Indicates required fields.

 For help click the information icon.

Scheduling

Course Times

* Class Time:

Hours

Lab Time:

Hours

Other Time:

Hours

Class Frequency:

Bi-Weekly

Reporting Information

Note: Clock/Contact hours are the total number of actual hours *per week* a student spends attending class or other instructional activities that count toward completing a program of study.

* Reporting Program Length - Clock/Contact Hours:

Hours

* Reporting Program Length - Full-time Weeks:

Weeks

* Reporting Program Format:

In-person

Duration	Locations	External Approvals	Cost Details	Performance	Confirmation	Review

Education Program Information

Provider: BETHEL UNIVERSITY

Program: Pharmacy Technician

Program ID: 1007527

CIP Code: 510805 - Pharmacy Technician/Assistant.

• Indicates required fields.

 For help click the information icon.

Duration

Duration Title	Primary Duration	Duration	Schedule Intensity	Weekly Schedule	Classes Offered	Action
Pharmacy Technician	Yes	9 Weeks	Part-Time	Monday/Thursday	Night	Edit Delete

[[Add Duration](#)]

Duration	Locations	External Approvals	Cost Details	Performance	Confirmation	Review

Education Program Information

Provider: BETHEL UNIVERSITY

Program: Pharmacy Technician

Program ID: 1007527

CIP Code: 510805 - Pharmacy Technician/Assistant.

• Indicates required fields.

 For help click the information icon.

Cost Details

Note: \$0.00 is permitted for cost fields in the Education and Training Programs cost details screen.

Cost Structure(s)	Amount	Action
Total CRS Training Costs	\$974.00	Edit Delete
Tuition/Fee	\$974.00	
Books	\$0.00	
Tools	\$0.00	
Other Costs	\$0.00	
Comments	The students may apply for the certification exam on completion of the course, \$117.00.	
Total Amount of Cost Structures	\$974.00	 Help

Duration	Locations	External Approvals	Cost Details	Performance	Confirmation	Review

Education Program Information

Provider: BETHEL UNIVERSITY

Program: Pharmacy Technician

Program ID: 1007527

CIP Code: 510805 - Pharmacy Technician/Assistant.

• Indicates required fields.

 For help click the information icon.

Performance Year

Select a Performance Year to view the associated performance data. Click Edit Data to modify performance data. Click Add Performance Year to enter new performance data.

Performance Year:

2019

Edit Data

Add Performance Year

WIOA Performance Summary

Population	Completion Rate	Credential Rate	Employment Rate Q2 After Exit	Employment Rate Q4 After Exit	Employment Rate Related Occupation	Median Earnings
WIOA	N/A	N/A	N/A	N/A	N/A	\$0
Overall	N/A	N/A	N/A	N/A	N/A	\$0

Pharmacy Technicians Occupation Snapshot

Emsi Q1 2020 Data Set

April 2020

Northwest Tennessee Workforce Board



Parameters

Occupations

Code	Description
29-2052	Pharmacy Technicians

Regions

Code	Description	Code	Description
47005	Benton County, TN	47079	Henry County, TN
47017	Carroll County, TN	47095	Lake County, TN
47033	Crockett County, TN	47113	Madison County, TN
47045	Dyer County, TN	47131	Obion County, TN
47053	Gibson County, TN	47183	Weakley County, TN

Timeframe

2020 - 2025

Datarun

2020.1 – QCEW Employees, Non-QCEW Employees, and Self-Employed

Pharmacy Technicians in 10 Tennessee Counties

Pharmacy Technicians (SOC 29-2052):

Prepare medications under the direction of a pharmacist. May measure, mix, count out, label, and record amounts and dosages of medications according to prescription orders.

Sample of Reported Job Titles:

- Pharmacy Technician (Pharmacy Tech)
- Certified Pharmacy Technician (CPhT)
- Technician, Inventory Specialist
- Technician
- Senior Pharmacy Technician
- Lead Pharmacy Technician (Lead Pharmacy Tech)
- Lead Pharmacy Tech, Certified Pharmacy Technician (Lead Pharmacy Tech, CPhT)
- Compounding Technician
- Billing and Quality Technician
- Accredited Pharmacy Technician

Related O*NET Occupation:

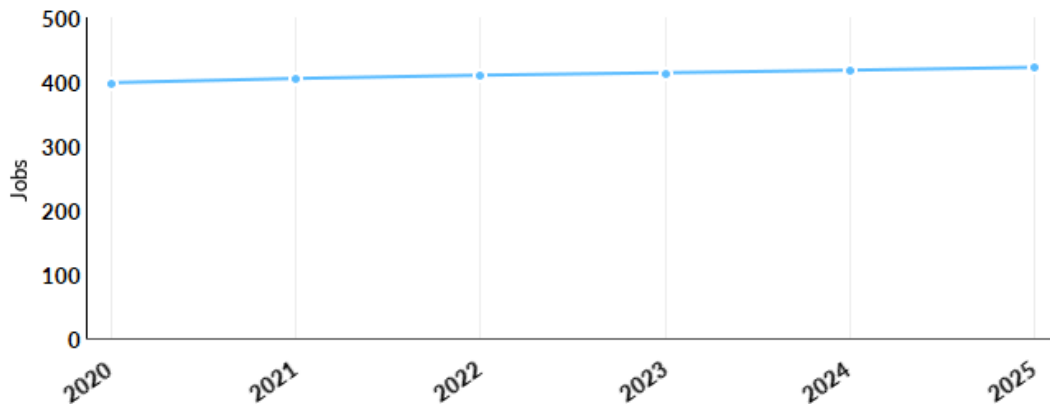
Pharmacy Technicians (29-2052.00)

Occupation Summary for Pharmacy Technicians

398 Jobs (2020) 2% below National average	+6.0% % Change (2020-2025) Nation: +4.6%	\$15.00/hr Median Hourly Earnings Nation: \$15.72/hr

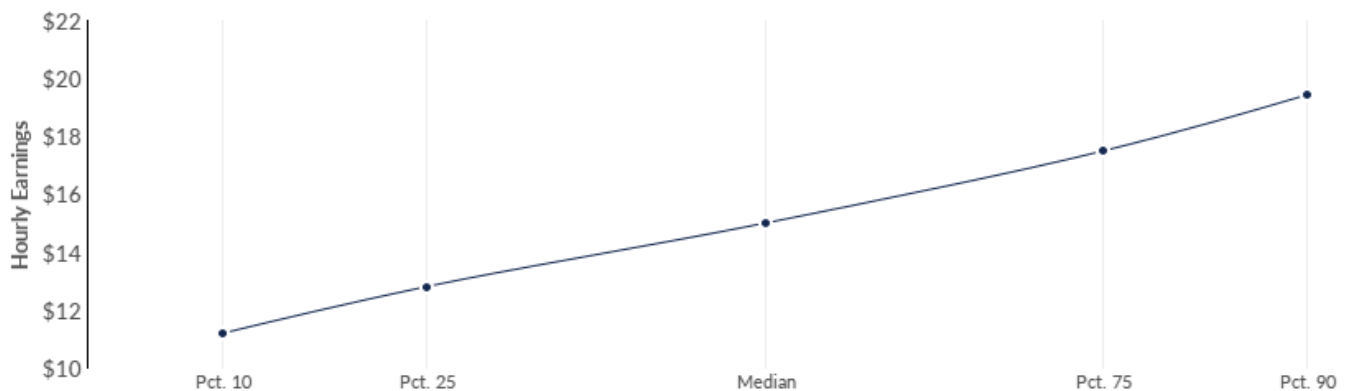
Growth for Pharmacy Technicians (29-2052)

398	422	24	6.0%
2020 Jobs	2025 Jobs	Change (2020-2025)	% Change (2020-2025)

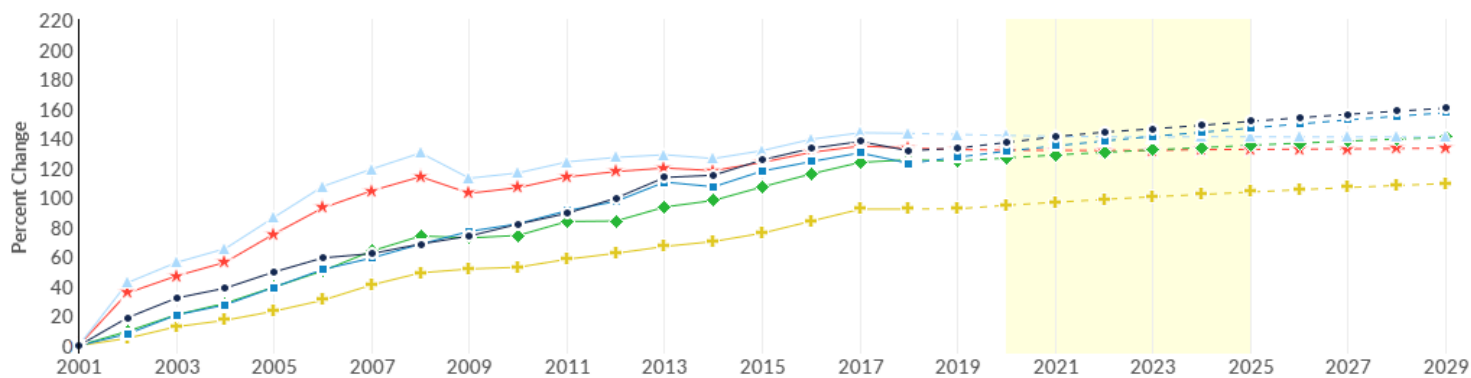


Percentile Earnings for Pharmacy Technicians (29-2052)

\$12.81/hr	\$15.00/hr	\$17.50/hr
25th Percentile Earnings	Median Earnings	75th Percentile Earnings

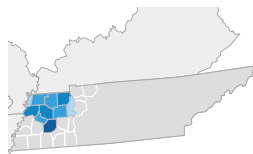


Regional Trends



Region	2020 Jobs	2025 Jobs	Change	% Change
Region	398	422	24	6.0%
Northwest TN	240	256	16	6.7%
West TN	2,490	2,481	-9	-0.4%
State	10,937	11,348	411	3.8%
Nation	425,658	445,316	19,658	4.6%
All Counties	3,083	3,090	7	0.2%

Regional Breakdown



County	2020 Jobs
Madison County, TN	158
Gibson County, TN	46
Dyer County, TN	43
Henry County, TN	39
Obion County, TN	30

Job Postings Summary

55 Unique Postings 301 Total Postings	5 : 1 Posting Intensity Regional Average: 5 : 1	71 days Median Posting Duration Regional Average: 47 days

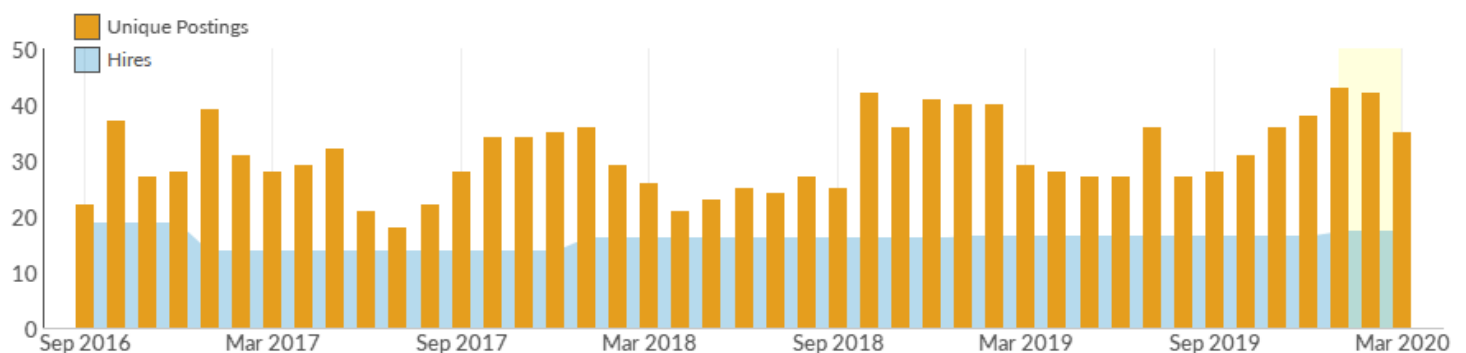
There were 301 total job postings for your selection from January 2020 to March 2020, of which 55 were unique. These numbers give us a Posting Intensity of 5-to-1, meaning that for every 5 postings there is 1 unique job posting.

This is close to the Posting Intensity for all other occupations and companies in the region (5-to-1), indicating that they are putting average effort toward hiring for this position.

Job Postings vs. Hires

40 Avg. Monthly Postings (Jan 2020 - Mar 2020)	17 Avg. Monthly Hires (Jan 2020 - Mar 2020)

In an average month, there were 40 active job postings for *Pharmacy Technicians*, and 17 actually hired. This means there was approximately 1 hire for every 2 unique job postings for *Pharmacy Technicians*.



Occupation	Avg Monthly Postings (Jan 2020 - Mar 2020)	Avg Monthly Hires (Jan 2020 - Mar 2020)
Pharmacy Technicians	40	17

Occupation Gender Breakdown



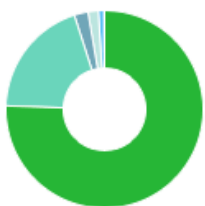
	Gender	2019 Jobs	2019 Percent	
	Males	74	19.0%	
	Females	317	81.0%	

Occupation Age Breakdown



	Age	2019 Jobs	2019 Percent	
	14-18	3	0.7%	
	19-24	69	17.7%	
	25-34	110	28.2%	
	35-44	89	22.8%	
	45-54	64	16.2%	
	55-64	45	11.5%	
	65+	11	2.9%	

Occupation Race/Ethnicity Breakdown



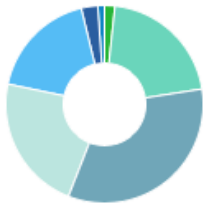
	Race/Ethnicity	2019 Jobs	2019 Percent	
	White	296	75.6%	
	Black or African American	76	19.5%	
	Hispanic or Latino	9	2.3%	
	Asian	7	1.7%	
	Two or More Races	4	0.9%	
	American Indian or Alaska Native	0	0.1%	
	Native Hawaiian or Other Pacific Islander	0	0.0%	

Occupational Programs

3	14	38
Programs (2018)	Completions (2018)	Openings (2018)

CIP Code	Program	Completions (2018)
51.0000	Health Services/Allied Health/Health Sciences, General	14
51.0805	Pharmacy Technician/Assistant	0
51.1103	Pre-Pharmacy Studies	0

National Educational Attainment



Education Level	2018 Percent
Less than high school diploma	1.7%
High school diploma or equivalent	20.8%
Some college, no degree	33.4%
Associate's degree	22.3%
Bachelor's degree	17.9%
Master's degree	2.7%
Doctoral or professional degree	1.1%

Industries Employing Pharmacy Technicians

Industry	Occupation Jobs in Industry (2019)	% of Occupation in Industry (2019)	% of Total Jobs in Industry (2019)
Pharmacies and Drug Stores	198	50.5%	27.0%
Hospitals (Local Government)	64	16.5%	1.0%
Supermarkets and Other Grocery (except Convenience) Stores	29	7.3%	1.4%
Department Stores	23	5.8%	1.1%
Warehouse Clubs and Supercenters	18	4.5%	1.1%

Appendix A - Data Sources and Calculations

Location Quotient

Location quotient (LQ) is a way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a particular region unique in comparison to the national average.

Occupation Data

Emsi occupation employment data are based on final Emsi industry data and final Emsi staffing patterns. Wage estimates are based on Occupational Employment Statistics (QCEW and Non-QCEW Employees classes of worker) and the American Community Survey (Self-Employed and Extended Proprietors). Occupational wage estimates also affected by county-level Emsi earnings by industry.

Emsi Job Postings

Job postings are collected from various sources and processed/enriched to provide information such as standardized company name, occupation, skills, and geography.

Institution Data

The institution data in this report is taken directly from the national IPEDS database published by the U.S. Department of Education's National Center for Education Statistics.

State Data Sources

This report uses state data from the following agencies: Arkansas Department of Workforce Services; Kentucky Office of Employment and Training; Missouri Department of Economic Development; Tennessee Department of Labor and Workforce Development, Research and Statistics Division

Education Program Information

Provider: DYERSBURG STATE COMMUNITY COLLEGE

Program: CERTIFIED CLINICAL MEDICAL TECHNICIAN (CCMA)

Program ID: 99264

CIP Code: 519999 - Health Professions and Related Clinical Sciences, Other.

• Indicates required fields.

 For help click the information icon.

General Information

* **Status:** ☒ Active ☐ Inactive

Purpose for adding program:

☐ Submit for ETPL Approval and accept participants

☐ Accept participants without submitting for ETPL Approval

☐ To be determined or display to the public only

* **Education Program Type:** PS - Approved Provider Training - ITA

Associated Service Code(s) for the Education Program Type (Informational):

300 - Occupational Skills Training - Approved Provider List (ITA)

303 - Distance Learning

* **This program is an Apprenticeship:** ☐ Yes ☒ No

* **CIP Code:** 519999 - Health Professions and Related Clinical Sciences, Other.

[\[Search for CIP Code \]](#)

* **Education Program Name:** CERTIFIED CLINICAL MEDICAL TECHNIC

Education Program Description:

CERTIFIED CLINICAL MEDICAL
TECHNICIAN (CCMA)

* **This program of study or training services has the following potential outcome(s) (please select all that apply):**

☒ An industry-recognized certificate or certification	☐ A community college certificate of completion
☐ A certificate of completion of an apprenticeship	☐ A secondary school diploma or its equivalent
☐ A license recognized by the State involved or the Federal Government	☐ Employment
☐ An associate degree	☐ A measurable skills gain leading to a credential
☐ A baccalaureate degree	☐ A measurable skills gain leading to employment

* **This program leads to a credential or degree** ☒ Yes ☐ No

* **Name of Associated Credential:** Healthcare Technician Certificate

Completion Level: Certificate < 1 year

* **Attain Credential:** Occupational Skills certificate or credential

Other, Specify:

Certification / License Title:

Certification / License Type: None Selected

Green Job Training: ☐ Yes ☒ No

[What is a green job?](#)

Is this education program in a partnership with business? ☐ Yes ☒ No

Please describe the partnership or plans to develop partnership in 800 characters or less (supporting documentation may be required):

LWDB Submitted: None Selected

Education Program Information

Provider: DYERSBURG STATE COMMUNITY COLLEGE

Program: CERTIFIED CLINICAL MEDICAL TECHNICIAN (CCMA)

Program ID: 99264

CIP Code: 519999 - Health Professions and Related Clinical Sciences, Other.

• Indicates required fields.

 For help click the information icon.

Additional Details

Financial Aid Available:

- ☐ Pell Grant
 ☐ Institutional Scholarship
☐ Federal Loan
 ☐ Other

URL of Training Program
(Example: <http://site.com>):

* **Program Prerequisites:**

High School Diploma or Equivalent ▼

* **Date Edu. Program First Offered:**

02/24/2014  [Today](#)

* **Please provide a reasonable explanation regarding why this is a new program:**

Minimum Class Size:

Maximum Class Size:

Number Of Instructors:

Describe the qualifications of all instructors in 800 characters or less:

Describe the minimum entry level requirements or prerequisites in 800 characters or less:

Drug/Alcohol Screening Required:

☐ Yes ☐ No

Accessibility:

- ☐ On-Site Parking
 ☐ Sign Language
☐ Public Transportation
 ☐ Other Languages
☐ Disabled Student Access
 ☐ Other

Describe any equipment used in this program and its adequacy and availability in 800 characters or less:

Grievance Procedure
(2000 characters max.):

Grievance Procedure URL
(Example: <http://site.com>):

Refund Policy
(2000 characters max.):

Refund Policy URL
(Example: <http://site.com>):

State Use 1:

State Use 2:

State Use 3:

State Use 4:

State Use 5:

Education Program Information

Provider: DYERSBURG STATE COMMUNITY COLLEGE

Program: CERTIFIED CLINICAL MEDICAL TECHNICIAN (CCMA)

Program ID: 99264

CIP Code: 519999 - Health Professions and Related Clinical Sciences, Other.

 For help click the information icon.

Related and Selected Occupations

Code	Occupation Title	Provider's Alternate Occupation Title	CIP Code Related	Select
31101400	Nursing Assistants 			☒

 BRIGHT OUTLOOK NATIONALLY |  BRIGHT OUTLOOK LOCALLY |  GREEN OCCUPATIONS

[[Select Occupation From ONET Table](#)]

If any selected occupation is not noted as in local bright outlook above, provide evidence that it is in demand.

 Help

Education Program Information

Provider: DYERSBURG STATE COMMUNITY COLLEGE

Program: CERTIFIED CLINICAL MEDICAL TECHNICIAN (CCMA)

Program ID: 99264

CIP Code: 519999 - Health Professions and Related Clinical Sciences, Other.

 For help click the information icon.

 Indicates required fields.

Completion Expectations

Number of Credits: Credits

*** Credit Earned Duration:** ☒ Semester ☐ Quarter

Projected Hourly Wage After Program Completion:

Education Program Information

Provider: DYERSBURG STATE COMMUNITY COLLEGE

Program: CERTIFIED CLINICAL MEDICAL TECHNICIAN (CCMA)

Program ID: 99264

CIP Code: 519999 - Health Professions and Related Clinical Sciences, Other.

 For help click the information icon.

 Indicates required fields.

Scheduling

Course Times

*** Class Time:** Hours

Lab Time: Hours

Other Time: Hours

Class Frequency:

None Selected

Reporting Information

Note: Clock/Contact hours are the total number of actual hours *per week* a student spends attending class or other instructional activities that count toward completing a program of study.

*** Reporting Program Length - Clock/Contact Hours:** Hours

*** Reporting Program Length - Full-time Weeks:** Weeks

*** Reporting Program Format:**

Hybrid or Blended Program

Duration	Locations	External Approvals	Cost Details	Performance	Confirmation	Review

Education Program Information

Provider: DYERSBURG STATE COMMUNITY COLLEGE

Program: CERTIFIED CLINICAL MEDICAL TECHNICIAN (CCMA)

Program ID: 99264

CIP Code: 519999 - Health Professions and Related Clinical Sciences, Other.

* Indicates required fields.

 For help click the information icon.

Duration

Duration Title	Primary Duration	Duration	Schedule Intensity	Weekly Schedule	Classes Offered	Action
Class Schedule Offering - Primary	Yes	28 Weeks	Full-Time	M-F	Day Night	Edit Delete

[[Add Duration](#)]

Duration	Locations	External Approvals	Cost Details	Performance	Confirmation	Review

Education Program Information

Provider: DYERSBURG STATE COMMUNITY COLLEGE

Program: CERTIFIED CLINICAL MEDICAL TECHNICIAN (CCMA)

Program ID: 99264

CIP Code: 519999 - Health Professions and Related Clinical Sciences, Other.

* Indicates required fields.

 For help click the information icon.

Locations

The selection of at least one location is required.

Location Name	Address	Billing Address	Select
DYERSBURG STATE COMMUNITY COLLEGE	1510 Lake Rd Dyersburg, TN 38024	1510 Lake Rd Dyersburg, TN 38024	☒
DYERSBURG STATE COMMUNITY COLLEGE - GIBSON COUNTY	2071 Highway 45, Bypass Trenton, TN 38382	2071 Highway 45, Bypass Trenton, TN 38382	☐
DYERSBURG STATE COMMUNITY COLLEGE - JIMMY NAIFEH CENTER	3149 Highway 51 South Covington, TN 38019	3149 Highway 51 South Covington, TN 38019	☐

Duration	Locations	External Approvals	Cost Details	Performance	Confirmation	Review

Education Program Information

Provider: DYERSBURG STATE COMMUNITY COLLEGE

Program: CERTIFIED CLINICAL MEDICAL TECHNICIAN (CCMA)

Program ID: 99264

CIP Code: 519999 - Health Professions and Related Clinical Sciences, Other.

* Indicates required fields.

 For help click the information icon.

External Approvals

State Approving Agency:

Tennessee Board of Regents

State Approving Agency Status:

Approved

Is this program listed on another state's ETPL?

☐ Yes ☒ No

Duration	Locations	External Approvals	Cost Details	Performance	Confirmation	Review

Education Program Information

Provider: DYERSBURG STATE COMMUNITY COLLEGE

Program: CERTIFIED CLINICAL MEDICAL TECHNICIAN (CCMA)

Program ID: 99264

CIP Code: 519999 - Health Professions and Related Clinical Sciences, Other.

• Indicates required fields.

 For help click the information icon.

Cost Details

Note: \$0.00 is permitted for cost fields in the Education and Training Programs cost details screen.

Cost Structure(s)	Amount	Action
Total CRS Training Costs	\$2,100.00	Edit Delete
Tuition/Fee	\$2,100.00	
Books	\$0.00	
Tools	\$0.00	
Other Costs	\$0.00	
Comments		
Total Amount of Cost Structures	\$2,100.00	

[Add Cost Structure](#) 1  Help

Duration	Locations	External Approvals	Cost Details	Performance	Confirmation	Review

Education Program Information

Provider: DYERSBURG STATE COMMUNITY COLLEGE

Program: CERTIFIED CLINICAL MEDICAL TECHNICIAN (CCMA)

Program ID: 99264

CIP Code: 519999 - Health Professions and Related Clinical Sciences, Other.

• Indicates required fields.

 For help click the information icon.

Performance Year

Select a Performance Year to view the associated performance data. Click [Edit Data](#) to modify performance data. Click [Add Performance Year](#) to enter new performance data.

Performance Year:

2019

[Edit Data](#)

[Add Performance Year](#)

WIOA Performance Summary

Population	Completion Rate	Credential Rate	Employment Rate Q2 After Exit	Employment Rate Q4 After Exit	Employment Rate Related Occupation	Median Earnings
WIOA	N/A	N/A	N/A	N/A	N/A	\$0
Overall	N/A	N/A	N/A	N/A	N/A	\$34,560

Overall Values

Participants:	5
Exiters:	0
Completers:	5
Completers in a Related Occupation:	5
Average Earnings at Q2:	\$5,760.00
Average Earnings at Q4:	\$11,800.00
Exiters with Unsubsidized Employment at Q2:	0
Exiters with Unsubsidized Employment at Q4:	0
Median Earnings for Employed Completers at Q2:	\$34,560.00
Obtained Credential:	5

WIOA Values

Participants:	0
Exiters:	0
Completers:	0
Completers in a Related Occupation:	0
Exiters with Unsubsidized Employment at Q2:	0
Exiters with Unsubsidized Employment at Q4:	0
Median Earnings for Employed WIOA Completers at Q2:	\$ 0.00
Obtained Credential:	0

Northwest TN + Madison County Labor Market Information

SOC	Description	2020 Jobs	2025 Jobs	2020 - 2025 Change	Annual Openings	2020 - 2025 Replacement Jobs	Avg. Hourly Earnings
29-2031	Cardiovascular Technologists and Technicians	34	37	3	3	<10	\$30.68
29-2099	Health Technologists and Technicians, All Other	67	74	7	6	24	\$35.37
31-9092	Medical Assistants	632	658	26	80	354	\$14.64
31-9097	Phlebotomists	125	139	14	17	70	\$13.01
Total / Average		857	909	52	106	457	\$16.63

Northwest TN Labor Market Information

SOC	Description	2020 Jobs	2025 Jobs	2020 - 2025 Change	Annual Openings	2020 - 2025 Replacement Jobs	Avg. Hourly Earnings
29-2031	Cardiovascular Technologists and Technicians	11	12	1	Insf. Data	<10	\$12.17
29-2099	Health Technologists and Technicians, All Other	34	36	2	3	12	\$28.76
31-9092	Medical Assistants	251	240	(11)	28	135	\$14.61
31-9097	Phlebotomists	34	36	2	4	18	\$13.34
Total / Average		329	324	(5)	36	169	\$15.67

Eligible Training Providers – By Program Status

- Report Format: Column Format
- State: Tennessee
- Closest Lwia: Northwest Tennessee
- Provider Status: Active
- Program Status: Active
- Youth Provider: All
- Provider Certification: All
- Program Certification: All
- Filter By Date: Subsequent Review Due Date
- Start Date: 7/1/2020
- End Date: 9/30/2020

Provider Name	Provider Code	Provider Area	ProgramTitle	Prog ID	CIP Code	CIP Title	Completion Level	Create Date	Review Type	Eligibility Type	Review Status	Date Reviewed	Reviewed By	Subsequent Review Due Date	Last Edit Date
DYERSBURG STATE COMMUNITY COLLEGE	0000259	Dyer County	AAS - Health Sciences	1004116	510000	Health Services/Allied Health/Health Sciences, General.	An industry-recognized certificate or certification, An associate degree	10/11/2017	Change	Continued	Approved	09/25/2019	Williams, Holly	08/28/2020	09/25/2019
Provider Name	Provider Code	Provider Area	ProgramTitle	Prog ID	CIP Code	CIP Title	Completion Level	Create Date	Review Type	Eligibility Type	Review Status	Date Reviewed	Reviewed By	Subsequent Review Due Date	Last Edit Date
Total Records: 1															

Labor Market Information for Related Occupations in Northwest, TN

SOC	Description	2020 Jobs	2025 Jobs	2020 - 2025 Change	Annual Openings	2020 - 2025 Replacement Jobs	Avg. Hourly Earnings
29-2041	Emergency Medical Technicians and Paramedics	372	390	18	29	125	\$16.94
29-2071	Medical Records and Health Information Technicians	84	87	3	7	27	\$15.66
29-2099	Health Technologists and Technicians, All Other	34	36	2	3	12	\$28.76
31-9099	Healthcare Support Workers, All Other	40	41	1	5	23	\$19.09
Total / Average		530	555	25	43	188	\$17.59

Datarun

2020.1 – QCEW Employees, Non-QCEW Employees, and Self-Employed

Training Provider Approval

Effective Date: ~~December 18, 2018~~ June 10, 2020

Duration: Indefinite

In order to receive funds under Title I of WIOA, a training provider must make application to the local Workforce Board for approval. Therefore, customers approved for ITA funds can only select from programs on the Eligible Training Provider List. If a program is not on the list, WIOA cannot pay the cost of attendance.

In the State of Tennessee, the Tennessee Department of Labor and Workforce Development (TDLWD) is charged by the State Workforce Development Board with the responsibility to develop and maintain the Eligible Training Provider List. The Northwest local area agrees to adopt the procedures and formats provided by TDLWD for accepting and processing applications for the Eligible Provider List. Said procedures include processes and formats for Renewal Applications for “grandfathered” eligible providers and for others which have completed their period of initial eligibility, as well as processes for making initial application.

Interested applicants shall visit the Eligible Training Provider website at www.Jobs4TN.gov in order to register and complete the appropriate application forms as provided by TDLWD within the system. Application forms are available online at the website listed above. Upon receipt of completed applications, a Sub-Committee of the Northwest Tennessee Workforce Board (NWTNWB) will review and make recommendation to the Northwest Tennessee Workforce Board for approval, denial or other additional/subsequent consideration. The Sub-Committee Committee, other committees of the NWTNWB, or NWTNWB members may request any additional information from the applicant institution deemed necessary. Applicants must provide all requested performance, cost, credentialing, articulation documentation, or other information requested by the Committee and/or the NWTNWB. The LWDB will review and approve applicants which are deemed to have met the criteria outlined in WIOA Subtitle B, Chapter 1, Section 122.

Finally, renewal applications must provide required performance data, **meeting or exceeding performance standards as outlined in TDLWD policy**, in order to remain on the Eligible Training Provider List. If approved, the NWTNWB will submit appropriate information and recommendation for addition to the Statewide Eligible Training Provider List in the Jobs4TN system.

Training Providers Appeal Process

If a Local Workforce Development Board (LWDB) rejects an application for initial eligibility determination for a program of training service, the LWDB must provide notice with the letter of rejection containing the reasons for rejections as well as the availability of an appeals process.

Local Appeals

Each LWDB maintains a written appeal process. The procedure includes an opportunity for a hearing, with a final written decision on the appeal to be provided within sixty (60) days of the date of the LWDB’s receipt of the request for appeal. If the provider is not satisfied with the outcome of the local appeal, a provider may submit a formal appeal to the State appeals committee.

Should an application for addition to the ETPL be denied by the NWTNWB, the NWTNWB will notify the applicant of the denial, the reason(s) for the denial, and information on the appeal process within ten (10) working days. Notification shall be written and may be transmitted by U. S. Postal Service, Return Receipt

Requested, Fed Ex or other package delivery service, by facsimile transmission, and/or electronically through e-mail. The applicant institution may access the approved NWTNWB appeal process, as follows:

1. The institution must request, in writing, additional consideration by the NWTNWB and its Sub-Committee of at least 1 – 3 impartial appeal officers (i.e. any staff or board members uninvolved in the initial decision). The written request must be submitted within 10 working days of receipt of written notification of denial or need for additional information/review by the NWTNWB.

Address local appeals to the attention of the Northwest Tennessee Workforce Board:

Northwest Tennessee Workforce Board
Attn: Executive Director and Board Chairman
~~708 E Court Street~~ 208 N. Mill Ave.
Dyersburg, TN 38024
(731) 286-3585, TDD # 711

2. The NWTNWB Sub-Committee shall consider the appeal request within 30 calendar days of receipt of the written request for appeal and shall make a recommendation to the NWTNWB for approval, denial, or request for additional/subsequent information.

3. The NWTNWB must consider the appeal and the recommendation of the Sub-Committee and render a decision at its next regularly scheduled NWTNWB meeting, or within 60 calendar days from the date the NWTNWB received the written request for appeal from the provider institution, whichever is greater.

4. The applicant institution must be notified, in writing, of the decision of the NWTNWB within 10 working days of the NWTNWB final action, and the process for filing a State appeal in the event the provider is not satisfied with the outcome of the local appeal. As referenced above, written notification may be in the form of USPS Return Receipt Requested, Fed Ex or other package delivery service, facsimile transmission, and / or electronically using e-mail.

5. If the applicant disagrees with the action taken by the NWTNWB through its local appeal process, the applicant may access the appeal process through the THEC, according to established THEC appeal procedures, as outlined in the approved Strategic Five Year State Workforce Investment Plan for the State of Tennessee.

In the event an approved provider is removed or suspended from the ETPL, students enrolled through the Workforce Innovation and Opportunity Act (WIOA) prior to the suspension/removal will be allowed to continue their training using WIOA funds until completion. No new students may be enrolled into a suspended/removed institution until official notification of reinstatement has been received.

State Level Appeals

This procedure applies only to training providers who have exhausted the appeal process of a Local Workforce Development Board and are dissatisfied with the Local Workforce Development Board's final decision.

(1) A training provider wanting to appeal to the State must submit an appeal request to the State within 30 days from the LWDB's notification to the training provider of its final decision on an appeal. The request for an appeal to the State must be in writing and include a statement of the desire to appeal, specification of the program(s) in question, the reason(s) for the appeal (i.e. grounds), and the signature of the appropriate provider official.

(2) The State will promptly notify the LWDB when it receives a request for appeal. The State will also notify the LWDB when it makes the final decision on an appeal.

(3) The State appeal process includes the opportunity for the appealing training provider to have a hearing. The hearing officer must be impartial. The hearing officer must provide written notice to the concerned parties of the date, time, and place of the hearing at least 10 calendar days before the scheduled hearing. Both parties must have the opportunity: to present oral and written testimony under oath; to call and question witnesses; to present oral and written arguments; to request documents relevant to the issues(s), and to be represented.

(4) The five-member State appeals committee, chaired by the hearing officer, will administratively review the appeal, make a preliminary decision, and notify the training provider and the LWDB. The committee may either uphold or reverse the LWDB decision.

(5) The State appeals committee must render a decision within 60 days from receiving the training provider's initial State appeal request.

References:

Workforce Services Policy - Eligible Training Provider List, TN-WIOA (16-9); Title I of the Workforce Innovation and Opportunity Act of 2014 (29 U.S.C. 3101 et seq.); Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.); WIOA Section 188 Nondiscrimination; WIOA Section 122 Identification of Eligible Providers of Training Services.

Vetted and Approved by the Northwest Tennessee Workforce Board: ~~December 18, 2018~~ June 10, 2020

~~Jennifer Bane, Executive Director~~ Jimmy Williamson, Chair
Northwest Tennessee Workforce Board

Youth Incentives

Effective Date: June 10, 2020

Duration: Indefinite

Purpose: To provide guidance for providing incentives for eligible Youth participants.

Policy: The Youth program and service provision, under Title I of the Workforce Innovation and Opportunity Act (WIOA), is designed to:

- Assist eligible out-of-school youth (OSY) and eligible in-school youth (ISY), who are seeking assistance in achieving academic and employment success, with effective and comprehensive services and activities that include a variety of options for improving educational and skill competencies and provide an effective connection to educational institutions and employers, including small employers in in-demand industry sectors and occupations in the local and regional labor markets.
- Implement integrated strategies for career pathway approaches that support post-secondary education, training, and employment.
- Implement work-based training strategies and employment approaches to help participants develop essential skills that are best learned on the job.
- Implement progressive levels of education and training approaches that will help individuals with higher skill levels and experience earn marketable credentials.
- Provide continued support services to individuals who need them to participate and succeed in work investment and training activities.

Per TEGL 21-16, as discussed in 20 CFR § 681.430, "individuals who meet the respective program eligibility requirements may participate in WIOA Title I Adult and Youth programs concurrently. Such individuals must be eligible under the Youth or Adult eligibility criteria applicable to the services received. Local program operators may determine, for these individuals, the best mix of services under the Youth and Adult programs." While some 18 to 24 year olds may be ready for Adult services due to life experiences such as having gained occupational skills through education or training, prior work experiences, adult schedules, family responsibilities, and the participant's needs, others need specific Youth services covered in the 14 WIOA Youth program elements based on characteristics such as maturity, drug and alcohol abuse, homelessness, foster care status, family abuse/neglect, literacy challenges, pregnancy, and lack of employability skills. Assessments of their skills, career-readiness, literacy, and supportive service needs should be taken into consideration when determining the appropriate program(s) for young adults.

Based on the comprehensive intake and assessment process, Title I staff develop an Individual Service Strategy (ISS) with participants to identify their employment and / or educational goals and objectives, which must specific, measurable, achievable, relevant, and timely (SMART), directly linked to one or more of the indicators of performance, and aligned to the interests and career pathway identified in the objective assessment. The ISS must also document the specific program elements and services to be provided to the participant based on the results of the objective assessment and the participant's SMART goals / objectives.

Although not a specific element, Title I staff must provide case management services to assist a youth participant in making informed choices and completing the program. Case management typically includes non-instructional activities, such as navigation to and arrangements for academic, career or personal counseling, financial aid, childcare, housing, and other financial assistance that can be critical to the success and continued engagement of the individual in pursuing their career pathway component. Support may be provided on an individual or group basis and career coaching principles and methods must be incorporated throughout the program.

Documentation of all services and activities must also be recorded in the participant's case file in Jobs4TN. Participants must be contacted at least monthly, and contacts must be documented in case notes in Jobs4TN.

Recording case notes is critical because it weaves each service element into the comprehensive service plan. Case notes, at minimum, must reflect who was assisted, why, when and where the contact occurred and must be entered promptly with detailed information.

Under WIOA, a much higher percentage of available local Youth funds must go toward OSY — 75% (versus 30% under WIA). Strategies for recruiting and serving more of these young people must be a focus more than ever before. While OSY who are not working, often referred to as “disconnected” or “opportunity” youth, may seek out opportunities to connect to training and work, according to MDRC’s [*Serving Out-of-School Youth Under the Workforce Innovation and Opportunity Act \(2014\)*](#), “youth programs often report difficulties in sustaining participation after the initial connection is made. WIOA-funded service providers will not only have to reach more out-of-school youth, they will also need strategies to stimulate sustained, intense engagement in services.” According to the report, the presence of the following elements indicate that young people are more likely to engage:

1. Financial incentives and opportunities for paid training and work.
2. Opportunities to feel connected to caring adults and to a community.
3. Support services that address a young person’s barriers to participant.

The report states “Incentives and stipends are a key form of positive reinforcement to sustain motivation, especially when tied to benchmarks such as earning academic credentials or acquiring specific competencies. They also can be an important source of support to meet the economic challenges these young people face.” 20 CFR § 681.640 and TEGL 21-16 indicate that incentive payments to youth participants are permitted as an allowed payment for recognition and achievement directly tied to work experience, education, and training. Incentive payments must be:

1. Tied to the goals of the specific program;
2. Outlined in writing before the commencement of the program that may provide incentive payments;
3. Align with the local program’s organizational policies; and
4. Offered in accordance with the requirements contained in 2 CFR part 200. For example, Federal funds must not be spent on entertainment costs. Therefore, incentives must not include entertainment, such as movie or sporting event tickets or gift cards to movie theaters or other venues whose sole purpose is entertainment. Additionally, there are requirements related to internal controls to safeguard cash, which also apply to safeguarding of gift cards, which are essentially cash.

TEGL 21-16 also states that while the DOL recognizes that incentives could be used as motivators for various activities such as recruitment, submitting eligibility documentation, and participation in the program, incentives paid for with WIOA funds **must** be connected to recognition of achievement of milestones in the program tied to work experience, education, or training. Such incentives for achievement could include improvements marked by acquisition of a credential or other successful outcomes. Incentive payments may be provided to both ISY and OSY as long as they comply with the requirements of 20 CFR § 681.640.

To increase engagement among young people, provide positive reinforcement to sustain motivation, increase educational attainment and self-sufficient employment, and help support participants in facing economic challenges, the following incentives will be offered to Youth participants:

Work Experience Incentives	Amount
Successful completion of the first 2 weeks of paid work experience	\$50
Successful completion of the first 4 weeks of paid work experience	\$100

Additionally, for Youth participants who are / have been participating in work experience who are in need of a high school equivalency diploma, the following incentives will also be offered:

Attending 4 HiSet classes after orientation totaling 12 class hours	\$100
Completion of the HiSET voucher	\$150
Completion of the HiSET	\$250

For OSY work experience participants, the following incentive will also be offered:

Transitioning into postsecondary during participation or within 2 quarters after exit	\$50

Credential Attainment Incentives	Amount
Attainment of a credential during participation or within 1 year after exit	\$100

As part of the Work Ready Community (WRC) initiative, which seeks designation as a regional economy with a pool of qualified workers, area residents must achieve the necessary levels on the ACT assessment to be granted a National Career Readiness Certificate (NCRC). By achieving an NCRC, participants are able to demonstrate their employability skills to potential employers who may prefer or require the assessment for entry into a position. Youth participants who may benefit from earning an NCRC, as determined through the assessment process, may earn the following incentive:

Attainment of a National Career Readiness Certificate (NCRC)	\$25
Improved NCRC Certificate Level	\$25

Note: Participants may only receive an improved NCRC certificate incentive payment if there is a documented need for a higher NCRC level (e.g. a position requires a higher level, the participant is seeking to enter into training for an occupation that typically requires a higher level, etc.).

Placement in Postsecondary / Employment Incentives	Amount
Placement in regular part-time or full-time employment for each quarter after exit OR	\$100 / Qrt (\$400 total)
For individuals originally enrolled as OSY for non-occupational skills training or related services, placement in postsecondary training program for each quarter after exit	\$100 / Qrt (\$400 total)

Note: Participants can only earn one of the two placement incentives per quarter and cannot exceed \$400 total for four quarters. For instance, a participant who is both employed and enrolled in postsecondary training during a quarter after exit may only receive one \$100 incentive payment for that quarter. Participants can receive a combination of employment and postsecondary placement incentives throughout the four quarters. For instance, a participant may earn a postsecondary placement incentive for the first two quarters, and an employment incentive for the last two quarters.

Supporting documentation is required for payment of these incentives and must be uploaded into VOS. Supporting documentation may include pay stubs, postsecondary acceptance letter/schedule, transcripts, diploma, Ged/HiSet, High school diploma, postsecondary credential, certificate, or copy of licensure, and/or ACT NCRC scores. Incentive payments to participants must be issued in the form of check or direct deposit, in order to ensure proper internal controls in accordance with 2 CFR part 200, and recorded properly in VOS. At the request of the Career Service Provider, an alternate payment system may be approved by the Executive Director, in consultation with the Board Chair, if proper internal controls have been established and can ensure safeguarding of incentive payments. Availability of incentives is contingent upon funding levels, and this policy may be suspended by the Executive Director, with approval of the Board Chair, to accommodate decreases in funding.

Reference: TEN 22-19; 20 CFR § 681.640; TEGL 21-16; WIOA sec. 129(c)(1)(B); MDRC's [Serving Out-of-School Youth Under the Workforce Innovation and Opportunity Act \(2014\)](#) by Farhana Hossain; 2 CFR part 200.

Related TDLWD Policy: Workforce Services – Youth Program Service Design

Vetted and Approved by the Northwest Tennessee Workforce Board: June 10, 2020

Jimmy Williamson, Chair
Northwest Tennessee Workforce Board

Ted Piazza, Chair/ Jimmy Williamson, Vice-Chair

The Executive Committee met on March 20th with 3 members plus staff participating. The committee approved the relocation of the Crockett County American Job Center as of May 1st. The new address is 335 S. Bells Street in Alamo, right next to the previous location. We are now sharing space with a small business to decrease costs. The committee also approved changes to the Work Based Training Policy. The wage reimbursement for Youth Work Experience was increased from 80% to 100% of the wages typically paid for the occupation in an effort to increase participation and retention rates in the program. The other change was a result of the recent Federal Youth Audit and strives to ensure we are properly documenting the required educational components of the Youth work experience by requiring each participant to have a training plan, similar to those required from the employer for On-the-Job Training participants.

The Executive Committee also met on April 29th with 5 members plus one guest and staff participating. The committee received an update on the certification of the American Job Centers in Dyer, Gibson, and Obion Counties. The process was expected to be completed as of the meeting, but due to COVID-19, site visits had to be delayed, with an estimated completion by this board meeting. An extension to August 8th has since been granted due to the continued need for social distancing. Quarterly monitoring results were also reviewed, including a 6-month review of the One-Stop Operator (OSO) and Career Service Provider (CSP) contracts. The CSP enrollments are behind on Dislocated Workers, slightly, and on Youth, which will also likely be negatively affected by COVID-19 since summer is typically the largest enrollment period for work experience. The OSO' traffic count goals for the AJCs included a 20% increase from last year. This was put in place before several centers went to part-time, so we are adjusting the percentage of goals based on percentage of current hours. With the adjustment, Benton County would be meeting its goals, but the others still wouldn't be. Otherwise, the suggestions for improvements are minor and we have been very pleased with Mid-Cumberland as OSO.

The committee also reviewed estimated performance results for the third current of program year 2019. Official results have since been received and are included with the handouts. All goals are currently being met. Results from the data validation monitoring in January were also reviewed. We failed four elements for Adult, five for Dislocated Worker, and one for Youth due to having an error rate of greater than 5%. Four of the five elements failed for Dislocated Worker equaled exactly 5%, so staff believe these should have been considered passing since they were not greater than 5%. Possible sanctions may be implemented in the future due to failed elements.

The financial status report as of March showed the minimum participant cost rate (MPCR) was 46.04 %, which is higher than the required 40% minimum. Out-of-School Youth expenditures exceed the required 75% at over 95%, and Work Experience expenditures exceeded the required 20% at nearly 42%. We also received a budget update for the current program year. Expenditures decreased between January and March, making year-to-date expenditures on track for the program year. We have expended 72% of our participant budget and 71% of our operating budget for the program year and are anticipating having funds to carry over into the next program year. We have expended 65% of our RESEA budget which began in October 2019 and is effective through September 2020. Staff are seeking an extension on several grants originally scheduled to end June 30th, including the Apprenticeship Expansion Grant and Youth demonstration grants. An extension to the Consolidated Business Grant can't be approved by the state unless a waiver is granted from US DOL. We also have statewide funds ending June 30th but we anticipate utilizing all of the funds.

The committee also reviewed and approved TCAT Newbern's Computer Information Technology program for addition to the Eligible Training Provider List. **We also reviewed a new Information Access Policy. The policy outlines the requirements for open access and public notice for meetings, which is mostly dictated in the federal legislation or other state and federal guidance. The policy also includes new requirements of posting a current roster with board meeting minutes, and issuing public notice for meetings 30 days in advance. The Committee recommends approval of the policy as included in the attachments. (VOTE)**

The committee also reviewed a PowerPoint on planning guidance and preliminary responses to the Performance Goals & Evaluation and Technical Requirements, Assurances, & Evaluation sections. An update on the results of the State's Key Performance Indicators (KPIs), which are included on the Performance Dashboard in the handouts, was also given, along with an overview of several draft State Workforce Board policies.

Information Access

Effective Date: June 10, 2020

Duration: Indefinite

Purpose: To establish the roles and responsibilities for making meeting information and minutes available to the public.

Policy: WIOA Section 107(e), along with 20 CFR 679.390 and 20 CFR 679.550(b)(5), requires that the local boards make available to the public, on a regular basis through electronic means and open meetings, certain information such as minutes of formal Local Board meetings. This information must be made available upon request and on the local area's website. Workforce Services' Local Governance Policy requires that each Local Workforce Development Board (LWDB) have its minutes made available on the LWDB's website within fifteen (15) business days of the LWDB's approval of the meeting minutes. Only the formal minutes must be posted on the website; no attachments of presentations at the board meeting are needed unless the LWDB believes that these attachments are necessary. Meeting handouts for Northwest TN Workforce Board meetings will typically be posted in conjunction with the minutes as a means of recordkeeping and access for board members, staff, contractors, partners, and the public.

Along with the board minutes, the LWDB must provide the updated LWDB roster to be uploaded on the LWDB's website. The board roster and meeting minutes can be uploaded together and both should be on the website with fifteen (15) business days of the LWDB's approval of the meeting minutes. The roster must include the following information:

- The name of the LWDB,
- The date the member was confirmed to serve on the LWDB,
- The member's first and last name,
- The member's county of residence,
- The organization the member represents,
- The beginning and end dates of the member's conflict of interest statement
- The category the member represents,
- The nominator's first and last name,
- The organization the nominator represents, and
- Whether the member serves on the Executive Committee

Tennessee Code Annotated Section 10-7-503(a)(2)(A)(B) requires that public records are to be open to the public. Transparency and accountability must be a part of the function and duties of the LWDB; business conducted in an open manner and with appropriate accommodations ensures that the public, including people with disabilities, can access information concerning board meetings. The LWDB must ensure that appropriate accommodations—such as documents in Braille and large print, sign language interpreters, wheelchair accessibility, and closed captioning—are made so that those with disabilities have access to all its public meetings and pertinent records.

With the approval of this policy, the Northwest Tennessee Workforce Board assures compliance with the referenced Workforce Services Division policy, including all federal rules and regulations, by:

1. Providing adequate notice to the public about its upcoming meetings including location, date, and time of meetings. Notices will be posted on the Board's website and social media page,

sent to area newspapers as a public service announcement, and be emailed to Board Members and Local Elected Officials for distribution thirty (30) days prior to the meeting.

2. Conducting its business of those meetings in an open manner.
3. Arranging for all individuals, including those with disabilities, to have physical and electronic access to LWDB meetings, including appropriate accommodations, auxiliary aids, and services such as offering documents in Braille and large print, sign language interpreters, wheelchair accessibility, and closed captioning.
4. Arranging for the public to have access to the LWDB meeting minutes and any other pertinent information related to LWDB business by making them available to the public upon request, on its website within fifteen (15) business days of the Board's approval of the meeting minutes, and available in alternate formats for people with disabilities as needed.
5. Providing notification to the Tennessee Department of Labor and Workforce Development (TDLWD), as instructed by the State Workforce Development Board, immediately after posting minutes to its website

Reference: WIOA Section 107(e); 20 CFR 679.390; 20 CFR 679.550(b)(5); Tennessee Code Annotated Section 10-7-503(a)(2)(A)-(B)

Related TDLWD Policy: Local Governance Policy

Vetted and Approved by the Northwest Tennessee Workforce Board: June 10, 2020

Jimmy Williamson, Chair
Northwest Tennessee Workforce Board

WIOA Federal Reporting Score Card

PY18 Q3 WIOA Core Performance Measures	Tennessee						
Adult Measures	Pass/Fail		Pass	Dislocated Worker	Pass/Fail		Pass
	Negotiated	Actual	% of Goal		Negotiated	Actual	% of Goal
Exiters	0	3882		Exiters	0	1281	
Participants Served	0	8736		Participants Served	0	2459	
EER 2nd Qtr after exit	83.50%	86.60%	104%	EER 2nd Qtr after exit	82.00%	85.20%	104%
EER 4th Qtr after exit	83.50%	85.10%	102%	EER 4th Qtr after exit	82.00%	84.60%	103%
Med. Earnings	\$ 6,650.00	\$ 7,278	109%	Med. Earnings	\$ 7,000.00	\$ 8,687.00	124%
Cred. Attainment	59.00%	66.30%	112%	Cred. Attainment	69.00%	63.20%	92%
MSG	Baseline	63.10%		MSG	Baseline	55.70%	
Youth	Pass/Fail		Pass	Wagner-Peyser	Pass/Fail		Pass
	Negotiated	Actual	% of Goal		Negotiated	Actual	% of Goal
Exiters	0	2222		Exiters		27497	
Participants Served	0	4573		Participants Served		29056	
EER 2nd Qtr after exit	79.50%	80.60%	101%	EER 2nd Qtr after exit	66%	70.70%	107%
EER 4th Qtr after exit	76.00%	79.60%	105%	EER 4th Qtr after exit	66%	72.00%	109%
Cred. Attainment	72.00%	68.80%	96%	Med. Earnings	\$ 4,700	\$ 5,720.00	122%
MSG	Baseline	45.80%					

WIOA Federal Reporting Score Card

[illegible]

WIOA Federal Reporting Score Card

[illegible]

WIOA Federal Reporting Score Card

PY18 Q3 WIOA Core Performance Measures	East Tennessee Region								
	47125 East Tennessee			47135 Northeast Tennessee			47150 Southeast Tennessee		
Adult Measures	Pass/Fail		Pass	Pass/Fail		Pass	Pass/Fail		Pass
	Negotiated	Actual	% of Goal	Negotiated	Actual	% of Goal	Negotiated	Actual	% of Goal
Exiters	0	711		0	247		0	396	
Participants Served	0	1581		0	449		0	832	
EER 2nd Qtr after exit	83.50%	90.10%	107.90%	83.50%	93.20%	111.62%	83.50%	86.20%	103.23%
EER 4th Qtr after exit	83.50%	88.00%	105.39%	83.50%	92.50%	110.78%	83.50%	83.70%	100.24%
Med. Earnings	\$ 6,650.00	\$ 7,405.00	111.35%	\$ 6,650.00	\$ 8,827.00	132.74%	\$ 6,650.00	\$ 7,140.00	107.37%
Cred. Attainment	59.00%	74.70%	126.61%	59.00%	78.70%	133.39%	59.00%	77.80%	131.86%
MSG	Baseline	60.70%		Baseline	61.10%		Baseline	59.80%	
Dislocated Worker	Pass/Fail		Pass	Pass/Fail		Pass	Pass/Fail		Pass
	Negotiated	Actual	% of Goal	Negotiated	Actual	% of Goal	Negotiated	Actual	% of Goal
Exiters	0	136		0	34		0	173	
Participants Served	0	421		0	85		0	276	
EER 2nd Qtr after exit	82.00%	84.70%	103.29%	82.00%	80.60%	98.29%	82.00%	89.60%	109.27%
EER 4th Qtr after exit	82.00%	82.10%	100.12%	82.00%	87.00%	106.10%	82.00%	88.20%	107.56%
Med. Earnings	\$ 7,000.00	\$ 7,280.00	104.00%	\$ 7,000.00	\$ 8,335.00	119.07%	\$ 7,000.00	\$ 8,084.00	115.49%
Cred. Attainment	69.00%	73.30%	106.23%	69.00%	75.00%	108.70%	69.00%	82.80%	120.00%
MSG	Baseline	47.10%		Baseline	55.60%		Baseline	60.20%	
Youth	Pass/Fail		Pass	Pass/Fail		Pass	Pass/Fail		Fail
	Negotiated	Actual	% of Goal	Negotiated	Actual	% of Goal	Negotiated	Actual	% of Goal
Exiters	0	364		0	123		0	256	
Participants Served	0	880		0	204		0	508	
EER 2nd Qtr after exit	79.50%	84.70%	106.54%	79.50%	73.20%	92.08%	79.50%	77.40%	97.36%
EER 4th Qtr after exit	76.00%	79.50%	104.61%	76.00%	72.40%	95.26%	76.00%	80.50%	105.92%
Cred. Attainment	72.00%	67.60%	93.89%	72.00%	78.80%	109.44%	72.00%	45.80%	63.61%
MSG	Baseline	48.60%		Baseline	37.80%		Baseline	51.70%	

Northwest Local Workforce Development Area PY 19 Performance Dashboard

Mar-20

Fiscal Measures	Goal	Actual	Difference from Goal	% of Goal Met
Minimum Participant Cost Rate	40%	46.04%	6%	115%
Out-of-School Youth Expenditures	75%	95.00%	20%	127%
Youth Work Experience	20%	41.93%	22%	210%
Formula Funds Obligation Rates	80%	88.33%	8%	110%
Adult	80%	85.00%	5%	106%
Dislocated Worker	80%	85.00%	5%	106%
Youth	80%	95.00%	15%	119%
Apprenticeship Expansion Grant	80%	80.00%	0%	100%
Rural Funding Obligation Rate	60%	23.00%	-37%	38%

Adult Performance Measures	Goal	Actual	Difference from Goal	% of Goal Met
Employment Rate 2nd Quarter after Exit	86%	90.0%	4.0%	105%
Employment Rate 4th Quarter after Exit	85%	85.6%	0.6%	101%
Median Earnings 2nd Quarter after Exit	\$6,500.00	\$6,757.00	\$257.00	104%
Credential Attainment within 4 Quarters after exit	59%	89.8%	30.8%	152%
Measurable Skills Gains	Baseline	74.6%	n/a	n/a

Dislocated Worker Performance Measures	Goal	Actual	Difference from Goal	% of Goal Met
Employment Rate 2nd Quarter after Exit	84%	88.1%	4.1%	105%
Employment Rate 4th Quarter after Exit	84%	87.9%	3.9%	105%
Median Earnings 2nd Quarter after Exit	\$6,842.00	\$8,280.00	\$1,438.00	121%
Credential Attainment within 4 Quarters after exit	69%	90.7%	21.7%	131%
Measurable Skills Gains	Baseline	72.9%	n/a	n/a

Youth Performance Measures	Goal	Actual	Difference from Goal	% of Goal Met
Employment Rate 2nd Quarter after Exit	79.5%	85.6%	6.1%	108%
Employment Rate 4th Quarter after Exit	76%	81.4%	5.4%	107%
Credential Attainment within 4 Quarters after exit	72%	84.4%	12.4%	117%
Measurable Skills Gains	Baseline	60.3%	n/a	n/a

Key Performance Indicators (January - December 2020)	Goal	Actual	Difference from Goal	% of Goal Met
Adult / Dislocated Worker New Enrollments Goal	380	209	-171	55%
Youth New Enrollments Goal	107	8	-99	7%
Wagner Peyser New Enrollments	2007	204	-1803	10%
RESEA Co-Enrollments	15	1	-14	7%
SNAP E&T New Enrollments	103	17	-86	17%
TAA Co-Enrollments	50%	1.7%	-48%	3.4%
Jobs for Veterans State Grants New Enrollments	25	7	-18	28%
Migrant and Seasonal Farmworker New Enrollments	21	0	-21	0%
Re-Entry New Enrollments (all partners)	309	56	-253	18%
SCSEP - TNSCA (Exits)	19	5	-14	26%
Adult Ed. - Jackson State Community College (7/1/19-6/30/20)	265	223	-42	84%
Adult Ed. - Weakley County Schools (7/1/19-6/30/20)	333	232	-101	70%

American Job Center Visits	Goal	Actual	Difference from Goal	% of Goal Met
Benton	160	104	-56	65%
Carroll	515	388	-127	75%
Crockett	103	53	-50	51%
Dyer	749	593	-156	79%
Gibson	376	322	-54	86%
Henry	425	287	-138	68%
Lake	60	18	-42	30%
Obion	335	388	53	116%
Weakley	353	211	-142	60%
Total	3,076	2,364	-712	77%

Career Service Provider Enrollments (Oct. 2019 - June 2020)	Goal	Actual	Difference from Goal	% of Goal Met
Adult New Enrollments Goal	280	195	-85	70%
Dislocated Worker New Enrollments Goal	39	17	-22	44%
Youth New Enrollments Goal	92	26	-66	28%
Total New Enrollments	411	238	-173	58%

RESEA Services (Oct. 2019 - Sept. 2020)	Goal (estimated)	Actual	Difference from Goal	% of Goal Met
Completed First Scheduled Visits	580	218	-362	38%
Completed Subsequent Visit	635	325	-310	51%
Referred to Title I	10%	7%	-3%	73%
Co-Enrolled in Title I		1	1	#DIV/0!
Placed in Employment	12%	13%	1%	108%

Business Services	Goal	Actual	Difference from Goal	% of Goal Met
Number of Employers Served	1,121	536	-585	48%
Number of Services Provided	4,279	2,644	-1,635	62%
Employers Receiving On-the-Job Training Grants	19	27	8	143%
Number of Job Fairs Held	260	36	-224	14%

Social Media Presence	Goal	Actual	Difference from Goal	% of Goal Met
Number of Page Likes	7,363	6,086	-1,277	83%
Average Daily Reach	5,035	2,649	-2,386	53%
Average Daily Engaged Users	381	208	-173	55%
Average Daily Viral Reach	3,325	1,916	-1,409	58%

Re-Entry Advanced Manufacturing (RAMP)	Goal	Actual	Difference from Goal	% of Goal Met
Number Enrolled*	50	40	-10	80%
Completing Safety Module	43	26	-17	60%
Completing Quality Module	37	19	-18	51%
Completing Manufacturing Module	32	15	-17	47%
Completing Maintenance Module	29	15	-14	52%
Certified Production Technicians	51	15	-36	29%

*PY 19 Goals: Carroll = 10; Gibson = 20; Lake = 10; Obion = 10

Rural Initiative Numbers Served (Oct. 2019 - Sept. 2021)	Goal	Actual	Difference from Goal	% of Goal Met
Benton - Work-Based Learning (Young Adults)	21	2	-19	10%
Carroll - RAMP	24	10	-14	42%
Lake - RAMP	40	12	-28	30%
Obion - RAMP	23	0	-23	0%
Weakley - Work-Based Learning (RAMP)	17	0	-17	0%
Total	125	24	-101	19%

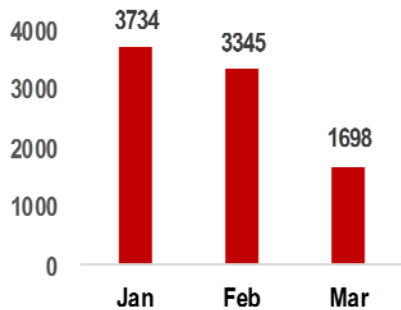
State Apprenticeship Expansion Grant (Sept. 2019 - June 2020)	Goal	Actual	Difference from Goal	% of Goal Met
Individuals Trained (new apprentices)	89	24	-65	27%

DRA Workforce Grant (Dec. 2019 - Sept. 2021)	Goal	Actual	Difference from Goal	% of Goal Met
Individuals Trained (pre-apprenticeship)	24	17	-7	71%
Industry Recognized Certificates (pre / interim apprenticeship)	20	0	-20	0%
Jobs Created (New Hire Apprentices)	8	0	-8	0%
Jobs Retained (Incumbent Apprentices)	8	17	9	213%
Employer Outreach Events	18	2	-16	11%
Registered Apprenticeship Occupations Developed	6	2	-4	33%
Pre-Apprenticeships	2	1	-1	50%
Jobseeker Recruitment Events	12	8	-4	67%
WIOA Funding Support	\$45,000.00	\$ 8,539.35	-\$36,460.65	19%
Total	98	47	-51	48%

NORTHWEST TN

Serving the counties of Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Obion, & Weakley

NW TN American Job Center (AJC) Visits



29,302
Number of visits
PY19 to date

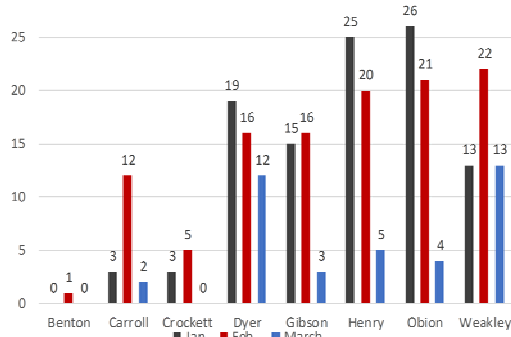
AJC Surveys Results

Overall, how satisfied were you with our services?

99.6%

255 out of 256
answered
"Completely
Satisfied"

Number of Completed AJC Surveys by County



*Lake County did not have any completed surveys during this quarter

Top 10 Reasons for Visits

1. Job Search\Resource Room
2. Unemployment Insurance
3. Job Search Assistance
4. Career Coaching/ Title I
5. Career Coaching/ Families First
6. Adult Education
7. RESEA
8. Resume Assistance
9. Job Fair
10. Workshops

Business Services

27

Total On-the-Job
Training Contracts as of
3/31/20

224

Enrolled in Training

144 (64%)

Completed

44 (20%)

Did not complete*

36 (16%)

Still in Training*

*9 transferred from United Group
to Allied Staffing (no longer
reimbursable); 3 currently laid off
due to Covid-19

19

Total
Incumbent
Worker
Training
Contracts as of
3/31/20

552

Proposed to train

128

Trained (23%)

15

Total Job Fairs hosted January-
March 2020

575

Job-Seekers attended Job Fairs
January-March 2020

Employer Survey

Did the job fair
meet your needs?

Event Overall
Satisfaction

Average
Answer
4.7

Average
Answer
5

Scale: 1=Extremely Poor to 5=Excellent

Things to Note

- New Crockett County AJC
Location: 335 S. Bells Street,
Alamo and new phone number—
731-882-4874. Hours are Monday,
Tuesday, Thursday, 8 am – 4:30 pm
- Board Meeting, June 10th at Development
District, Martin, 12:00 pm; CEO meeting to
follow at 1:15 pm
- Benton County #WORKLife Job Fair, June
2nd at Camden Central High, 9a—12p
- Shock and Awe Day, June 6th at Amteck
- Visit us online to view upcoming job fairs,
workshops, and other events:



@NWTNjobs



@nwtntjobs

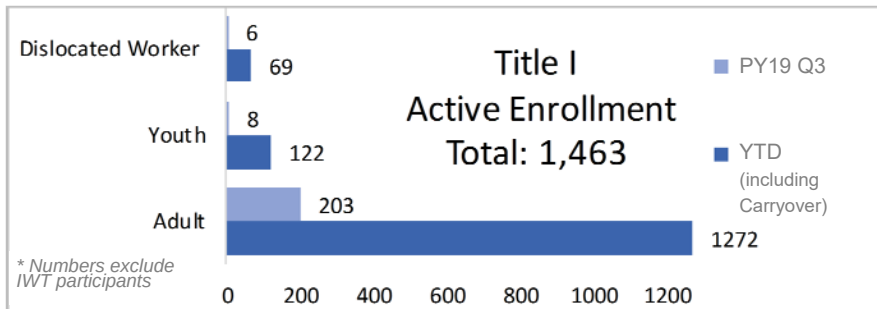


www.nwtntjobs.org

Current Unemployment Rate by County (March 2020)

Benton 5.6% | Carroll 5.2% | Crockett 4.6% | Dyer 5.1% | Gibson 4.4% | Henry 5.0% | Lake 6.3% | Obion 5.0% | Weakley 3.7%

Title I Career & Training Services



The Workforce Innovation and Opportunity Act (WIOA) consists of five core partner programs: Titles I—IV, and Temporary Assistance for Needy Families (TANF). These partners provide services through the American Job Center network in order to develop a quality workforce system to meet the needs of area employers and job seekers.

Title II Adult Education

County	Students	Graduates
Benton	31	0
Carroll	41	1
Crockett	5	3
Dyer	66	3
Gibson	20	2
Henry	21	4
Lake	2	1
Obion	43	4
Weakley	49	1
Totals	278	19

Temporary Assistance for Needy Families

In TANF District 7, the average wage for closed cases is \$9.57. Average Caseload per county:

Benton (4)	Carroll (17)
Crockett (7)	Dyer (37)
Gibson (20)	Henry (17)
Lake (1)	Obion (15)
Weakley (19)	

Title IV Vocational Rehabilitation

Vocational Rehabilitation served 736 customers in Northwest Tennessee, including 100 new enrollments during the last quarter. 45 were closed in successful employment.

Special Projects

Recruitment for the Registered Electrical Apprenticeship Preparation (REAP) began in February with 7 high school "showcase" visits conducted. Due to school closures, showcase visits scheduled for April will not be held. Instead, a virtual showcase visit will be conducted on June 1st at the Amteck facility and shared on Facebook. Interested high school seniors are required to participate in "Shock & Awe Day" on June 6th at Amteck in order to be selected for the 2-week Amteck University Pre-Apprenticeship program scheduled to begin on July 13th. Upon successful completion, graduates will be eligible for hire by Amteck and may be accepted into the 4- year Registered Apprenticeship to become a Journeyman/ Licensed Electrician, earning an estimated \$70,000 annually. For more information, please contact Ginger Powell at 731-286-3585 or powell@nwtworks.org.

Title III Employment Services

Individuals that Registered	2,254
Individuals that Logged In	8,033
Distinct Individuals Receiving Services	4,447
Services Provided to Individuals	29,787
Individual Virtual Recruiters Created	371
Resumes Added	582
Internal Job Orders Created	421
Internal Job Referrals	2,778
External Job Referrals Created	8,540
Services Provided Employers	1,451
Completed Wagner Peyser (WP) Applications	6,089
Partial WP Applications	0
WP Participants	204
WP Exits	309

**BYLAWS FOR THE
NORTHWEST TENNESSEE WORKFORCE BOARD
LOCAL WORKFORCE DEVELOPMENT AREA**

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Article I: Name & Establishment

§ 1.1 Name: This body shall be known as Northwest Tennessee Workforce Board, Inc., Northwest Tennessee Local Workforce Development Board (NWTN LWDA); hereinafter referred to as “the Board”. The Board is established in accordance with Workforce Innovation and Opportunity Act of 2014 (WIOA), Section 107(b)(2) as an entity within Tennessee’s workforce development system.

Article II: Location

§ 2.1 Location: The principal office of the Board shall be located at 208 North Mill Avenue in Dyersburg, Tennessee, 38024. The Board may have such other offices, either within or without the State of Tennessee, as the Board of Directors may designate or as the affairs of the Board may require.

Article III: Mission and Purpose

§ 3.1 Mission and Purpose of the Board: The purpose of this body is to provide policy guidance and exercise oversight with respect to activities under the Workforce Innovation and Opportunity Act of 2014 (WIOA) (or subsequent federal law) in partnership with the units of local government for Northwest TN LWDA. The Board is organized and shall be operated exclusively for charitable, scientific, literary and educational purposes. This Board supports WIOA activities that develop a quality workforce system to meet the needs of area employers and job seekers, so that Northwest Tennessee is an area where business and industry thrive based on the availability of a skilled workforce and a robust talent pipeline, and where increasing wealth fuels prosperous communities and a high quality of life.

In furtherance of such purposes, the Board intends to operate in the Local Workforce Development Area, established by the Governor of the State of Tennessee, encompassing Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Obion, and Weakley counties of Tennessee.

§ 3.2 Term of the Bylaws: The term of the bylaws cannot exceed two (2) years. These bylaws are effective beginning July 1, 2020 with an end date of June 30, 2022.

Article IV: Functions of Local Board

§ 4.1 Roles and Responsibilities: Consistent with WIOA section 107(d)8, in partnership with the Local Elected Officials (LEOs) the following roles and responsibilities of the functions of the local board shall include the following:

- (1) LOCAL PLAN – Develop and submit a Strategic Plan in partnership with the Chief Local Elected Officials (CLEOs) (as defined in 29 - 29 USC 3123) within the LWDA for submission to the Governor of the State of Tennessee. If the local area is part of a planning region that includes other local areas, the Board shall collaborate with the other local boards and chief elected officials in preparation of a regional plan as described in section 106(c)(2);
- (2) WORKFORCE RESEARCH AND REGIONAL LABOR MARKET ANALYSIS – In order to assist in the development and implementation of the local plan, the Board shall:
 - A. Carry out analyses of the economic conditions in the region, the needed knowledge and skills for the region, the workforce in the region, and workforce development activities (including education and training) and regularly update such information; and
 - B. Assist the Governor in developing the statewide workforce and labor market information system described in section 15(e) of the Wagner-Peyser Act, specifically in the collection, analysis, and utilization of workforce and labor market information; and

- C. Conduct other research, data collection, and analysis related to the workforce needs of the regional economy as the board, after receiving input from a wide array of stakeholders.
- (3) CONVENING, BROKERING, LEVERAGING – The Board shall convene local workforce development system stakeholders to assist in the development of the local plan and in identifying non-Federal expertise and resources.
- (4) EMPLOYER ENGAGEMENT – The Board shall lead efforts to engage with a diverse range of employers:
 - A. To promote business representation (particularly representatives with optimal policymaking or hiring authority from employers whose employment opportunities reflect existing and emerging employment opportunities in the region) on the Board; and
 - B. To develop effective linkages with employers in the region to support employer utilization of the local workforce development system and to support local workforce investment activities; and
 - C. To ensure that workforce development activities meet the needs of employers and support economic growth in the region, by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers; and
 - D. To develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers (such as the establishment of industry and sector partnerships).
- (5) CAREER PATHWAYS DEVELOPMENT – The Board, with representatives of secondary and postsecondary education programs, shall lead efforts in the local area to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment.
- (6) PROVEN AND PROMISING PRACTICES – The Board shall lead efforts to:
 - A. Identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers, and jobseekers (including individuals with barriers to employment) in the local workforce development system, including providing physical and programmatic accessibility, in accordance with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), to the one-stop delivery system; and
 - B. Identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs.
- (7) TECHNOLOGY – The local board shall develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and jobseekers, by—
 - A. Facilitating connections among the intake and case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area;
 - B. Facilitating access to services provided through the one-stop delivery system involved, including facilitating the access in remote areas;
 - C. Identifying strategies for better meeting the needs of individuals with barriers to employment, including strategies that augment traditional service delivery, and increase access to services and programs of the one-stop delivery system, such as improving digital literacy skills; and
 - D. Leveraging resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment.
- (8) PROGRAM OVERSIGHT.—The local board, in partnership with the ~~chief~~ local elected officials for the local area, shall **conduct oversight of the One-Stop System, including all WIOA activities and** —
 - A. (i) conduct oversight for local youth workforce investment activities authorized under section 129(c), local employment and training activities authorized under subsections (c) and (d) of section 134, and the one-stop delivery system in the local area; and
 - (ii) ensure the appropriate use and management of the funds provided under subtitle B for the activities and system described in clause (i); and
 - B. for workforce development activities, ensure the appropriate use, management, and investment of funds to maximize performance outcomes under section 116.

(9) NEGOTIATION OF LOCAL PERFORMANCE ACCOUNTABILITY MEASURES.—The local board, the ~~chief-local~~ elected officials, and the Governor shall negotiate and reach agreement on local performance accountability measures as described in section 116(c).

(10) SELECTION OF OPERATORS AND PROVIDERS.—

- A. SELECTION OF ONE-STOP OPERATORS.—Consistent with section 121(d), the local board and the LEOs, ~~with subject to the approval agreement~~ of the chief elected official for the local area—
 - (i) shall designate or certify one-stop operators as described in section 121(d)(2)(A); and
 - (ii) may terminate for cause the eligibility of such operators.
- B. SELECTION OF YOUTH PROVIDERS.—Consistent with section 123, the local board—
 - (i) shall identify eligible providers of youth workforce investment activities in the local area by awarding grants or contracts on a competitive basis (except as provided in section 123(b)), based on the recommendations of the youth standing committee, if such a committee is established for the local area under subsection (b)(4); and
 - (ii) may terminate for cause the eligibility of such providers.
- C. IDENTIFICATION OF ELIGIBLE PROVIDERS OF TRAINING SERVICES.—Consistent with section 122, the local board shall identify eligible providers of training services in the local area.
- D. IDENTIFICATION OF ELIGIBLE PROVIDERS OF CAREER SERVICES.—If the one-stop operator does not provide career services described in section 134(c)(2) in a local area, the local board shall identify eligible providers of those career services in the local area by awarding contracts.
- E. CONSUMER CHOICE REQUIREMENTS.—Consistent with section 122 and paragraphs (2) and (3) of section 134(c), the local board shall work with the State to ensure there are sufficient numbers and types of providers of career services and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities) serving the local area and providing the services involved in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities.

(11) COORDINATION WITH EDUCATION PROVIDERS.—

- A. IN GENERAL.—The local board shall coordinate activities with education and training providers in the local area, including providers of workforce investment activities, providers of adult education and literacy activities under title II, providers of career and technical education (as defined in section 3 of the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2302)) and local agencies administering plans under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741).
- B. APPLICATIONS AND AGREEMENTS.—The coordination described in subparagraph (A) shall include—
 - (i) consistent with section 232—
 - I. reviewing the applications to provide adult education and literacy activities under title II for the local area, submitted under such section to the eligible agency by eligible providers, to determine whether such applications are consistent with the local plan; and
 - II. making recommendations to the eligible agency to promote alignment with such plan; and
 - (ii) replicating cooperative agreements in accordance with subparagraph (B) of section 101(a)(11) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)), and implementing cooperative agreements in accordance with that section with the local agencies administering plans under title I of that Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f)), with respect to efforts that will enhance the provision of services to individuals with disabilities and other individuals, such as cross training of staff,

technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

- C. COOPERATIVE AGREEMENT.—In this paragraph, the term “cooperative agreement” means an agreement entered into by a State designated agency or State designated unit under subparagraph (A) of section 101(a)(11) of the Rehabilitation Act of 1973.

(12) BUDGET AND ADMINISTRATION.—

- A. BUDGET.—The local board shall develop a budget for the activities of the local board in the local area, consistent with the local plan and the duties of the local board under this section, subject to the approval of a 65% supermajority of the local chief elected officials and submitted to the Tennessee Department of Labor and Workforce Development (TDLWD) prior to each program year in accordance with Workforce Services Policy – Local Governance.

- B. ADMINISTRATION.—

(i) GRANT RECIPIENT.—

I. IN GENERAL.—The chief elected official in a local area shall serve as the local grant recipient for, and shall be liable for any misuse of, the grant funds allocated to the local area under sections 128 and 133, unless the chief elected official reaches an agreement with the Governor for the Governor to act as the local grant recipient and bear such liability.

II. DESIGNATION.—In order to assist in administration of the grant funds, the chief elected official or the Governor, where the Governor serves as the local grant recipient for a local area, may designate an entity to serve as a local grant subrecipient for such funds or as a local fiscal agent. Such designation shall not relieve the chief elected official or the Governor of the liability for any misuse of grant funds as described in subclause (I).

III. DISBURSAL.—The local grant recipient or an entity designated under subclause (II) shall disburse the grant funds for workforce investment activities at the direction of the local board, pursuant to the requirements of this title. The local grant recipient or entity designated under subclause (II) shall disburse the funds immediately on receiving such direction from the local board.

(ii) GRANTS AND DONATIONS.—The local board may solicit and accept grants and donations from sources other than Federal funds made available under this Act.

(iii) TAX-EXEMPT STATUS.—For purposes of carrying out duties under this Act, local boards may incorporate, and may operate as entities described in section 501(c)(3) of the Internal Revenue Code of 1986 that are exempt from taxation under section 501(a) of such Code.

(13) ACCESSIBILITY FOR INDIVIDUALS WITH DISABILITIES.— The local board shall annually assess the physical and programmatic accessibility, in accordance with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), of all one stop centers in the local area.

Note: Except as provided in sec. 107(g)(1)(B), pursuant to a request from the local board, the Governor may grant a written waiver of training prohibition, no local board may provide training services.

Other LWDB roles and responsibilities include:

- (a) Elect a private-sector business representative as LWDB Chair; and
- (b) In accordance with WIOA Section 107(f) the Board may hire a director and other staff to assist in carrying out the functions described in subsection (d) using funds available under sections 128(b) and 133(b) as described in section 128(b)(4).

QUALIFICATIONS.— The local board shall establish and apply a set of objective qualifications for the position of director, that ensures that the individual selected has the requisite knowledge, skills, and abilities, to meet identified benchmarks and to assist in effectively carrying out the functions of the local board.

LIMITATION ON RATE.—The director and staff described in paragraph (1) shall be subject to the limitations on the payment of salaries and bonuses described in section 194(15).

APPOINTMENT.—Pursuant to the above, the Board of Directors are authorized to appoint an Executive Director of the Northwest Tennessee Workforce Board, Inc. and additional staff to carry out the functions of the Board and Fiscal Agent.

- (c) Create an annual report that must be submitted to the State Office as per guidelines established by the TDLWD; and
- (d) Promote American Job Center programs and activities; and
- (e) Assist the State Office in developing the statewide employment statistics system under the Wagner-Peyser Act; and
- (f) Coordinate with economic development strategies and establish employer linkages with workforce development activities; and
- (g) Carry out regional planning responsibilities as required by the TDLWD; and
- (h) Conduct business in an open manner by making available to the public information about the activities of the LWDB, including the local Strategic Plan before submission, membership, designation of the local Workforce System Operator, the awards of grants or contracts, and minutes of LWDB meetings.

Article V: Membership and Committees

§ 5.1 Membership: The Board shall be established and certified by the Governor of the State to carry out the functions described in Article IV (and any functions specified for the local board under WIOA.) The chief elected officials in Northwest TN LWDA are authorized to appoint the members of the Board in accordance with the State criteria. Authority to appoint members to the LWDB lies solely with the Chief Local Elected Official.

The number of the members of the Board shall be not less than the minimum number required under the Act as set forth in the Workforce Innovation and Opportunity Act of 2014, as amended from time to time. The number of members may be increased or decreased from time to time by the chief elected officials of the counties within the LWDA, but no decrease shall have the effect of shortening the term of an incumbent officer or member or reducing the number of members below the minimum number required under the Act.

The Local Elected Official of each of the counties encompassed within the LWDA ~~shall appoint the~~ **may solicit nominations of** members of the Board in accordance with the criteria established by the Governor of the State of Tennessee as described in Workforce Services Policy ~~#16-11~~ – Local Governance, as amended from time to time, **and in accordance with the requirements of LWDB composition as described below. Nominations must come from the heads of organizations—specifically those representing businesses, labor, education, and economic and community development—to align the workforce and education needs within the State.**

The CLEO acts as the signatory on behalf of the other LEOs and has final authority to select members to serve on the LWDB. To approve the nomination of each individual selected to serve on the LWDB, the following documentation is required:

- A Nomination Form signed by the CLEO; and
- A Conflict of Interest Form signed by the nominee to the LWDB; and
- A recommendation letter from the head of the organization the nominee represents, a Chamber of Commerce within the LWDA, or the LEO for the nominee's county. This letter must identify the individual being nominated and must also acknowledge the nominee's optimum policymaking authority.

Completed nomination forms must be submitted to the TDLWD for review. Once the form has been reviewed, the LWDB will receive a follow-up letter of certification or denial within five (5) business days. The member

must not be seated onto the LWDB until a certification letter from TDLWD has been received to affirm the nomination.

A majority of the members of the local board shall be representatives of the private sector as described in paragraph (2)(A) in the WIOA, Section 107. The local elected officials within the LWDA may execute an agreement that specifies the respective roles of the individual local elected officials (a) in the appointment of the members in accordance with the criteria established as provided below; and (b) in carrying out any other responsibilities assigned to such officials under the Workforce Innovation and Opportunity Act of 2014.

As ex-officio members of the Board, the chief elected officials have all rights and privileges stated within these by-laws.

- (1) STATE CRITERIA: The Governor, in partnership with the State board, shall establish criteria for use by the chief elected officials in Northwest TN LWDA for appointment of members of the Board in accordance with the requirements of paragraph (2). Further, in accordance with Workforce Services ~~Guidance—Local Workforce Development Board Member Nomination Process Policy – Local Governance~~, nominations shall be solicited by the Chief Local Elected Official from entities of business, government or community development. The nominator shall be of a management capacity representing business, labor, education and economic community development. The staff to the LWDB, fiscal agent staff, staff employed by One-Stop Operators, and contracted service providers are prohibited from both nominating members to the board or serving on the board to avoid conflicts of interest.
- (2) COMPOSITION.—Such criteria shall require that, at a minimum—
 - A. **Representatives of Business** - a minimum of 51% of the members of each local board shall be representatives of business in the local area, who—
 - (i) are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority;
 - (ii) represent businesses, including small businesses (at minimum 2 members), or organizations representing businesses that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area; and
 - (iii) are appointed from among individuals nominated by local business organizations and business trade associations;
 - B. **Labor Organization Representatives** - A minimum of 20% of the membership shall be representatives of the workforce within the local area, who—
 - (i) shall include **two (2) or more** representatives of labor organizations nominated by local labor federations in local areas where employers are represented by labor organizations, or (for a local area in which no employees are represented by such organizations) other representatives of employees;
 - (ii) shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists;
 - (iii) may include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and
 - (iv) may include (optional) representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of WIOA eligible youth, including representatives of organizations that serve out of school youth;

- C. **Representatives of Education & Training** - each local board shall include representatives of entities administering education and training activities in the local area, who—
 - (i) shall include a representative of eligible providers administering adult education and literacy activities under WIOA title II;
 - (ii) shall include a representative of institutions of higher education providing workforce investment activities (including community colleges);
 - (iii) may include (optional) representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment;
 - D. **Representatives of Government, Economic and Community Development** - each local board shall include representatives of governmental and economic and community development entities serving the local area, who—
 - (i) shall include a representative of economic and community development entities;
 - (ii) shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the local area;
 - (iii) shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741), serving the local area;
 - (iv) may include (optional) representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance; and
 - (v) may include (optional) representatives of philanthropic organizations serving the local area; and
 - E. **Discretionary Representatives** - each local board may include such other individuals or representatives of entities as the chief elected official in the local area may determine to be appropriate.
 - F. **County Representatives** - The CLEO must establish a LWDB that reflects the diversity of the counties that comprise the LWDA by requiring at least one (1) nomination per county. LWDB representation must be fair and equitable across the LWDA and is in accordance with WIOA policy regarding LWDB member nominations. LWDB members must exhibit the demographic diversity of the counties within their respective LWDA.
- (3) **AUTHORITY OF BOARD MEMBERS.**—Members of the board that represent organizations, agencies, or other entities shall be individuals with optimum policymaking authority within the organizations, agencies, or entities. The members of the board shall represent diverse geographic areas and demographic make-up, in accordance with the most recent US Census, within the local area, as much as possible.
 - (4) **SPECIAL RULE.**—If there are multiple eligible providers serving the local area by administering adult education and literacy activities under title II, or multiple institutions of higher education serving the local area by providing workforce investment activities, each representative on the local board described in clause (i) or (ii) of paragraph (2)(C), respectively, shall be appointed from among individuals nominated by local providers representing such providers or institutions, respectively.

§ 5.2 Standing Committees: The Board, in accordance with WIOA Section 107(b)(4)(A), may designate and direct the activities of standing committees to provide information and to assist the Board in carrying out activities authorized in this section. **The primary purpose of standing committees shall be to consider and recommend actions—and propose policies—in the functional areas under their jurisdictions, subject to final approval by the LWDB.** Such standing committees shall have a Chair and Vice Chair who is a member of the Board representing private business; may include other members of the Board; and shall include other individuals

appointed by the Board who are not members and who are determined to have appropriate experience and expertise. At a minimum, the Board may designate each of the following:

- (1) The American Job Center (AJC) Services Committee will provide information and assist with operational and other issues relating to the one-stop delivery system, which may include representatives of the one-stop partners. This committee will oversee activities related to AJC Technology Services; Coordination with education providers; and Employer engagement functions as outlined in Section 4.1. This committee also supports the Career Development Services Team in their efforts to provide job seekers with opportunities to explore career options, identify barriers, access resources, develop skills, and apply for jobs and the Business Services Team in providing employers with opportunities to identify potential workers, assess skill gaps, and facilitate training of employees to meet employer needs.
- (2) The Outreach and Opportunities Committee will be responsive to the provision of services to individuals with particular service needs, such as veterans, youth ages 16-24, individuals with a disability, dislocated workers, offenders, and others with barriers to employment. The committee will lead local workforce development efforts in the functions related to Career pathways development by recommending alignment of employment, training, education, and supportive services and proven and promising practices identification in meeting the needs of customers of the Career Center system and disseminating this information to the Board. This committee will also support the staff in seeking supplemental grant funds to support workforce development efforts in Northwest TN LWDA.
- (3) The Executive Committee shall have the authority to act on behalf of the Board between its business meetings, make recommendations to the Board, and such other duties as specified in these By-laws. The Executive Committee shall be subject to the order of the Board, and none of its acts shall conflict with these By-laws or stated policies of the Board. The Executive Committee will be made up of the chairpersons of each of the aforementioned standing committees, the Vice-Chair of the Board, the Secretary, the Chief Local Elected Official, the Vice Chief Local Elected Official, and the Board Chair. The Board Vice-Chairperson will serve as the Chair of the Executive Committee. This committee will be instrumental in performing the following functions of the Board as outlined in Section 4.1 Development of the Local Strategic Plan: Workforce research and regional labor market analysis; Convening, brokering, and leveraging stakeholders; Program oversight; Selection of Operators and providers; Approval of providers for Eligible Training Provider List; Negotiation of local performance accountability measures; and Budget and administration. In keeping with the requirements for the Accessibility function of the Board outlined in Section 4.1 (13), this committee shall annually assess the physical and programmatic accessibility of all one stop centers in the local area, in accordance with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).
- (4) When deemed necessary or appropriate the chairperson of the Board shall have the authority to appoint temporary or ad hoc committees, including the chairperson of said committee, for the purpose of special projects.

5.2.1 Members of Standing Committees not appointed to the Board may attend all meetings of the Board, but shall not have voting rights. Standing Committee members shall serve at the pleasure of the Board and shall advise and counsel the Board on appropriate matters.

§ 5.3 Terms: The terms of members of the Board shall be four (4) years. Member terms will be staggered so all terms do not expire at the same time. Members in good standing will automatically renew for subsequent terms until the Board member properly notifies the Chairperson of the Board of the intent to no longer serve.

§ 5.4 Board Vacancy: Any vacancy occurring on the Board will be filled in the period between the date of resignation and the date of the second subsequent meeting, ~~no later than the subsequent calendar quarter from the last official day that the member served on the LWDB not to exceed two full quarters.~~ This includes

vacancies created by the removal of members for cause. LWDB members replacing out-going individuals at mid-term will serve the remainder of the out-going member term.

§ 5.5 Removal: Any member of the Board will be removed for cause by the Chief Elected Officials (CLEOs), if any of the following occurs: (a) documented violation of conflict of interest; (b) failure or refusal to work cooperatively with the Board and to abide by the By-Laws as stated in 5.4; (c) documented proof of fraud and/or abuse and (d) failure to meet board member representation requirements defined in WIOA; (e) other causes as determined by the Board. Removal of a member shall also constitute removal as an officer of the Board and as a member of all committees of the Board. Intent to remove a member must be stated in the call of the meeting and be provided to all voting members at least five (5) days prior to the meeting.

5.5.1 Any board member missing three consecutive meetings may be replaced at the sole discretion of the Chief Local Elected Official ~~from the county represented.~~

5.5.2 A member who has a change of employment that results in a change of membership classification must resign or be removed by the Chief Local Elected Officials immediately as a representative of that entity. Documentation of Board member violation and subsequent removal will be maintained by the LWDA in the form of attendance logs, conflict of interest forms and other documentation deemed necessary. A Board member subject to removal may appeal by submitting a letter in writing within 30 days of notice of removal to the CLEO stating reasons to remain as an active member of the Board. A committee of CLEOs will review the appeal and make a decision prior to the next scheduled date of the Board.

§ 5.6 Resignation: A member may resign his or her membership at any time by tendering his or her resignation in writing to the Chairperson, or in the case of the resignation of the Chairperson, to the Vice-Chairperson or Vice President for Workforce Development for the Administrative Entity. A resignation shall become effective upon the date specified in such notice or, if no date is specified, upon receipt of the resignation by the Board.

§ 5.7 Board Certification: The TDLWD will certify that the composition of each LWDB, including the appointment process, complies with the criteria outlined in WIOA Section 107 and with the Workforce Services Policy – Local Governance. The composition of each LWDB will be evaluated quarterly by TDLWD staff and will coincide with State Workforce Development Board (SWDB) meetings.

5.7.1 LWDB Recertification will be conducted by the TDLWD once every two (2) years to ensure the local workforce activities support meeting local performance measures, as outlined in the local grant agreement, to include LWDB composition requirements. If an LWDB meets all membership requirements but fails to meet all performance measures, certification will be granted for review period of one (1) year instead of two (2) years. At the end of the one-year review period, the recertification process will be repeated with an updated review of performance and membership composition. If this review shows the LWDB is meeting all performance measures, the regular two-year certification will be continued.

5.7.2 The Governor shall have the authority to decertify a LWDB at any time after providing written notice and opportunity for comment, under the following conditions: (1) Documentation of fraud or abuse; (2) Failure to meet the local performance accountability measures for 2 consecutive program years; (3) Failure to meet all LWDB certification requirements; or (4) Failure to carry out the required functions of the LWDB. If the Governor decertifies a LWDB, the Governor may require that a new LWDB be appointed and certified for the LWDA. Certifying a new LWDB will take place pursuant to a reorganization plan developed by the Governor, in consultation with the LEOs, which is consistent with WIOA Section 107(b).

Article VI: Officers

§ 6.1 Board Officers: There shall be a Chairperson, a Vice-Chairperson, and a Secretary of the Board, each of whom shall be elected in accordance with the provisions of this article (§ 6.2). In accordance with WIOA sec. 107(3)(A), the Chair and thus the Vice-Chair shall be representatives of business in the local area. The Board may also elect such other assistant officers as the Board may from time to time deem necessary or appropriate. Any two or more offices may be held by the same person, except for that of the offices of Chairperson, Vice-Chairperson, and Secretary.

§ 6.2 Election and Term of Office: The officers of the Board shall be elected every two years by the Board members, during the designated annual meeting. Each officer shall hold office for a term of two (2) years or until his or her resignation, death or removal from office in the manner provided in these By-laws. An officer may succeed himself or herself in office.

§ 6.3 Board Chairperson: The Chairperson of the Board shall

- (1) be elected from among the members of the Board;
- (2) be a representative of the private sector;
- (3) be designated as the Chairperson of the Board and shall in general be primarily responsible for the management of the programmatic affairs of the Board and for implementing the policies and directives of the Board;
- (4) preside at all meetings of the Board and the Executive Committee; and
- (5) have authority to sign, with the Vice-Chairperson, Secretary or any other proper officer thereunto authorized by the Board, contracts, proposals, plans, or other instruments which the Board has authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board or these By-laws to some other officer or agent of the Board, or shall be required by law to be otherwise signed or executed. Each chairperson shall hold office until his or her term shall have expired and his or her successor shall have been elected and qualified, or until his or her resignation, removal from office, or death. A chairperson may succeed himself or herself. The chairperson shall be natural persons who have attained the age of twenty-one (21) years.

§ 6.4 Vice-Chairperson: The Vice-Chairperson shall

- (1) be elected from among the members of the Board;
- (2) be a representative of the private sector;
- (3) preside at all meetings of the Board during the absence or disability of the Chairperson of the Board;
- (4) be primarily responsible for the general management of the business of the Board and for implementing the policies and directives of the Board in the absence or disability of the Chairperson of the Board;
- (5) have authority to sign, with the Secretary or any other proper officer thereunto authorized by the Board, contracts, proposals, plans, or other instruments which the Board has authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board or these By-laws to some other officer or agent of the Board, or shall be required by law to be otherwise signed or executed; and
- (6) perform such other duties as from time to time may be assigned by the Chairperson of the Board.

§ 6.5 Secretary: The Secretary shall perform the following functions or shall oversee staff to the Board to

- (1) keep the minutes of the proceedings of the Board;
- (2) ensure that all notices are duly given in accordance with the provisions of these By-laws;
- (3) keep a register of the mailing address and electronic addresses of each member of the Board, as furnished to the Secretary by each member; and
- (4) in general perform all duties pertinent to the office of Secretary and such other duties as may from time to time be assigned by the Chairperson of the Board.

§ 6.6 Vacancies: A vacancy in any office, as a result of death, resignation, removal, disqualifications, or otherwise, may be filled by the affirmative vote of a majority of the Board at a meeting, at which a quorum is present, for the unexpired portion of the term of his or her predecessor, and until the next election of officers at the board's annual meeting.

§ 6.7 Recall of Officers: Pursuant to Section 5.4 of these By-Laws the Board may by a two-thirds (2/3) vote at a meeting, at which a quorum is present, remove any officer when, in its judgment, the best interest of the Board will be served thereby. Intent to recall or remove an officer must be stated in the call of the meeting with notice provided to the officer to be removed and all other voting members at least five (5) days prior to the meeting.

§ 6.8 Resignation: An officer may resign his or her office at any time by tendering his or her resignation in writing to the Chairperson or, in the case of the resignation of the Chairperson, to the Vice-Chairperson, or Secretary. A resignation shall become effective upon the date specified in such notice, or if no date is specified, upon receipt of the resignation by the Board. An officer may resign his or her position as an officer of the board, but retain his or her position as a member of the board.

§ 6.9 Board of Directors: The Board of Directors includes the Chief Local Elected Official, the Vice Chief Local Elected Official, the Board Chairperson, the Vice Board Chairperson and one private sector representative selected by the other Directors from the membership at large. The Board Chairperson will serve as the President, the Vice Board Chairperson as Vice President and the private sector representative as Secretary of the Northwest TN Workforce Board, Inc. The Board of Directors will serve as the administrative authority in oversight of day-to-day operations in conducting the functions of the board and fiscal agent. The Board of Directors shall have the authority to supervise and manage the employees of the Northwest Tennessee Workforce Board, Inc. serving in the capacity of staff to the Board and Fiscal Agent as described in Article VIII. The Board of Directors shall be subject to the order of the Board, and none of its acts shall conflict with these By-laws or stated policies of the Board. The Board of Directors shall be responsible for ensuring board actions comply with federal, state and local laws, regulations and policies.

Article VII: Meetings

§ 7.1 Regular and Annual meetings: The Board and its committees shall meet at least quarterly for the purpose of transacting business according to the current workforce development needs. There will be one board meeting designated as the annual meeting for the purpose of receiving annual reports from the Administrative Entity, electing officers of the Board and transacting any other Board business. The Chairperson shall fix the time and place and provide notice to all voting members prior to the meeting. The notice shall state the location or means of communication for the meeting, in addition to the time and date. The local board shall make available to the public, through electronic means and print media, notice of upcoming open meetings.

§ 7.2 Special or Called Meetings: Special meetings of the Board may be called by the Chairperson or at the request of the Executive Director. Special meetings may also be called upon the written request of five members of the Board. Special or called meetings may be held under certain circumstances where a pertinent issue needs to come before the Board prior to the next scheduled meeting. This meeting can take place by means of conference telephone or electronic communications, wherein all Board members have access to the discussion and vote of all participating members. The purpose of the meeting shall be stated in the notice and no other business shall be transacted at the meeting. The Chairperson shall fix the time and place and provide notice to all voting members at least five (5) business days prior to the meeting. The notice shall state the location or means of communication for the meeting, in addition to the time and date. The local board shall make available to the public, through electronic means and print media, notice of upcoming open meetings.

§ 7.3 Quorums: One-third (1/3) of the voting members of the Board will constitute a quorum for the transaction of business at any meeting thereof. Action of the Board must be authorized by the affirmative vote of a majority of all voting members present at a meeting at which a quorum is present.

§ 7.4 Participation in Meetings: Each regular Board member, shall be entitled to one (1) vote on any matter properly submitted for a vote to the Board. The affirmative vote of a majority of the members present at a meeting, at which a quorum is present, shall be the act of the Board, except as may otherwise be specifically provided by law, by the Charter, or by these By-laws. Members of the Board absent from any meeting shall be permitted to vote at such a meeting by written proxies. The members of the Board, or any committee designated by the Board, may participate in a meeting of the Board, or of such committee, by means of conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear one another; and participation in a meeting pursuant to this provision shall constitute presence in person at such meeting. The members shall be furnished a copy of the minutes of the meetings of the Board prior to the next regularly scheduled meeting.

§ 7.5 Open Meeting Requirement: All meetings and actions of the Board must comply with the Tennessee Open Meeting Act, Tenn. Code Ann. 8-44-101 *et seq*, along with WIOA Section 107(d), 20CFR 679.390, 20CRF 679.550(b)(5) and Tenn Code Ann 10-7-503(a)(2)(A)(B). **Public records must be open to public scrutiny and transparency and accountability must be a part of the function and duties of the LWDB. Business conducted in an open manner and with accommodations when needed ensures that the public, including people with disabilities, can access information concerning board meetings.** The following local policy is set forth:

- Notice of Northwest TN LWDA Board Meetings, including location, date, and time, will be posted on the Board's website and social media page, sent to area newspapers as a public service announcement, and be emailed to Board Members and Local Elected Officials for distribution ~~seven (7)~~ **thirty (30)** days prior to the meeting.
- Board meetings will be conducted in an open manner and available to the public.
- Arrangements will be made upon request for all individuals, including those with disabilities to have physical and electronic access to Board meetings, including appropriate accommodations, **such as documents in Braille and large print, sign language interpreters, wheelchair accessibility, and closed captioning.**
- **WIOA Section 107(e)—along with 20 CFR 679.390—states that LWDBs must make available to the public, on a regular basis through electronic means and open meetings, certain information such as minutes of formal LWDB meetings.** Unless otherwise provided by State law, minutes of Board meetings will be made available to the public upon request and will also available on its website within fifteen (15) business days of the Board's approval of the meeting minutes. Only the formal minutes will be posted on the website; no attachments of presentations at the board meeting will be posted unless the Local Board believe that these attachments are necessary.
- **Along with the board minutes, the LWDB must provide the updated LWDB roster to be uploaded on the LWDB's website. The roster must include the following information:**
 - The name of the LWDB,
 - The date the member was confirmed to serve on the LWDB,
 - The member's first and last name,
 - The member's county of residence,
 - The organization the member represents,
 - The beginning and end dates of the member's conflict of interest statement,
 - The category the member represents,
 - The nominator's first and last name,
 - The organization the nominator represents, and
 - Whether the member serves on the Executive Committee.

§ 7.6 Presumption of Assent: A member of the Board who is present at a meeting of the Board at which action on any Board matter is taken shall be presumed to have assented to the action taken, unless his or her dissent shall be entered in the minutes of the meeting, or unless he or she shall file his or her written dissent to such action with the person acting as the secretary of the meeting before the adjournment thereof, or forward such dissent by registered mail to the Secretary of the Board immediately after the adjournment of the meeting. Such right to dissent shall not apply to a member who voted in favor of such action.

§ 7.7 Expenses and Compensation: No member shall be entitled to receive compensation for services rendered to the Board, as a member of the Board or as a member of any committee thereof. However, upon prior approval by the Board, a member may be paid for reasonable expenses incurred by the member, which directly related to the affairs of the Board upon proper substantiation of such expenses. No such payments shall preclude any member from serving the Board in any other capacity and receiving compensation therefore.

§ 7.8 Vote by Proxy: Any member of the Board may proxy to another sitting board member by completing and filing the Member Proxy Form. Duly executed proxies must be filed with the Board Chairperson prior to the commencement of the board meeting in which the board member is to be absent. The board member accepting such proxy must be in good standing with the Northwest Tennessee Workforce Board. Any Board member may proxy to another Board member once per year. **TDLWD policy prohibits proxy voting more than once per calendar year without written approval from the Board Chair** Such proxies shall be considered valid votes in matters considered by the Board, and shall constitute member participation in absentia.

Article VIII: Staff to the Board

§ 8.1 Staff: In general, the Board and/or the administrative entity/fiscal agent may hire an executive director and other staff to assist in carrying out the functions described in WIOA sec. 107, subsection (d) using funds available under sections 128(b) and 133(b) as described in section 128(b)(4). Pursuant to the above, the Board of Directors are authorized to appoint an Executive Director of the Northwest Tennessee Workforce Board, Inc. The Executive Director is authorized to appoint additional staff to carry out the functions of the Board and Fiscal Agent.

§ 8.2 Qualifications: The Board and/or the administrative entity/fiscal agent shall establish and apply a set of objective qualifications for the position of director that ensures the individual selected has the requisite knowledge, skills, and abilities to meet identified benchmarks and to assist in effectively carrying out the functions of the local board.

§ 8.3 Limitation on Rate: The director and staff described in paragraph (1) shall be subject to the limitations on the payment of salaries and bonuses described in section 194(15).

Article IX: Amendment of the By-Laws

§ 9.1 Amendment of By-Laws: These By-Laws may be altered, amended, or repealed, upon the affirmative two-thirds (2/3) vote of the voting members of the Board at any regular meeting at which a quorum is present, provided that the amendment has been submitted to the voting members of the Board in writing two weeks prior to the meeting at which the vote on the amendment(s) is to be taken.

Article X: Conflict of Interest

§ 10.1 Conflict of Interest: Board members and members of Standing Committees shall adhere to the following in regard to conflict of interest- WIOA Sec. 102 (b)(2)(E)(i) and Sec. 107 (h)(1)(2). A Board member may not vote on or participate in any decision-making regarding any matter that would provide direct financial benefit to the member, the members' immediate family, or any organization the member is or a member represents, or on matters of the provision of services by the member or the entity the member represents.

- (1) Board members shall avoid even the appearance of a conflict of interest. Prior to taking office, Board members must provide to the Board Chair a written declaration of all substantial business interests or relations they, or their immediate families, have with all businesses or organizations that have received, currently receive, or are likely to receive contracts or funding from the Board. Such declarations shall be updated annually or within 30 days of changes in business to reflect any changes in such business interests or relationships. The Board shall appoint an individual to timely review the disclosure information and advise the Local Board Chair and appropriate members of potential conflicts. Board members shall recuse themselves from official board duties if they are involved in a conflict of interest.
- (2) **Declarations must be maintained by the Board staff for five (5) years from the original signature date. TDLWD staff will conduct an annual on-site review of all LWDB member's conflict of interest forms in each LWDA. All LWDB member's conflict of interest forms must be available to staff conducting the on-site review and must be verified as current during the review. Expired conflict of interest forms will be noted and documented as a finding.**
- (3) **LWDB staff must monitor the expiration dates for all LWDB members.**
- (4) Prior to a discussion, vote, or decision on any matter before the Board, if a member, or a person in the immediate family of such member, has a substantial interest in or relations to a business entity, organization, or property that would be affected by any official Board action, the member shall disclose the nature and extent of the interest or relationship and shall abstain from discussion and voting on or in any other way participate in the decision on the matter. Board members shall seek the opinion of the Board if there are any doubts whether specific situations involve a conflict of interest. All abstentions shall be recorded in the minutes of the Board meeting and be maintained as part of the official record.
- (5) It is the responsibility of the Board **Chair** to monitor the potential conflict of interest and bring it to the Board's attention in the event the member does not make a self-declaration.
- (6) **The CLEO is prohibited from appointing members to the LWDB that are employed by the Fiscal Agent, LWDB staff, or LWDB staff entity (e.g. OSO, or CSP).**
- (7) The Board shall ensure that the Board, its members or its employees do not directly control the daily activities of its workforce service providers, its workforce system partners, or its contractors.
- (8) Board members or their organizations may receive services as a customer of a local workforce service provider.
- (9) Board members shall not accept bribes, kickbacks or any gift, rebate, money or anything of value whatsoever, or any promise, obligation or contract for future reward, compensation, property or item of value, including intellectual property, for the purpose or result of causing detriment to another and/or bringing about some benefit to oneself or others.
- (10) The Board shall select or designate an organization to perform duties related to WIOA such as developing a written agreement with the Board and Local Elected Official, which shall clarify how the organization will carry out its multiple responsibilities while demonstrating compliance with WIOA, corresponding regulations, relevant Office Management and Budget circulars, and with the Workforce Services Policy - WIOA (Conflict of Interest Policy), minimize fiscal risk, and develop appropriate steps within the single entity performing multiple functions.
- (11) In the event the Board is selected as a One-Stop Operator, through a competitive process conducted by a third party, the Board shall establish sufficient "firewalls" and conflict of interest policies and procedures consistent with the Workforce Services Policy - WIOA (Conflict of Interest Policy). The Board shall also ensure that all new staff members and providers are informed about this policy, and that appropriate staff members are familiar with it and its requirements in order to prepare state or local plans and the conflict of interest policy.

- (12) The Board shall also ensure training concerning internal conflicts of interest for any entities directly involved with making assessments and determining the eligibility of participants. Documentation of training must be maintained and made available for review and audit purposes.

Article XI: Compliance with Law

§ 11.1 Compliance with Law: The Board acknowledges that in execution of its business, the Board shall:

- (1) Comply with all applicable Tennessee statutes and regulations including, but not limited to, the governing procurement standards or regulations for the LWDA, Sunshine Law, and the State Travel Regulations;
- (2) Comply with Workforce Innovation and Opportunity Act of 2014 (WIOA) and other appropriate regulations, as well as, policies and directives from the Tennessee Department of Labor and Workforce Development and the State Workforce Board.
- (3) Local Boards shall be subject to TCA 10-7-503(a)(2)(A)(B):
 - (2)(A) Records shall, at all times during business hours, be open for personal inspection by any citizen of this state, and those in charge of the records shall not refuse such right of inspection to any citizen, unless otherwise provided by state law.
 - (2)(B) The custodian of a public record or the custodian's designee shall promptly make available for inspection any public record not specifically exempt from disclosure. In the event it is not practicable for the record to be promptly available for inspection, the custodian shall, within seven (7) business days, from the date of the Local Board meeting:
 - (i) Make the information available to the requestor;
 - (ii) Deny the request in writing or by completing a records request response form developed by the office of open records counsel. The response shall include the basis for the denial; or
 - (iii) Furnish the requestor a completed records request response form developed by the office of open records counsel stating the time reasonably necessary to produce the record or information.

Article XII: Rules of Order

§ 12.1 Rules of Order: The Board will adhere to Robert's Rules of Order; Revised. In the Event any provision of these By-Laws conflict with Robert's Rules of Order; Revised, the provisions of these By-Laws shall govern.

Signatures

Revisions approved by Northwest Tennessee Workforce Board on 6-10-20

As signed by:

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Date

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Date

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Date

**LOCAL ELECTED OFFICIALS AND
LOCAL WORKFORCE DEVELOPMENT BOARD
PARTNERSHIP AGREEMENT**

**Northwest Tennessee Local Elected Officials
Northwest Tennessee Workforce Board, Inc.**

In accordance with Workforce Innovation and Opportunity Act (WIOA) of 2014, Section 107(b)(1), the Governor, in partnership with the State Workforce Board shall establish criteria for the appointment of Local Workforce Development Board members by the Local Elected Officials. The Tennessee Department of Labor and Workforce Development (TDLWD), as the designated representative of the Governor, provides guidance on the required inclusions of such an agreement. For Northwest TN Workforce Development Area (NWTN WDA), the Local Elected Officials (LEOs) include the county mayors/executives from the following counties in Tennessee: Benton County, Carroll County, Crockett County, Dyer County, Gibson County, Henry County, Lake County, Obion County, and Weakley County.

Whereas, the local elected officials, within the meaning of the Workforce Development Act, are the County Mayors/Executives of each county referenced above; and,

Whereas, the WIOA requires the establishment of a Local Workforce Development Board (LWDB) to provide policy guidance for, and exercise oversight with respect to, activities under the job training program for its workforce development region in partnership with the general local governments within its LWDA; and,

Whereas, ~~per WIOA Section 107(c)(1)(A), it is the responsibility of the Chief Local Elected County Mayor/Executive of each county~~ in the LWDA to appoint members of the Local Workforce Development Board in accordance with the WIOA and an Agreement entered into by the County Mayor of each county.

The following provisions, as included in the Local Elected Official Interlocal Agreement, the Northwest TN Workforce Board Inc. By-laws, Tennessee Department of Labor and Workforce Development Services Policy - ~~Interlocal and Partnership Agreements #6-11~~ and Local Workforce Development Board Nomination Process, are agreed upon by all parties to this agreement:

1. Local Board Membership

WIOA Section (107)(c)(1)(A) authorizes ~~the CLEOs~~ to appoint the members of the LWDB in accordance with the criteria established under Section 107(b) of the WIOA. Authority to appoint members to the LWDB lies solely with the Chief Local Elected Official. As ex-officio members of the Board, the local elected officials have all rights and privileges stated within the by-laws of the Northwest TN Workforce Board, Inc.

Membership: The number of the members of the Board shall be not less than the minimum number required under the Act as set forth in the Workforce Innovation and Opportunity Act of 2014, as amended from time to time. The number of members may be increased or decreased from time to time by the chief elected officials of the counties within the LWDA, but no decrease shall have the effect of shortening the term of an incumbent officer or member or reducing the number of members below the minimum number required under the Act.

The Local Elected Official of each of the counties encompassed within the LWDA ~~shall appoint the~~ ~~may solicit nominations of~~ members of the Board in accordance with the criteria established by the Governor of the State of Tennessee as described in Workforce Services Policy ~~#16-11~~ – Local Governance, as amended from time to time, ~~and in accordance with the requirements of LWDB composition as described below.~~

A majority of the members of the local board shall be representatives of the private sector as described in paragraph (2)(A) in the WIOA, Section 107. The local elected officials within the

LWDA may execute an agreement that specifies the respective roles of the individual local elected officials (a) in the appointment of the members in accordance with the criteria established as provided below; and (b) in carrying out any other responsibilities assigned to such officials under the Workforce Innovation and Opportunity Act of 2014.

The Governor, in partnership with the State board, shall establish criteria for use by chief local elected official in LWDA 12 for appointment of members of the Board. Such criteria shall require that, at a minimum—

- (a) **Representatives of Business** - a minimum of 51% of the members of each local board shall be representatives of business in the local area, who—
 - (i) are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority;
 - (ii) represent businesses, including small businesses (at minimum 2 members), or organizations representing businesses that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area; and
 - (iii) are appointed from among individuals nominated by local business organizations and business trade associations;
- (b) **Labor Organization Representatives** - A minimum of 20% of the membership shall be representatives of the workforce within the local area, who—
 - (i) shall include **two (2) or more** representatives of labor organizations nominated by local labor federations in local areas where employers are represented by labor organizations, or (for a local area in which no employees are represented by such organizations) other representatives of employees;
 - (ii) shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists;
 - (iii) may include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and
 - (iv) may include (optional) representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of WIOA eligible youth, including representatives of organizations that serve out of school youth;
- (c) **Representatives of Education & Training** - each local board shall include representatives of entities administering education and training activities in the local area, who—
 - (i) shall include a representative of eligible providers administering adult education and literacy activities under WIOA title II;
 - (ii) shall include a representative of institutions of higher education providing workforce investment activities (including community colleges);
 - (iii) may include (optional) representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment;
- (d) **Representatives of Government, Economic and Community Development** - each local board shall include representatives of governmental and economic and community development entities serving the local area, who—
 - (i) shall include a representative of economic and community development entities;
 - (ii) shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the local area;
 - (iii) shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741), serving the local area;

- (iv) may include (optional) representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance; and
- (v) may include (optional) representatives of philanthropic organizations serving the local area; and
- (e) **Discretionary Representatives** - each local board may include such other individuals or representatives of entities as the chief elected official in the local area may determine to be appropriate.

SPECIAL RULE.—If there are multiple eligible providers serving the local area by administering adult education and literacy activities under title II, or multiple institutions of higher education serving the local area by providing workforce investment activities, each representative on the local board described in clause (i) or (ii) of paragraph (c), respectively, shall be appointed from among individuals nominated by local providers representing such providers or institutions, respectively.

Terms: The terms of the Board membership shall be four (4) years. Member terms will be staggered so all terms do not expire at the same time. Members in good standing will automatically renew for an additional four (4) year term until the Board member properly notifies the Chairman of the Board of the intent to no longer serve. **The CLEO will make all reappointments of LWDB members by one full quarter of the term of expiration.**

Nomination: Nominations shall be solicited by the Chief Local Elected Official from entities of business, government or community development. Nominations must come from the heads of organizations—specifically those representing businesses, labor, education, and economic and community development—to align the workforce and education needs within the State. The CLEO acts as the signatory on behalf of the other LEOs and has final authority to select members to serve on the LWDB. To approve the nomination of each individual selected to serve on the LWDB, the following documentation is required:

- A Nomination Form signed by the CLEO; and
- A Conflict of Interest Form signed by the nominee to the LWDB; and
- A recommendation letter from the head of the organization the nominee represents, a Chamber of Commerce within the LWDA, or the LEO for the nominee’s county. This letter must identify the individual being nominated and must also acknowledge the nominee’s optimum policymaking authority.

~~There are three (3) types of board representatives that require uniquely mandated nominations. These are representatives for Business, Labor and Education. Only organizations specifically involved with these three classifications may nominate such respective board members. Nominations for these three types of board representatives specifically require a Chief Executive Officer or head official from one of the organizations pertaining respectively to business, labor or education to perform the following tasks:~~

- ~~—(a) An appointment form referenced in Section 4 (Appointment) below; and~~
- ~~—(b) A signed letter identifying the individual being nominated by his or her organization. This letter must also acknowledge the nominee’s optimum policy making authority and include documentation in the form of curriculum vitae, resume’ or work history supporting the qualifications of the nomination;~~
- ~~—(c) Submission of the signed letter to the appointing LEO of the LWDA; and~~
- ~~—(d) A Conflict of Interest form signed by the nominee to the board.~~

~~In furtherance of Workforce Services Policy # 16-11 Local Governance and Workforce Services guidancee —(Local Workforce Development Board Member Nomination Process)—WIOA, all other recommendations will follow the same procedures outlined above.~~ Additionally, the LWDB officers and CLEOs shall ensure that the composition of the LWDB reflects the demographics of the LWDA in accordance with the most recent US Census and represents diverse geographic areas within the local area, as much as possible, **by requiring at least one (1) nomination per county,**

Prohibition: Staff to the Board, Fiscal Agent staff, staff employed by One-Stop Operators, and contracted service providers shall be prohibited from both nominating members to the board or serving on the board to avoid conflicts of interest.

Appointment and Certification: LWDB member appointments must be signed by the appointing CLEO and submitted to the Staff to the Board using the appropriate Workforce Development Board Nomination Form. Completed nomination forms ~~and required documents as listed above~~ must be submitted to the Tennessee Department of Labor and Workforce Development at Workforce.Board@tn.gov for review. Once the form has been reviewed the Local Board will receive a follow-up letter of certification or denial within ~~five (5) seven (7)~~ business days; the letter will also make a request for additional information when submitted documentation is insufficient to make a determination. The member must not be seated on to the Local Board until a certification letter from TDLWD has been received to affirm the nomination.

Change in Status: A member who has a change of employment that results in a change of membership classification must resign or be removed by the Chief Local Elected Official immediately as a representative of that entity. Documentation of Board member violation and subsequent removal will be maintained by the LWDA in the form of attendance logs, conflict of interest forms and other documentation deemed necessary.

Mid-Term Appointment: LWDB members replacing out-going individuals at mid-term will serve the remainder of the out-going member term.

Vacancies: Any vacancy occurring on the Board will be filled in a reasonable time period, as defined as the period between the date of resignation and the date of the second subsequent regularly scheduled Board meeting, ~~no later than the subsequent calendar quarter from the last official day that the member served on the LWDB not to exceed two full quarters.~~ The CLEOs in a LWDA ~~is are~~ authorized to make all reappointments of members. Any action taken by the Board, with a vacancy or term expiration beyond the time period described in the by-laws must be approved through a waiver from the TDLWD prior to the Board meeting of such action. Waivers are to be requested in writing to the ~~Assistant Commissioner Administrator~~ of Workforce Services with an explanation of why a vacancy was not filled in the defined timeframe and a description of the process underway to fill the vacancy.

Removal: Any member of the Workforce Development Board will be removed for cause by the Chief Local Elected Official (CLEO), if any of the following occurs: (a) documented violation of conflict of interest; (b) failure or refusal to work cooperatively with the Board and to abide by the By-Laws as stated in 5.4; (c) documented proof of fraud and/or abuse; (d) failure to meet Board member representation requirements as defined in WIOA; and (e) other causes as determined by the Board. Removal of a member shall also constitute removal as an officer of the Board and as a member of all committees of the Board. Intent to remove a member must be stated in the call of the meeting and be provided to all voting members at least five (5) days prior to the meeting.

Any board member missing three (3) consecutive meetings may be replaced at the sole discretion of the Chief Local Elected Official ~~from the county represented.~~

A member who has a change of employment that results in a change of membership classification must resign or be removed by the Chief Local Elected Official immediately as a representative of that entity. Documentation of Board member violation and subsequent removal will be maintained by the LWDA in the form of attendance logs, conflict of interest forms and other documentation deemed necessary.

A Board member subject to removal may appeal by submitting a letter in writing within 30 days of notice of removal to the CLEO stating reasons to remain as an active member of the Board. A committee of LEOs will review the appeal and make a decision prior to the next scheduled date of the Board.

2. Relationship Between Chief Elected Officials and the Local Workforce Development Board

Local Plan Requirements: Consistent with Section 108, NWTN WDA, in partnership with the **local chief** elected officials for the local area involved, shall develop and submit a local plan to the Governor that is consistent with the State's **Integrated** Plan. Upon issuance of guidance from the Tennessee Department of Labor and Workforce Development, the Administrative Entity, in conjunction with the LWDB and LEOs, shall develop all Agreements, Memorandums of Understanding, Assurances and other documents required by Workforce Innovation and Opportunity Act legislation and Tennessee Department of Labor and Workforce Development Workforce Services Division policies. Additionally, the local strategic plan will be ~~developed in accordance with the appropriate Tennessee Center for Performance Excellence Criteria and~~ published for public comment for a minimum of ~~thirty fifteen days prior to~~ upon approval by the LWDB and **prior to** submission to the State Workforce Board. If the local area is part of a planning region that includes other local areas, the Board shall collaborate with the other local boards and chief elected officials in preparation of a regional plan as described in section 106(c)(2).

Budget and Approval: Annually, in accordance with WIOA Section 107(12)(A), the LWDB will develop the LWDA budget upon notification of allocations from the Tennessee Department of Labor and Workforce Development. The LWDB will approve the budget by majority vote and present to the LEOs for approval by a 65% supermajority vote. The Executive Director will advise the Board Chairman and CLEO of additional funding opportunities and special projects between regular meetings and report opportunities and projects to the standing committees for presentation to the full board, including LEO at regular meetings.

Workforce System Operator and Service Provider(s): Consistent with WIOA Section 107(d)(10) and the Workforce Services Policy regarding One-Stop Delivery and Design System, paragraph (D) of the Local Board Responsibilities section, LWDBs, in consultation with the LEOs, are responsible for the oversight and selection of the Operator **and Career Service Provider(s)** of the local Workforce System. In accordance with the Regional Planning Council, LWDBs must designate an Operator for their LWDA that will ensure seamless service delivery within each center. Consistent with section 121(d), the local board, with the agreement of a 65% supermajority vote of local elected officials for the local area—

- (i) shall designate or certify one-stop operators **and service providers** as described in section 121(d)(2)(A); and
- (ii) may terminate for cause the eligibility of such operators **and services providers as documented through regular monitoring and oversight, and reporting to the Board, as outlined in the Board's policies.**

In order to conduct a competitive process for the selection of a one-stop operator **and service providers** in accordance with 121(d)(2)(A), the Board, with the agreement of the LEOs, shall issue a Request for Proposals for a designated time period, with public notice being provided through print media and / or electronic means. Proposals received shall be reviewed by a committee approved by the Board and LEOs. The review committee shall make a recommendation to the ~~Board and CLEO of Directors~~ for selection of the Operator **and service provider(s)**. The selected Operator **and service provider(s)** shall enter into a contract with the Board as developed by the fiscal agent.

In the event the Board is selected as a One-Stop Operator, through a competitive process conducted by a third party, the Board shall establish sufficient “firewalls” and conflict of interest policies and procedures consistent with the Workforce Services Policy - WIOA (Conflict of Interest Policy). The Board shall also ensure that all new staff members and providers are informed about this policy, and that appropriate staff members are familiar with it and its requirements in order to prepare state or local plans and the conflict of interest policy.

Standing Committees: In accordance with WIOA Section 107(b)(4)(A), the Board may designate and direct the activities of standing committees to provide information and to assist the Board in carrying out activities authorized in this section. **The primary purpose of standing committees shall be to consider and**

recommend actions—and propose policies—in the functional areas under their jurisdictions, subject to final approval by the LWDB. Such standing committees shall have a Chair and Vice-Chair representing private business; may include other members of the Board; and shall include other individuals appointed by the Board who are not members and who are determined to have appropriate experience and expertise. At a minimum, the Board may designate each of the following:

- (i) The American Job Center Services Committee;
- (ii) The Outreach and Opportunities Committee;
- (iii) The Executive Committee; and
- (iv) When deemed necessary or appropriate the chairperson of the Board shall have the authority to appoint temporary or ad hoc committees, including the chairperson of said committee, for the purpose of special projects.

Board of Directors: The Board of Directors includes the Chief Local Elected Official, the Vice Chief Local Elected Official, the Board Chairperson, the Vice Board Chairperson and one private sector representative selected by the other Directors from the membership at large. The Board Chairperson will serve as the President, the Vice Board Chairperson as Vice President and the private sector representative as Secretary of the Northwest TN Workforce Board, Inc. The Board of Directors will serve as the administrative authority in oversight of day-to-day operations in conducting the functions of the board and fiscal agent. The Board of Directors shall have the authority to supervise and manage the employees of the Northwest Tennessee Workforce Board, Inc. serving in the capacity of staff to the Board and Fiscal Agent as described in Article VIII. The Board of Directors shall be subject to the order of the Board, and none of its acts shall conflict with these By-laws or stated policies of the Board. The Board of Directors shall be responsible for ensuring board actions comply with federal, state and local laws, regulations and policies.

Local Board Policy: As the Staff to the Board finds the need to adopt, amend or discard local policy regarding services and functions for consumers of training and educational services allowed by the Workforce Innovation and Opportunity Act, the Staff to the Board will either consult with the Board of Directors, the Executive Committee of the LWDB or present directly to the LWDB on the need for policy implementation or amendment. At such point where it is appropriate, the Executive Committee will make a recommendation to the LWDB, which includes the LEOs of all counties in NWTN WDA, to respond to the policy consideration. The LWDB, with the ability and flexibility to make decisions regarding local and regional workforce development needs, will adopt or disallow the policy consideration by a majority of its voting members. All policies will reflect the signature of the LWDB Chair to demonstrate that they have been formally reviewed and approved by the LWDB.

3. Local Board Roles and Responsibilities

In partnership with the Local Elected Officials and the Local Workforce Development Board, consistent with WIOA Section 107(d)8, the following roles and responsibilities will be:

- (a) LOCAL PLAN – Develop and submit a Strategic Plan in partnership with the Local Chief Elected Officials (LCEOs) (as defined in 29 - 29 USC 3123) within the LWDA for submission to the Governor of the State of Tennessee. If the local area is part of a planning region that includes other local areas, the Board shall collaborate with the other local boards and chief elected officials in preparation of a regional plan as described in section 106(c)(2);
- (b) WORKFORCE RESEARCH AND REGIONAL LABOR MARKET ANALYSIS – In order to assist in the development and implementation of the local plan, the Board shall:
 - (i) Carry out analyses of the economic conditions in the region, the needed knowledge and skills for the region, the workforce in the region, and workforce development activities (including education and training) and regularly update such information; and
 - (ii) Assist the Governor in developing the statewide workforce and labor market information system described in section 15(e) of the Wagner-Peyser Act, specifically in the collection, analysis, and utilization of workforce and labor market information; and
 - (iii) Conduct other research, data collection, and analysis related to the workforce needs of the regional economy as the board, after receiving input from a wide array of stakeholders.

- (c) CONVENING, BROKERING, LEVERAGING – The Board shall convene local workforce development system stakeholders to assist in the development of the local plan and in identifying non-Federal expertise and resources.
- (d) EMPLOYER ENGAGEMENT – The Board shall lead efforts to engage with a diverse range of employers:
 - (i) To promote business representation (particularly representatives with optimal policymaking or hiring authority from employers whose employment opportunities reflect existing and emerging employment opportunities in the region) on the Board; and
 - (ii) To develop effective linkages with employers in the region to support employer utilization of the local workforce development system and to support local workforce investment activities; and
 - (iii) To ensure that workforce development activities meet the needs of employers and support economic growth in the region, by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers; and
 - (iv) To develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers (such as the establishment of industry and sector partnerships).
- (e) CAREER PATHWAYS DEVELOPMENT – The Board, with representatives of secondary and postsecondary education programs, shall lead efforts in the local area to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment.
- (f) PROVEN AND PROMISING PRACTICES – The Board shall lead efforts to:
 - (i) Identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers, and jobseekers (including individuals with barriers to employment) in the local workforce development system, including providing physical and programmatic accessibility, in accordance with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), to the one-stop delivery system; and
 - (ii) Identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs.
 - (i) TECHNOLOGY – The local board shall develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and jobseekers, by—
 - (ii) Facilitating connections among the intake and case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area;
 - (iii) Facilitating access to services provided through the one-stop delivery system involved, including facilitating the access in remote areas;
 - (iv) Identifying strategies for better meeting the needs of individuals with barriers to employment, including strategies that augment traditional service delivery, and increase access to services and programs of the one-stop delivery system, such as improving digital literacy skills; and
 - (v) Leveraging resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment.
- (g) PROGRAM OVERSIGHT.—The local board, in partnership with the ~~local chief~~ elected officials for the local area, shall **conduct oversight of the One-Stop System, including all WIOA activities and —**
 - (i) conduct oversight for local youth workforce investment activities authorized under section 129(c), local employment and training activities authorized under subsections (c) and (d) of section 134, and the one-stop delivery system in the local area; and
 - (ii) ensure the appropriate use and management of the funds provided under subtitle B for the activities and system described in clause (i); and
 - (iii) for workforce development activities, ensure the appropriate use, management, and investment of funds to maximize performance outcomes under section 116.

- (h) **NEGOTIATION OF LOCAL PERFORMANCE ACCOUNTABILITY MEASURES.**—The local board, the ~~chief local~~ elected officials, and the Governor shall negotiate and reach agreement on local performance accountability measures as described in section 116(c).
- (i) **SELECTION OF ONE-STOP OPERATORS.**—Consistent with section 121(d), the local board ~~and the LEOs~~, with the agreement of the chief elected official for the local area—
- (i) shall designate or certify one-stop operators as described in section 121(d)(2)(A); and
 - (ii) may terminate for cause the eligibility of such operators.
- (j) **SELECTION OF YOUTH PROVIDERS.**—Consistent with section 123, the local board—
- (i) shall identify eligible providers of youth workforce investment activities in the local area by awarding grants or contracts on a competitive basis (except as provided in section 123(b)), based on the recommendations of the youth standing committee, if such a committee is established for the local area under subsection (b)(4); and
 - (ii) may terminate for cause the eligibility of such providers.
- (k) **IDENTIFICATION OF ELIGIBLE PROVIDERS OF TRAINING SERVICES.**—Consistent with section 122, the local board shall identify and include eligible providers of training services in the local area on the Statewide Eligible Training Provider List which includes cost and performance data.
- (l) **IDENTIFICATION OF ELIGIBLE PROVIDERS OF CAREER SERVICES.**—If the one-stop operator does not provide career services described in section 134(c)(2) in a local area, the local board shall identify eligible providers of those career services in the local area by awarding contracts.
- (m) **CONSUMER CHOICE REQUIREMENTS.**—Consistent with section 122 and paragraphs (2) and (3) of section 134(c), the local board shall work with the State to ensure there are sufficient numbers and types of providers of career services and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities) serving the local area and providing the services involved in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities.
- (n) **COORDINATION WITH EDUCATION PROVIDERS.**—
- (i) **IN GENERAL.**—The local board shall coordinate activities with education and training providers in the local area, including providers of workforce investment activities, providers of adult education and literacy activities under title II, providers of career and technical education (as defined in section 3 of the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2302)) and local agencies administering plans under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741).
 - (ii) **APPLICATIONS AND AGREEMENTS.**—The coordination described in subparagraph (A) shall include—
 - consistent with section 232— reviewing the applications to provide adult education and literacy activities under title II for the local area, submitted under such section to the eligible agency by eligible providers, to determine whether such applications are consistent with the local plan; and making recommendations to the eligible agency to promote alignment with such plan; and
 - replicating cooperative agreements in accordance with subparagraph (B) of section 101(a)(11) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)), and implementing cooperative agreements in accordance with that section with the local agencies administering plans under title I of that Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f)), with respect to efforts that will enhance the provision of services to individuals with disabilities and other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.
- COOPERATIVE AGREEMENT.**—In this paragraph, the term “cooperative agreement” means an agreement entered into by a State designated agency or State

designated unit under subparagraph (A) of section 101(a)(11) of the Rehabilitation Act of 1973.

(o) BUDGET AND ADMINISTRATION.—

A. BUDGET.—The local board shall develop a budget for the activities of the local board in the local area, consistent with the local plan and the duties of the local board under this section, subject to the approval of a 65% supermajority of the local ~~chief~~ elected officials and submitted to the Tennessee Department of Labor and Workforce Development (TDLWD) prior to each program year in accordance with Workforce Services Policy – Local Governance.

(i) ADMINISTRATION.—

GRANT RECIPIENT.—

- IN GENERAL.—The chief elected official in a local area shall serve as the local grant recipient for, and shall be liable for any misuse of, the grant funds allocated to the local area under sections 128 and 133, unless the chief elected official reaches an agreement with the Governor for the Governor to act as the local grant recipient and bear such liability.
- DESIGNATION.—In order to assist in administration of the grant funds, the chief elected official or the Governor, where the Governor serves as the local grant recipient for a local area, may designate an entity to serve as a local grant subrecipient for such funds or as a local fiscal agent. Such designation shall not relieve the chief elected official or the Governor of the liability for any misuse of grant funds as described in subclause (I).
- DISBURSAL.—The local grant recipient or an entity designated under subclause (II) shall disburse the grant funds for workforce investment activities at the direction of the local board, pursuant to the requirements of this title. The local grant recipient or entity designated under subclause (II) shall disburse the funds immediately on receiving such direction from the local board.

GRANTS AND DONATIONS.—The local board may solicit and accept grants and donations from sources other than Federal funds made available under this Act.

TAX-EXEMPT STATUS.—For purposes of carrying out duties under this Act, local boards may incorporate, and may operate as entities described in section 501(c)(3) of the Internal Revenue Code of 1986 that are exempt from taxation under section 501(a) of such Code.

(p) ACCESSIBILITY FOR INDIVIDUALS WITH DISABILITIES.— The local board shall annually assess the physical and programmatic accessibility, in accordance with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act (ADA) of 1990 (42 U.S.C. 12101 et seq.), of all one stop centers in the local area. Assessments will be formally conducted through the certification process, to include an ADA review from Vocational Rehabilitation. Continued compliance will be ensured through monitoring and oversight of the One-Stop Operator and service provider(s), which may include periodic site visits.

Note: Except as provided in sec. 107(g)(1)(B), pursuant to a request from the local board, the Governor may grant a written waiver of training prohibition, no local board may provide training services.

Other LWDB roles and responsibilities include:

- (a) Elect a private-sector business representative as LWDB Chair; and
- (b) In accordance with WIOA Section 107(f) the Board may hire a director and other staff to assist in carrying out the functions described in subsection (d) using funds available under sections 128(b) and 133(b) as described in section 128(b)(4).

QUALIFICATIONS.— The local board shall establish and apply a set of objective qualifications for the position of director, that ensures that the individual selected has the requisite knowledge, skills, and abilities, to meet identified benchmarks and to assist in effectively carrying out the functions of the local board.

LIMITATION ON RATE.—The director and staff described in paragraph (1) shall be subject to the limitations on the payment of salaries and bonuses described in section 194(15).

APPOINTMENT.—Pursuant to the above, the Board of Directors are authorized to appoint an Executive Director of the Northwest Tennessee Workforce Board, Inc. and additional staff to carryout the functions of the Board and Fiscal Agent.

- (c) Create an annual report that must be submitted to the State Office as per guidelines established by the TDLWD; and
- (d) Promote American Job Center programs and activities; and
- (e) Assist the State Office in developing the statewide employment statistics system under the Wagner-Peyser Act; and
- (f) Coordinate with economic development strategies and establish employer linkages with workforce development activities; and
- (g) Carry out regional planning responsibilities as required by the TDLWD; and
- (h) Conduct business in an open manner by making available to the public information about the activities of the LWDB, including the local Strategic Plan before submission, membership, designation of the local Workforce System Operator, the awards of grants or contracts, and minutes of LWDB meetings.

4. Communication

Whenever a party desires to give notice unto the other, notice must be given in writing or electronic communication. Notices of quarterly meetings of the LWDB will be sent to all LEOs as an invitation to meet jointly with the LWDB. These notices will be sent through electronic means by a designated member of the staff to the Board. There will be one meeting designated as the annual meeting for the purpose of receiving annual reports from the Administrative Entity, electing officers of the Board and transacting any other Board business. Called meetings will be held as deemed necessary and will be coordinated by the Board Chair or CLEO with assistance from staff to the Board. Meeting Agendas are set in consultation with the Board Chair and CLEO and will include Board Committee Reports, as well as, an “Other” agenda item to promote membership contribution. The LEOs serve as ex-officio members of the Northwest TN Workforce Board and are encouraged to attend all meetings to communicate shared goals and assure that the vision and needs of their communities are addressed. Detailed reports are provided to the American Job Center Committee and Outreach and Opportunity Committee to assure resources are utilized for workforce development across the LWDA. The committees report to the full board at quarterly meetings.

5. Oversight and Performance Review

A primary function of the LWDB and LEOs is to provide oversight. The Staff to the Board, including the Executive Director, Director of Finance & Administrative Services, and the Director of Performance & Compliance, provide detailed fiscal, monitoring, and performance reports for the LWDA and One-Stop Operator to the appropriate Standing Committee of the LWDB throughout the year. Each standing committee provides a report to the full LWDB. The Executive Committee, which includes members of the LEOs, reviews the fiscal, monitoring, and performance reports to assure the One-Stop system maintains an efficient and effective capacity to serve the LWDA, and to ensure each county's workforce goals and needs are addresses according to the local plan. A Financial Status report including budget and expenditures is included on the agenda for each workforce board meeting. In addition to local instruments, the Staff to the Board includes oversight information provided by the State such as Report Cards, Dashboards, Score Cards, etc. to communicate performance related to fiscal, monitoring and oversight of the programs.

6. Amendments, Changes, Term, Disputes and Election

Modification, Amendment or Alteration: It is agreed that no modification, amendment or alteration of the terms or conditions contained herein shall be effective unless contained in a written document executed with the same formality and of equal dignity herewith. Any amendment or change to the Partnership Agreement, notice of an election of a new CLEO/LEO or notice of an election of a new

LWDB Chair shall be maintained by the LWDA Staff to the Board and be available for review by the Tennessee Department of Labor and Workforce Development.

Effective/Termination/Duration of Agreement: This Agreement and any amendments hereto shall be effective between and among each county adopting this Agreement as of the date of the signing by the CLEO and Board Chair, pursuant to the Governor's designation of the aforementioned 11 counties, for execution of activities authorized by the Workforce Innovation and Opportunity Act. This Agreement becomes effective upon acceptance by all parties for execution of activities authorized by the Workforce Innovation and Opportunity Act and shall remain in force until such time as the Chief Local Elected Official or Board Chairman calls for a modification, amendment, alteration of the terms or conditions contained herein or a maximum of ~~two (2) five (5)~~ years from the latest fully executed agreement.

Dispute Resolution: In the event that an impasse should arise between the LEOs regarding the terms and conditions, the performance, or administration of this Agreement, the parties agree to attempt to resolve disputes by mutually satisfactory negotiations in lieu of litigation. To this effect, they shall consult and negotiate with each other in good faith, and recognizing their mutual interests, attempt to reach a just and equitable solution satisfactory to all parties. If a committee is formed from members of the body to resolve the dispute, the committee shall ~~be the final adjudicator and~~ report the resolution to the full LEO. Continued performance during disputes is assured.

Election: A newly elected Board Chair or CLEO, either participating as a signatory on the Agreement or as a participating LEO, shall submit an addendum acknowledging that he or she has read, understands, and will comply with this ~~LEO~~ Agreement, and reserves the option to request negotiations to amend the Partnership Agreement at any time during the official's tenure as a LEO.

7. **Authorized Signatures**

This Agreement shall be effective July 1, 2020–~~June 30, 2022~~, and is entered into by and on the behalf of:

Jimmy Williamson, Chairman, Northwest TN Workforce Board, Inc.

Date

1230 S Main
Dyersburg, TN 38024
(731) 288-6001
jimmy_williamson@att.net

**Gary Reasons, Chief Elected Official, Northwest TN Consortium of LEO
Crocket County Mayor**

Date

1 South Bells, Suite 3
Alamo, TN 38001
(731) 696-5460
crockettcountymayor@gmail.com

Work Experience

WIOA and 20 CFR § 681.590(a) require that a minimum of 20 percent of local area funds for the Title I Youth program be spent on work experience. As explained in 20 CFR § 681.590(b), local area administrative costs are not subject to the 20 percent minimum work experience expenditure requirement. Work experience is defined as paid (subsidized) or unpaid work experience that is a planned, structured learning experience in a workplace for a limited period of time. This experience provides participants with opportunities for career exploration and skill development. Work experience must include academic and occupational education (20 CFR 681.600[a-b]). Paid Work Experiences will be paid through the program at the higher of 100% of the starting rate of the position being performed or a minimum of \$8.00 per hour wage.

WIOA identifies four categories of work experience: (1) summer employment opportunities and other employment opportunities available throughout the school year; (2) pre-apprenticeship programs; (3) internships and job shadowing; and (4) on-the-job training (OJT) opportunities as defined in WIOA Section 3(44) and in 20 CFR § 680.700. Eligible WIOA youth program participants may participate in more than one work experience program (i.e. summer employment, job shadowing, pre-apprenticeship) over the duration of their program participation (20 CFR 681.600[c]). Job shadowing is a work experience option where youth learn about a job by “walking through the work day as a shadow” to become competent workers. The job shadowing work experience is temporary, unpaid exposure to the workplace in an occupational area of interest to the youth.

Per WIOA sec. 134(c)(2)(A)(xii)(VII), Adults and Dislocated Workers may receive Individualized Career Services, if determined to be appropriate in order for an individual to obtain or retain employment, that may consist of internships and work experience that are linked to careers. According to 20 CFR § 680.180, for the purposes of WIOA sec. 134(c)(2)(A)(xii)(VII), an internship or work experience is a planned, structured learning experience that takes place in a workplace for a limited period of time. Internships and other work experience may be paid or unpaid, as appropriate and consistent with other laws, such as the Fair Labor Standards Act. An internship or other work experience may be arranged within the private for profit sector, the non-profit sector, or the public sector. Labor standards apply in any work experience setting where an employee/employer relationship, as defined by the Fair Labor Standards Act, exists. Transitional jobs are a type of work experience, as described in §§ 680.190 and 680.195. In the event that an individual between the ages of 18 and 24 does not qualify as a Youth to be able to participate in a Youth Work Experience position, the individual may be enrolled in the Work Experience position as an Adult or Dislocated Worker as described above. Adults and Dislocated Workers participating in paid work experiences **related to a pre-apprenticeship or Registered Apprenticeship program will be paid at the higher of 100% of the starting rate of the position being performed or a minimum of \$8.00 per hour wage. Adults and Dislocated Workers participating in non-apprenticeship work experience will be paid through the program at the higher of 80% of the starting rate of the position being performed or a minimum of \$8.00 per hour wage.** For instance, a participant working in a Production position which pays \$10 per hour would be paid \$8.00 per hour for the duration of the work experience ($\$10.00 \times 0.8 = \$8.00$ per hour). (Examples: Starting wage = \$9; $\$9 \times 0.8 = \$7.20$; pay = \$8.00; or starting wage = \$11; $\$11 \times 0.8 = \$8.80$; pay = \$8.80).

Work experience expenditures are recorded in the NWTNWB accounting system of record and tracked monthly, both on internal documents and required State reports.

Reference: 20 CFR 680.700(b); 20 CFR 680.840; Federal Register Vol. 81, No. 161, Page 56117; TEGL 03-15 (specifically “Training Contracts” on pages 9-10); WIOA Section 181(b)(2)(A); WIOA Section (d)(2); WIOA Section 188(a)(3); WIOA sec. 134(c)(2)(A)(xii)(VII); 20 CFR § 680.180.

Related TDLWD Policy: Incumbent Worker Training Grants Policy; Work-Based Training Guidance (pages 3 & 10)

Vetted and Approved by the Northwest Tennessee Workforce Board: ~~March 2~~June 10, 2020

Northwest PY 2020 Budget - DRAFT

6/10/2020

	Total	Admin. (all)	Adult Prg (w/ AT)	DW Prg (w/o AT)	Youth Prg	Prg Total	% of Program Budget	% with additional funds
Estimated Carryover	\$ 489,008.60	\$ 111,471.21	\$ 176,282.00	\$ 45,281.24	\$ 155,974.15	\$ 377,537.39		
PY 20 / FY 21 Funds	\$ 1,995,408.21	\$ 199,540.82	\$ 631,908.67	\$ 535,000.07	\$ 628,958.66	\$ 1,795,867.39		
Total Budget	\$ 2,484,416.81	\$ 311,012.03	\$ 808,190.67	\$ 580,281.31	\$ 784,932.81	\$ 2,173,404.78		
			63%	10%	27%			
IFA Expenses (including OSO)	\$ 156,790.85	\$ 3,488.50	\$ 96,580.48	\$ 15,330.24	\$ 41,391.63	\$ 153,302.35		
Career Service Provider	\$ 806,282.00		\$ 507,957.66	\$ 80,628.20	\$ 217,696.14	\$ 806,282.00		
Board / Fiscal Agent Expenses	\$ 807,874.26	\$ 244,464.88	\$ 354,947.91	\$ 56,340.94	\$ 152,120.53	\$ 563,409.38		
Total Operating Expenses	\$ 1,770,947.11	\$ 247,953.38	\$ 959,486.05	\$ 152,299.37	\$ 411,208.31	\$ 1,522,993.73	70%	52%
Remaining Balance	\$ 713,469.70	\$ 63,058.65	\$ (151,295.38)	\$ 427,981.94	\$ 373,724.50	\$ 272,873.66		
Adult Transfer	\$ -		\$ 354,481.94	\$ (354,481.94)		\$ -		
Revised Balance	\$ 713,469.70	\$ 63,058.65	\$ 203,186.55	\$ 73,500.00	\$ 373,724.50	\$ 272,873.66		
Participant Balance	\$ 650,411.05		\$ 203,186.55	\$ 73,500.00	\$ 373,724.50	\$ 650,411.05	30%	48%
Rural Funding	\$ 237,372.16		\$ 237,372.16	\$ -	\$ -	\$ 237,372.16		
Additional Funds Needed	\$ 499,588.95		\$ 499,588.95	\$ -	\$ -	\$ 499,588.95		
Total Participant Budget	\$ 1,387,372.16		\$ 940,147.66	\$ 73,500.00	\$ 373,724.50	\$ 1,387,372.16		

NWTNWB Budget Items	Detailed Explanation / Purpose	Title I	RESEA	DRA	Total
	Executive Director, Deputy Director, Director of Facilities/IT, Director of Performance/Compliance, Director of Admin. Services, Business Services Representative (2), Compliance Coordinator, Fiscal Coordinator, Public Information Specialist	\$ 335,281.52	\$ 4,484.23	\$ 34,103.86	\$ 373,869.60
Personnel					
Fringe	Social Security, Medicare, FUTA, SUTA, Health Insurance, 401K, Annual Leave	\$ 149,723.56	\$ 1,902.63	\$ 15,056.12	\$ 166,682.31
	Board staff travel costs for the purpose of fulfilling daily responsibilities, and may include overnight costs, when appropriate. Subject to State of TN Travel Regulations.	\$ 29,925.00	\$ -	\$ 1,575.00	\$ 31,500.00
Travel					
Equipment	Replacement laptops, printers / copiers, hard drives, etc. - as needed	\$ 1,504.00	\$ -	\$ -	\$ 1,504.00
Supplies	Office supplies for board staff	\$ 4,476.00	\$ 36.00	\$ 261.00	\$ 4,773.00
Contractual					
<i>Printer / Copier Rental</i>	<i>Konica Minolta for board staff, AJC flyers & brochures, annual reports</i>	\$ 3,357.00	\$ 27.00	\$ -	\$ 3,384.00
<i>OJTs</i>	<i>On-the-Job Training Grants to Employers for Title I Participants</i>	\$ 352,809.20	\$ -	\$ -	\$ 352,809.20
<i>CSP: Staffing & Operations</i>	<i>Title I Adult, Dislocated Worker, and Youth services ITAs, including those used to support RAMP, REAP, and other Registered Apprenticeships, Supportive Services, Work Experience, and Transitional Jobs</i>	\$ 806,282.00	\$ 165,613.00	\$ -	\$ 971,895.00
<i>CSP: Participant Costs</i>	<i>ITAs (including OSO)</i>	\$ 736,828.96	\$ -	\$ -	\$ 736,828.96
<i>IFA (including OSO)</i>	<i>Title I and RESEA portions of shared infrastructure and additional costs</i>	\$ 156,790.85	\$ 73,218.29	\$ -	\$ 230,009.14
Other					
	<i>Insurance Policies (D&O, workers comp, contents), Audit, Tax Services, Shredding, Memberships & Dues, Subscriptions (EMSI, Career Ready 101, Career Coach),</i>				
<i>3rd Party Services</i>	<i>QuickBooks</i>	\$ 16,334.00	\$ 24.00	\$ 1,650.00	\$ 18,008.00
<i>Rent</i>	<i>Administrative Office (\$650 per month)</i>	\$ 5,818.80	\$ 46.80	\$ -	\$ 5,865.60
<i>Printing & Publications</i>	<i>AJC Flyers & Brochures, Annual Reports, etc.</i>	\$ 932.50	\$ 7.50	\$ -	\$ 940.00
<i>Communications</i>	<i>Postage, Verizon Data Plans, Vonage Phones, Internet, Conference Calls, Zoom</i>	\$ 13,614.50	\$ 109.50	\$ -	\$ 13,724.00
<i>Building Maintenance</i>	<i>Repair costs, security and building items, etc. - as needed</i>	\$ 186.50	\$ 1.50	\$ -	\$ 188.00
<i>Staff Training</i>	<i>Estimated training costs for 10 board staff</i>	\$ 2,256.00	\$ -	\$ -	\$ 2,256.00
Total Program Costs		\$ 2,616,120.39	\$ 245,470.45	\$ 52,645.98	\$ 2,914,236.82
Administrative Costs		\$ 290,680.04	\$ 27,274.49	\$ 5,714.92	\$ 323,669.46
Total Budget		\$ 2,906,800.43	\$ 272,744.95	\$ 58,360.90	\$ 3,237,906.28
CSP Budget Items	Detailed Explanation / Purpose	Title I	RESEA	DRA	Total
Personnel	Executive Director, Financial Coordinator, Career Services Coordinator (2), Quality Advisor, Career Advisor (7), Employment Specialists (7)	\$ 516,030.15	\$ 105,994.31		\$ 622,024.46
Fringe	DSCC provides State of TN benefits including Medical Insurance, Retirement, 401K Match, Longevity and FICA/FICA Med.	\$ 216,618.95	\$ 44,494.25		\$ 261,113.20
Travel	CSP staff travel costs for the purpose of fulfilling daily responsibilities, and may include overnight costs, when appropriate. Subject to State of TN Travel Regulations.	\$ 26,849.20	\$ 5,514.91		\$ 32,364.11
Equipment		\$ -	\$ -		\$ -
Supplies	Office supplies for CSP staff	\$ 4,695.79	\$ 964.53		\$ 5,660.32
Contractual	Registered Electrical Apprenticeship Preparation (REAP) Program	\$ 25,000.00	\$ -		\$ 25,000.00
Other					\$ -
<i>Participant Costs</i>	<i>ITAs (including RAMP), Supportive Services, Work Experience, Transitional Jobs</i>	\$ 711,828.96	\$ -		\$ 711,828.96

<i>Staff Training</i>	Estimated training costs for CSP staff	\$	2,983.24	\$	612.77		\$	3,596.01
Indirect	Negotiated indirect not to exceed approved indirect cost rate	\$	39,104.67	\$	8,032.23		\$	47,136.90
Administrative Costs		\$	-	\$	-		\$	-
Total Budget		\$	1,543,110.96	\$	165,613.00		\$	1,708,723.96

IFA Budget Items		Detailed Explanation / Purpose	Title I	RESEA	DRA	Total
Personnel		Public Information and IT / Facilities Staff	\$ 19,193.59	\$ 9,028.90		\$ 28,222.49
Fringe		Public Information and IT / Facilities Staff	\$ 3,598.80	\$ 1,692.92		\$ 5,291.72
Travel		Travel for IT / Facilities Staff	\$ 1,199.60	\$ 564.31		\$ 1,763.91
Equipment			\$ -	\$ -		\$ -
Supplies		Shared office and cleaning supplies	\$ 1,719.15	\$ 808.71		\$ 2,527.86
Contractual		One-Stop Operator Contract	\$ 57,349.17	\$ 26,977.76		\$ 84,326.93
Other						
	Rent	Benton, Carroll, Crockett, Dyer, Gibson, Lake, Obion, and Weakley AJCs	\$ 61,926.50	\$ 29,130.99		\$ 91,057.49
	Utilities	Henry and Weakley AJCs	\$ 1,116.22	\$ 525.08		\$ 1,641.30
		Printing & Publications, Postage, Internet, Copier Rentals, Telephone & Fax (across all				
	Communications	nine AJCs)	\$ 9,568.26	\$ 4,501.03	\$ 14,069.29	
		Dues, Subscriptions, Advertising, Janitorial, Secuirty, Maintenance, and Repair Services				
	3rd Party Services	(across all nine AJCs)	\$ 4,242.13	\$ 1,995.55	\$ 6,237.68	
Indirect		Included in OSO contract	\$ -	\$ -	\$ -	
Administrative Costs		Included in OSO contract	\$ -	\$ -	\$ -	
Total Budget			\$ 159,913.42	\$ 75,225.25	\$ 235,138.67	

Program Year 2020 - 2022 Local Plan for the Northwest Workforce Development Area

*Serving the Counties of Benton, Carroll, Crockett, Dyer,
Gibson, Henry, Lake, Obion, and Weakley*



Open for public comment June 12 – 26, 2020

Submit comments or questions in writing to:

Northwest Tennessee Workforce Board

Attn: Jennifer Bane

208 N. Mill Street

Dyersburg, TN 38024

jbane@nwtntworks.org

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Operating Systems and Strategies

A. Description of the One-Stop Delivery System

The roles and resource contributions of partners, the location and career and other program services provided.

The one-stop delivery system strives to provide integrated service delivery by aligning staff by functional teams and providing cross-training on all programs and services offered by the various partners. The functional teams include Welcome Function, Career Development team, and Business Services. The Welcome Function team greets customers, conducts an initial assessment, oversees the resource rooms, ensures applicants register with Jobs4TN.gov, and offers basic career services. The current Team Lead for the Welcome Function is the OSO and Dyer County Title III Team Lead. The Career Development team conducts detailed assessments, facilitates workshops, provides case management services, develops individual employment plans, and evaluates jobseeker suitability for training scholarships. The Career Development Team Lead is the Title I Career Services Coordinator. The Business Services team provides recruitment services, applicant pre-screening, workforce assessments, labor market information, on-the-job training and incumbent worker training grants, host job fairs, seminars and networking events, and assists employers with applying for the Work Opportunity Tax Credit. The current Business Services Team Lead is the Title III Team Leads for Dyer County and Carroll County. Staff serving in the Welcome Function coordinate with staff in the Career Development Team and Business Services Team to deliver career services to all customers. All Functional teams have regularly scheduled monthly meetings. The meetings are hosted by the OSO. The OSO prepares monthly agendas and sends them out prior to the meeting. Each partner selects representatives for each team. The OSO follows-up after each meeting to make sure ideas discussed in the meetings are being carried out. Minutes are sent to all members following the meeting. Referrals are tracked by the OSO and documented in Jobs4TN. Common Intake Forms and Referral Forms are uploaded to Jobs4TN and information is documented in case notes. Each of the three functional service areas has a team leader who works seamlessly with the OSO to successfully carry out the day-to-day American Job Center functions.

The Northwest TN Workforce Board (NWTNWB) enters into a Memorandums of Understanding (MOU) with the required American Job Center (AJC) partners to carry out the Service Integration Policy. An umbrella MOU is utilized to facilitate transparent and flexible agreements that are not burdensome and allow partners to focus on service delivery. The MOU identifies the roles and resource contributions of each partner, establishes a cooperative and mutually beneficial relationship among the parties, ensures that all customers are referred to unique services, and provides for a referral process between agencies. Referrals between the partners occur routinely by personal reference, telephone, electronic communication / technology, and / or through resource materials made available in the AJC. The use of e-mail, social media, and other technologies such as Skype to convey information to partner staff and customers enhances service delivery and increases Center efficiency, thus potentially expanding the customer pool. Equitable contribution of infrastructure costs in AJCs among partners is detailed through the Infrastructure Funding Agreement (IFA). Each customer that comes into an AJC is a customer to each partner, and each partner is required to contribute to the operating costs as described in the IFA. Shared costs are identified and agreed upon at partner meetings and are proportionately distributed. Proportionate share, cost allocation methodologies, and any additional considerations are determined, and costs are billed to partners monthly. Actual costs are billed rather than estimates or budgeted amounts. Periodically, contributing factors are reviewed to determine if the IFA needs to be modified.

Northwest TN strives to ensure workforce development services are available to all area residents by maintaining an AJC in each county throughout the region. To manage administrative costs, competitive leases are negotiated, partners co-locate in the AJCs when possible, and additional funding through grant opportunities is sought. There are two comprehensive centers, two affiliate centers, 5 part-time specialized, and one access point in the local area:

Carroll County (Huntingdon), Comprehensive
470 Mustang Drive, Huntingdon, TN 38344

Dyer County (Dyersburg), Comprehensive
313 West Cedar Street, Dyersburg, TN 38024

Benton County (Camden), Part-time Specialized
145 Hospital Drive, Camden, TN 38320

1751 E. Main Street, Humboldt, TN 38343

Crockett County (Alamo), Part-time Specialized
335 South Bells Street, Alamo, TN 38001

Henry County (Paris), Part-time Specialized
55 Jones Bend Road Extended, Paris, TN 38242

Gibson County (Humboldt), Affiliate

Lake County (Tiptonville), Part-time Specialized

229 Church Street, Tiptonville, TN 38079
Ridgely Library (Ridgely), Access Point
134 North Main Street, Ridgely, TN 38080

204 S. Second Street, Union City, TN 38261
Weakley County (Dresden), Part-time
116 West Main Street, Dresden, TN 38225

Obion County (Union City), Affiliate

The MOU also details the career services and other program services provided at, or through, each AJC. Service offerings include:

Basic Career Services

- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs.
- Labor exchange services, including job search and placement assistance, and, when needed by an individual, career counseling, including— (1) Provision of information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA); and, (2) Provision of information on nontraditional employment (as defined in sec. 3(37) of WIOA).
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including—
 - Job vacancy listings in labor market areas;
 - Information on job skills necessary to obtain the vacant jobs listed; and
 - Information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs.
- Outreach, intake (including identification through the state's Worker Profiling and Reemployment Services system of unemployment insurance (UI) claimants likely to exhaust benefits), and orientation to information and other services available through the one-stop delivery system.
- Appropriate recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery systems.
- Provision of performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation.
- Determinations of whether the individual is eligible to receive assistance from the Adult, Dislocated Worker, or Youth programs.
- Provision of referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs.
- Provision of information about how the area is performing on performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system.
- Provision of information relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program; benefits under the Supplemental Nutrition Assistance Program (SNAP); assistance through the earned income tax credit; housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban Development (HUD)¹; and assistance under a State program for Temporary Assistance for Needy Families (TANF), and other supportive services and transportation provided through that program.
- Provision of information and assistance regarding filing claims under UI programs, including meaningful assistance to individuals seeking assistance in filing a claim—
 - Meaningful assistance means providing assistance:
 - (1) On-site staff who are properly trained in UI claims, filing, and/or the acceptance of information necessary to file a claim, or
 - (2) By phone or via other technology, as long as the assistance is provided by trained and available staff and within a reasonable time.
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.
- Translation Services / Language Line Solutions

Individualized Career Services

Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include—

- Diagnostic testing and use of other assessment tools;
- In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
- Group and/or individual counseling and mentoring.
- Internships and work experiences that are linked to careers.
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, eligible training providers.
- Career planning (e.g. case management)
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment.
- Job Clubs
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training, in some instances pre-apprenticeship programs may be considered as short-term pre-vocational services.
- Financial literacy services.
- Follow-up services must be provided as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. Counseling about the work place is an appropriate type of follow-up service.
- Out-of-area job search assistance and relocation assistance.
- English language acquisition and integrated education and training programs.

Training Services

Training services, when determined appropriate, are provided either through an Individual Training Account (ITA) or through a training contract discussed in Section 10 of TEGL 3-15. Training services are linked to in-demand employment opportunities in the local area or planning region or in a geographic area in which the Adult or Dislocated Worker is willing to commute or relocate. The selection of training services are conducted in a manner that maximizes customer choice, is linked to in-demand occupations, informed by the performance of relevant training providers, and coordinated to the extent possible with other sources of assistance (see WIOA sec. 134(c)(3)).

Follow-Up Services

Follow-up services are provided as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. Counseling about the work place is an appropriate type of follow-up service. Follow-up services do not extend the date of exit in performance reporting.

Explanation of how the one-stop centers provide all required or relatable services based on need and a customer centered design; information regarding the OSO and the methods for coordinated service delivery.

On demand access to required career services are provided through collaboration and coordination of partners based on a single customer flow model, agreed upon referral methods, and sharing customer data and information to facilitate co-enrollment. Partners co-locate in the AJCs when possible, and electronic connections are maintained among partners not physically co-located in the centers. The MOU outlines the role of the OSO and methods for coordinated service delivery among required and relatable partner programs. The Welcome Function is coordinated by the OSO, and those serving in this function warmly greet customers and offer an evaluation of service need recorded on the common intake form to identify the services to offer to customers to best meet their needs. Each customer is encouraged to register for Jobs4TN.gov. Customers are referred based on the needs identified on the common intake form, and those identified as needing eligibility determination or individualized career services are referred to on-site partners via a warm hand-off. For partners not located full-time in the Center, a spreadsheet is maintained as part of the MOU with contact information for all of the required partner programs offering services in the area. Staff serving in the Welcome Function

coordinate with staff in the Career Development Team and Business Services Team to seamlessly deliver career services to all customers. Referrals are tracked by the OSO and documented in Jobs4TN. Common intake forms and referral forms are uploaded to Jobs4TN and information is documented in case notes. All AJCs are evaluated for accessibility and accommodations are provided as needed to ensure services are available in the most inclusive and appropriate setting.

Name of the procured OSO, how the OSO was procured, the functions and scope of work of the OSO, and the methods for coordinated service delivery between the operator and partners.

Mid-Cumberland Human Resource Agency is the procured OSO. To procure the OSO, The NWTNWB follows the appropriate procurement and purchasing guidelines as outlined in the attached Purchasing and Procurement policy and as described below in the Fiscal Management section. To conduct a competitive process for the selection of the OSO in accordance with 121(d)(2)(A), the Board issues a Request for Proposals (RFP). The RFP is posted for a 30-day time period, with public notice provided through print media and / or electronic means, and with potential bidders notified of the release by email. Proposals received are reviewed by a committee, who make a recommendation to the Executive Committee, who then make a recommendation to the full Board for selection of the OSO. The selected OSO enters into a contract with the Board and CEOs as developed by the fiscal agent. The contract outlines the scope of work of the OSO pursuant to 20 CFR 678.620(a), including the methods for coordinated service delivery between the OSO and operators. The OSO's primary role is to coordinate multiple AJC partners and service providers to ensure functional alignment. As listed in the MOU, methods for coordinated service delivery between the operator and partners include a single customer flow model based on customer need, to refer customers using agreed upon referral methods, to share customer data and information to facilitate co-enrollment, and to participate in joint planning of the MOU and plan.

To promote coordination of services among partners, the OSO participates in quarterly meetings of partner management staff, hosts monthly AJC partner meetings, and hosts monthly Business Services Team (BST) meetings. These meetings allow staff across the area to communicate regarding service needs, upcoming events such as workshops and job fairs, and outreach efforts. Additionally, the OSO hosts short morning meetings on-site at each of the AJCs when visiting each center, providing an opportunity to discuss any specific topics related to that AJC. Another example is the sharing of job orders with internal and external partners as soon as they are available for public viewing. By immediately sharing job orders, the OSO not only ensures that all AJC staff and partners are knowledgeable of employment opportunities in the area, but also that Business Services Team (BST) members are aware of employer's hiring needs. This enables BST staff to reach out to employers to discuss any other needs they may have and the AJC services that are available to meet those needs. For example, BST staff can assist in showing employers how to search for resumes of qualified applicants, provide information about On-the-Job Training (OJT) and Incumbent Worker Training grants, and explain how hiring an individual with certain barriers through OJT can also qualify for a tax credit through the Work Opportunity Tax Credit program, saving even small employers thousands of dollars.

Describe the local operator's role and responsibility for coordinating referrals among required partners.

The local one-stop operator's role and responsibilities for coordinating referrals among required partners (§678.500(b)(3)) include:

- Inspire others and lead change; demonstrate extremely high levels of professionalism, integrity, and collaboration; and enhance and develop partnerships. Further, the operator will be required to coordinate with the leadership of all required partners.
- Coordinate services with affiliate centers and/or identified access points to ensure that required partners are apprised of AJC and community services for referral of customers.
- Maintain and update a digital and hard copy listing of all partner programs, including a brief description of service and contact information to ensure that all staff in the AJC have up-to-date information for referral of customers.

Furthermore, methods of referrals strive towards a coordinated and integrated approach to common intake procedures, career services, business services, and data sharing among partners. Referrals are made by all partners based on the initial evaluation of each individual's service needs using methods such as written, electronic, or phone referrals. The OSO periodically selects a sample of common intake forms to ensure customers are referred to the appropriate partner or program based on their individual need. For instance, if a customer indicated he lacked a high school diploma on the form, the OSO checks to see that the customer was referred to Adult Education for HiSet preparation classes. A referral form is utilized to track referrals from and to AJC staff and the OSO has designated a staff person in each AJC to be responsible for tracking and reporting all of the referrals made and received. While staff offering referrals make every

effort to connect with the partner program while the customer is in the AJC, in the event that a connection isn't made, AJC staff use referral forms as a means of tracking and following-up on referrals to ensure customers are eligible for and receiving services. Referrals and follow-up on referrals are documented in the case management system, Jobs4TN.gov, if it is available to the partner staff person.

B. Use of Technology in the One-Stop Delivery System

An integrated, technology-enabled intake and case management information system under WIOA (§ 679.560(b)(20)).

The management information system used to case manage participants for the programs listed below is the Jobs4TN system. Each employee is required to sign a user agreement stating personally identifiable information is to be kept confidential and only used for the purpose of job duties. Each AJC also utilizes the Greeter feature to track the number of customers using the AJC. Using this system for the majority of WIOA programs allows partners to share information and reduce duplication of data entry. Information needed to calculate all common indicators of performance resides in this system. Reports are generated and shared with program staff to ensure that performance targets will be met. The State office has held core partner meetings and has established performance groups that will routinely meet and report out all core partner performance. This approach will allow all partners to share concerns and keep a close eye on performance as a system. TANF and Vocational Rehabilitation use other case management systems but all WIOA partners will work to share information across these systems in order to better serve participants.

- Title I: Adult, Dislocated Worker, Youth
- Title II: Adult Education and Family Literacy
- Title III: Employment Programs under Wagner-Peyser
- Unemployment Insurance (UI)
- Trade Readjustment Assistance (TRA)
- Trade Adjustment Assistance (TAA)
- Job Counseling, Training, Placement Services for Veterans
- Migrant and Seasonal Farmworkers
- Community Services Block Grant (CSBG)
- Senior Community Services Employment Program (SCSEP)
- Second Chance (Reentry) - not currently available in Northwest TN

In addition, the above partners, as parties to the MOU, agree to work cooperatively to share data to the extent necessary and as permitted or required by applicable statutes or regulations.

Access to services, including in remote areas, through the use of technology and other means.

In accordance with the "direct linkage" requirement under WIOA, services are provided using technology available at the AJCs. The use of Skype for "face-to-face" interactions with various partners and employers allows customers in affiliate sites and access points to virtually receive one-stop services typically only offered onsite at the comprehensive centers. Jobs4TN also allows both job seeker and employer customers to remotely access secure, web-based AJC services such as labor market information, unemployment insurance, and mediated labor exchange. On-site and off-site partners routinely make referrals via phone or email, or to Jobs4TN.gov for the unemployment insurance program. Information regarding AJC services is made available on the system's website and social media pages. The Mobile AJC and Title I "Street Teams" also provide access to services. Livestreaming of AJC services is incorporated onto social media to inform customers of events such as job fairs.

C. Supporting the Strategy identified in the Combined State Plan

To support the strategy identified in the TN Combined State Plan for achieving the vision of increasing the competitive position of Tennessee business through the development of a high skilled workforce, the Northwest (NW) area:

- Connects to current industry / employers through scalable public / private partnerships, responsive incumbent training programs, and responsive talent acquisition programs.
- Develops clear pipelines including K-12, Adult Education, Re-Entry, Dislocated Worker / Re-Employment (UI, Workers Comp), Military Transition, and Postsecondary partners.
- Integrates Economic and Community Development through cross agency incentive process and project management.
- Uses clear data/reporting and predictive analysis for cross agency metrics, such as quarterly Partner Dashboards and Performance Dashboards.

The NW's Expanding Apprenticeships in Rural Northwest TN (EARN\$TN) initiative is one example of these efforts. Supported through TN's Apprenticeship Expansion grant, and supplemental funding from the Delta Regional Authority

(DRA), this initiative seeks to expand apprenticeship opportunities by increasing awareness of employers to the benefits, assisting employers with developing apprenticeship standards, connecting qualified job seekers and employers, and facilitating the access to WIOA and other AJC partner funds to support apprenticeships. Further, with agreement of the employer, the BST will coordinate a more intensive marketing and pre-apprenticeship training program modeled after the Amteck Registered Electrical Apprenticeship Preparation (REAP) program. The REAP model includes an aggressive employer-driven awareness campaign with the employer traveling to high schools to “showcase” their apprenticeship, including an overview of the occupation, employer expectations, working conditions, wages, etc.

Additionally, to support the five key objectives developed by the State Workforce Development Board, the NW area:

1. Utilizes Jobs4TN as intake system and maintains an MOU to efficiently deliver services between partners not utilizing Jobs4TN, which facilitates the development of career pathways and co-enrollment, as appropriate, in core programs.
2. Expands access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, by focusing services on those with the greatest barriers, including Youth, justice-involved individuals, individuals with disabilities, etc. In addition to the REAP program mentioned above, the Re-Entry Advanced Manufacturing Program (RAMP) offers access to employment and training programs to individuals currently incarcerated in local jails.
3. Improves access to activities leading to a recognized postsecondary credential through the use of ITAs and supportive services in partnership with other AJC programs such as Vocational Rehabilitation, SNAP Employment & Training or TAA, TN Promise, and TN Reconnect.
4. Creates a trained workforce to meet current industry needs through On-the-Job Training, Incumbent Worker Training, Apprenticeships and Pre-Apprenticeships, pathways development, and Occupational Skills Training.
5. Utilizes performance and partner dashboards to measure effectiveness.
6. Strives to streamline processes for employer and jobseeker customers and uses surveys to measure satisfaction.

D. Strategies to Enhance Services and Avoid Duplication

Integrating Wagner-Peyser, WIOA Adult, Dislocated Worker, and Youth, Adult Education, Vocational Rehabilitation, Temporary Assistance for Needy Families (TANF) and other partners within the AJC network allows core and non-core partners to work collaboratively and seamlessly in the delivery of services available under multiple workforce service programs. Staff from partner programs are cross trained regarding the specifics of each partner program in order to make meaningful referrals for participants, enhance services, leverage resources, and avoid duplication of services. Staff and facilities are functionally aligned to simplify customer service delivery and capitalize on the strengths of the staff and/or technology to deliver services. NW strives for a robust implementation of business sector strategies, jobseeker universal access to career services, streamlined business services teams, linked assessments and referrals, and targeted training and placements. Examples of service strategies and coordination among the core and other partners include:

- Conducting rapid response meetings in order to serve workers dislocated through closures or layoffs through Title I, TAA, UI, RESEA, and other services.
- Incorporating specialized programs such as RESEA, serving unemployment claimants, and SNAP Employment & Training, serving SNAP (i.e. food stamp recipients) into services at the AJC. Currently, RESEA is available at all nine AJC locations.
- Reverse referring SNAP recipients to DHS for possible enrollment in SNAP E&T.
- Splitting training costs between Title I and SNAP E&T for co-enrolled participants.
- Co-enrolling TAA participants in Title I for supportive services during occupational skills training, or near completion of training for OJT or work experience.
- Offering incentives to Title I Youth work experience participants who need a HiSet to participate in Adult Education classes.
- Co-enrolling Title I participants needing job search assistance in Wagner Peyser.
- Co-enrolling Vocational Rehabilitation and TANF work program participants in Title I paid work experience.
- Distributing Jobs4TN system alerts regarding registration of new veteran registrations to appropriate Veterans staff to conduct outreach.
- Ensuring priority of service to veterans and other eligible populations and hosting and / or participating in specialized events for veterans and other target populations.

- Offering services by several partners to currently incarcerated individuals including HiSet classes and testing by Adult Education, HiSet testing and resume assistance from Wagner Peyser, and Occupational Skills Training and On-the-Job Training by Title I Adult, Dislocated Worker, and Youth.
- Coordinating with TN Pathways to create pathways in at least 10 high schools and work to have a majority of graduates earn a postsecondary credential with support from TN Promise, Title I, and other funding sources.
- Coordinating with TN Pathways and relevant secondary education programs, particularly programs of study authorized under the Strengthening Career and Technical Education for the 21st Century (Perkins V) Act (20 U.S.C. 2301 et seq.) to enroll In-School and Out-of-School Youth and adults into paid work experience, On-the-Job training, and / or pre-apprenticeship and registered apprenticeship programs, such as the Registered Electrical Apprenticeship Preparation (REAP) program in partnership with Amteck.
- Coordinating with relevant postsecondary education programs, particularly programs of study authorized under the Strengthening Career and Technical Education for the 21st Century (Perkins V) Act (20 U.S.C. 2301 et seq.) to enroll In-School and Out-of-School Youth and adults into paid work experience, On-the-Job training, and / or pre-apprenticeship and registered apprenticeship programs, as well as providing scholarships and / or supportive services through one or more programs such as Title I, Vocational Rehabilitation, TAA, or SNAP E&T.

Additionally, the LWDB is charged with reviewing the applications to provide adult education and literacy activities under title II for the local area, submitted under such section to the eligible agency by eligible providers, to determine whether such applications are consistent with the local plan. LWDB staff typically receive proposals prior to submission and provide written confirmation that the information has been received for review. Proposals are then read for consistency with the local plan, and recommendations to the eligible agency to promote alignment with such plan are made with the approval of the LWDB.

Other services provided in the one-stop delivery system, including but not limited to the programs outlined in WIOA Sec. 121, are outlined in the area's MOU and include efforts for service integration and avoiding duplication of services, such as:

- endorsing a single customer flow model based on customer need, not program requirements;
- referring customers between partners by methods listed in the agreement;
- authorizing the sharing of customer data and information in order to facilitate co-enrollment and case management across programs and funding streams; and
- participating in joint planning of the MOU, plan development, and modification of activities to accomplish the vision for the system.

Supportive Services

Great effort is taken by the NW area to leverage resources and avoid duplication of services in order to maximize funds and opportunities for customers. In addition to the supportive services offered by Title I, as listed in the attached supportive service policy, referrals are currently made to the following agencies and programs for childcare assistance, housing, and other supportive services:

	Childcare / Dependent Care	Transportation	Housing/ Related Assistance	Other
TN Dept. of Human Services (DHS)	Childcare Adult Day Care			SNAP
TN DHS – Vocational Rehabilitation		X	Independent Living Services	Assistive Devices / Services
Northwest TN Economic Development Council	Head Start Early Head Start		Home Energy & Weatherization Assistance	Temporary Emergency Food
Northwest TN Human Resource Agency		Public Transportation		Homemaker & Nutrition Services
Trade Adjustment Assistance		X	Relocation Assistance	
Housing Authorities			X	
TN Homeless Solutions			X	

The Orchard House			X	
West TN Legal Services			Legal Services regarding housing	Legal Services
Veteran Medical Center Homeless Dept.			X	
Habitat for Humanity			X	
Damascus Road, Inc.			X	

Referral Process

As described in the first bullet item above regarding methods used by the OSO to coordinate services between partners, a referral form is utilized to track referrals from and to AJC staff. The OSO has designated a responsible staff person in each AJC to track the referrals made and received to report to the OSO. The OSO tracks all referrals and reports on them quarterly to a committee of the Board. Additionally, staff offering referrals make every effort to connect with the partner program while the customer is in the AJC to offer the customer a warm handoff to a partner staff member. In the event that a connection isn't made, AJC staff use referral forms as a means of tracking and following-up on referrals to ensure customers are eligible for and receiving services. Referrals and follow-up on referrals are documented in the case management system, Jobs4TN.gov, if it is available to the partner staff person. Arrangements to assure that individuals with barriers to employment, including individuals with disabilities, can access available services are made to meet customers' individual needs, including reasonable accommodations as described in the Technical Requirements, Assurances, and Evaluation section.

E. Adult and Dislocated Worker Employment and Training Activities

Type and availability of activities.

The basic and individualized career services, training services, and follow-up services detailed in Section A above are made available through all AJCs in the local area. Priority of service is given to priority populations as described in Section G below.

Coordination of workforce investment activities with statewide rapid response activities.

To coordinate workforce investment activities in the local area with statewide rapid response activities, a NWTNWB staff member serves as the Rapid Response Coordinator for the local area and coordinates with the OSO and partners to provide assistance to employers and affected employees through Rapid Response services. Services provided by the Rapid Response Coordinator include assisting employers in filing a WARN Notice, scheduling a mass meeting prior to layoff, informing the employer and employees of programs and services including Jobs4TN, Trade Adjustment Assistance (TAA), Trade Readjustment Act (TRA), and Unemployment Insurance (UI), assisting the employer in registering in Jobs4TN, if not already registered, and completing the Mass Layoff spreadsheet, inviting partners to participate in the mass meeting, distributing marketing materials, and administering and collecting a Needs Survey to ensure the needs of the affected workers are understood and the AJCs are prepared to meet them accordingly. Title I and Title III staff are responsible for recording these services in Jobs4TN by entering activities into the individual's or employer's account.

F. Youth Activities

The type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities, which must include identification of successful models of such activities.

The NWTNWB provides youth activities, as described in the required Youth elements, as listed below:

Program Element	Provider responsible for providing program element
1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent	Local Education Agencies (LEAs) and / or Referral to Adult Education, Weakley County Schools and Jackson State Community College
2. Alternative secondary school services, or dropout recovery services, as appropriate	Referral to Adult Education, Weakley County Schools and Jackson State Community College
3. Paid and unpaid work experiences, that have an academic and occupational education component	Vocational Rehabilitation; TANF / Workforce Essentials; Postsecondary Institutions; Youth Provider, Dyersburg State Community College; LEAs; Migrant & Seasonal Farmworker Program

4. Occupational skills training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupation in the local area involved	Referral - ETPL Providers, TCATs Paris, McKenzie, & Newbern, Dyersburg State Community College, The University of TN at Martin, Bethel University, Roadrunner Driving School. Early Postsecondary Opportunities (EPSOs) and TN SAILS are also available through secondary schools in coordination with training providers.
5. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral (as appropriate)	Contractor and Referral - Local Education Agencies; Community Organizations
6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors (as appropriate)	Secondary Schools; Youth Provider, Dyersburg State Community College; Referral to LEAs and other community organizations, as appropriate.
7. Supportive Services	Contractor and Referral - Adult Education, Vocational Rehabilitation, TANF / Families First, TAA, Veterans Employment Services, Community Block Grant Migrant & Seasonal Farmerworker (TOPS), Community Organizations
8. Adult mentoring for the period of participation and a subsequent period, for a minimum total of 12 months	Secondary Schools; Youth Provider, Dyersburg State Community College; Referral to Work Experience Sites, Local Education Agencies, Postsecondary Institutions, other community organizations, as appropriate.
9. Follow-up services, for a minimum of 12 months, after the completion of participation (as appropriate)	Youth Provider, Dyersburg State Community College; Referral to other community organizations, as appropriate.
10. Financial Literacy Education	Secondary Schools; TANF; Youth Provider, Dyersburg State Community College; Operation Hope; Referral to other community organizations and banking institutions, as appropriate.
11. Entrepreneurial Skills Training	Referral to Small Business Development Centers; Small Business Associations (SBAs); Chambers of Commerce; Operation Hope
12. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services	Jobs4TN.gov; Wagner Peyser; TN Pathways; Youth Provider, Dyersburg State Community College; Referral to other community organizations, as appropriate.
13. Activities that help youth prepare for and transition to postsecondary education and training	Contractor and Referral - Local Education Agencies; Postsecondary Institutions; Adult Education; TANF / Workforce Essentials; Migrant & Seasonal Farmworks / TOPS; TN Promise & Reconnect; TN Achieves; Vocational Rehabilitation
14. Education offered concurrently with, and in the same context as, workforce preparation activities and training for a specific occupation or occupational cluster	Contractor and Referral - Adult Education; Local Education Agencies; Postsecondary Institutions; Work Experience Sites
YouthBuild	n/a – not available in Northwest TN.

These activities for youth, including those who are individuals with disabilities, are designed to support the attainment of a secondary school diploma or its recognized equivalent, entry into postsecondary education, and career readiness for participants. The NWTNWB's Youth Work Experience (YWE) program is a successful model of such activities. The YWE program offers short term work opportunities for eligible young adults with little or no work experience. Employer partners serve as mentors by training them on proper work procedures and developing positive work habits. Goals of the program include providing work experience at safe, well-supervised job sites, developing positive work habits and employment related skills, such as self-confidence; ability to work as a team; improved communication with employers, co-workers, and customers; time management; problem solving skills; ability to accept and learn from criticism; adaptability; and a positive work ethic, enhancing opportunities for long-term employment and self-sufficiency, and increasing understanding of higher education and career options available. Outreach efforts for the YWE program, and other Youth programs, are focused on agencies serving potential Youth participants. For instance, partnerships with local Vocational Rehabilitation office staff are a priority in order to recruit Youth with disabilities.

WIOA outlines a vision for supporting youth and young adults through an integrated service delivery system. This vision includes high quality services for In-School Youth (ISY) and Out-of-School Youth (OSY) beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training, and culminating with a good job along a career pathway or enrollment in postsecondary education. The 14 Youth program elements are provided either directly by the Title I Career Service Provider, a Core Partner, such as Adult Education, or by referral to other partner programs, to both ISY and OSY:

Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities): Such services focus on providing academic support, helping a youth identify areas of academic concern, assisting with overcoming learning obstacles, and providing

tools and resources to develop learning strategies. This can be provided in a one-on-one setting, in a group setting, through resources, and in workshops. Secondary school dropout prevention strategies include services and activities that keep a young person in-school and engaged in formal learning and/or training setting. Strategies include, but not limited to tutoring, literacy development, active learning experiences, after-school opportunities, and individualized instruction. Adult Education as a core partner for WIOA will provide these services. Additionally, local high schools provide such services to their students.

Alternative secondary school services, or drop-out recovery services, as appropriate: alternative secondary school services, such as basic education skills training, individualized academic instruction, and English as a Second Language training, are services that assist youth who have struggled in traditional secondary education. Dropout recovery services, such as credit recovery, counseling, and educational plan development, are those that assist youth who have dropped out of school. The goal is to help youth re-engage and persist in education that leads to the completion of a recognized high school equivalent. Local Education Agencies provide alternative school education.

Paid and Unpaid Work Experiences, including a Successful Model: work experiences have academic and occupational education as a component, and may include the follow types of work experiences:

- (i) Summer employment opportunities or other employment available throughout the school year;
- (ii) Pre-apprenticeship programs - designed to prepare individuals to enter and succeed in apprenticeship program registered under the National Apprenticeship Act;
- (iii) Internships and job shadowing a work experience option where youth learn about a job by walking through the workday as a shadow to a competent worker; and
- (iv) On-the-job training (OJT) opportunities;

In addition to funding OJT and work experience opportunities for eligible Youth, through the Registered Electrical Apprenticeship Preparation (REAP) initiative, in partnership with Amteck, the AJCs, an electrical contracting and engineering pathway was established at Lake County High School in 2018. The successful initiative was expanded in 2019, and will be offered again in 2020, and up to 30 graduating seniors from across Northwest TN high schools will have an opportunity to participate in the program. Amteck schedules ½ day “showcase” visits to provide career related information to graduating seniors. During the “showcase,” students are provided more detailed information about careers in the electrical trade, expected wages, and the expectations of employers. Seniors with an interest in a career as an electrician have an opportunity to apply for Amteck University’s two-week REAP program. Upon successful completion of the 2 week pre-apprenticeship program, graduates will be eligible for hire by Amteck and with supervisor recommendation, accepted into the Registered Apprenticeship program, which includes classroom and on-the-job training while being paid. Upon completion apprentices are prepared to take the exam to become a Journeyman/Licensed Electrician earning an estimated \$70,000 annually.

Furthermore, through the Work Opportunities for Rural Kids (WORK) program, a year-round paid Youth Work Experience (YWE) program, participants may work up to 37.5 hours per week for up to six months. In addition to gaining valuable hands-on experience and learning general work skills (i.e. soft-skills), such as attendance, punctuality, professional communication, teamwork, etc., participants earn the higher of \$8.00 per hour or the typical wage paid for the position. Ideally, participants are placed in worksites that fit their unique career interests, and are able to learn occupational skills required of that position. The Northwest area is also currently working with our local high schools to promote work experience opportunities this summer for students transitioning out of high schools, particularly for those who do not plan to go on to postsecondary or may not necessarily have a plan for after graduation. Title I staff are coordinating with the TN Pathways Regional Coordinator to promote the program to high schools in the area. The West Tennessee Regional Plan focuses efforts on continuing to grow pathway certification throughout the region. During the 2018-19 inaugural school year, 13 pathways in West Tennessee were certified. Northwest will continue to work closely with Pathways staff to continue the progress made to date. AJC staff are also marketing YWE opportunities for current students at postsecondary institutions such as TCATs, Dyersburg State Community College, and the University of TN at Martin.

Title I and Vocational Rehabilitation staff also seek to coordinate services to allow high school students with disabilities participating in unpaid work opportunities to be co-enrolled into paid YWE opportunities. This partnership provides

students with the opportunity to not only begin earning a wage while still in school, but to also continue their work experience opportunity after graduation, providing them additional skills and experience to assist them in transitioning to employment. The Northwest area coordinates to co-enroll Temporary Assistance for Needy Families (TANF) participants whenever possible. By providing a YWE every summer, the Northwest area hopes to place participants in worksites that may potentially lead to employment, but also plans to work with participants to explore postsecondary opportunities and career pathways. Students leaving high school intending to continue into postsecondary training will have the opportunity to participate in the program. With the intention of placing such students in worksites that match their intended programs of study, students will have the opportunity to participate in hands-on career exploration, gain skills, and earn a wage.

The NW area has identified the Manufacturing Careers Internship Program (MCIP), as described in the National Skills Coalition's *Promising Practices in Work-Based Learning for Youth* publication, to be a successful model to be potentially replicated in the local area. Similar to the Northwest area's already existing Youth Work Experience Program, the MCIP is a paid manufacturing internship program for youth between 18 and 24. The program is run by Business and Career Services, Inc. (BCS) in Northeast Illinois and funded by WIOA with private foundation support. Based on demand from local business for a sustainable pipeline of young talent, the program prioritizes youth — including at-risk young adults — as a valuable resource in expanding the pipeline of future workers. MCIP youth participate in a four-week, boot camp session during which the participants receive a \$10 a day stipend and soft-skill and job preparation training, tour between twelve and fourteen manufacturing employers' worksites, receive OSHA-10 and forklift credentials and are exposed to shop math. After the four-week boot camp, each participant enters an eight-week paid internship. The program provides support to participants for worksite attire (including boots and other materials), safety equipment, transportation vouchers to get to the worksite, and support for childcare costs. The program provides stipends to students during their boot camp before they start earning wages and has supported other needs as participants have experienced them such as funding for eyeglasses, housing assistance, and even car repairs.

To enhance the existing YWE program and provide soft-skills training similar to the MCIP program, the local board, through their Career Service Provider, has contracted with the Tennessee College of Applied Technology (TCAT) at Jackson to offer the Way to Win at Work curriculum to individuals participating in programs such as Youth Work Experience, Transitional Jobs, Registered Electrical Apprenticeship Preparation (REAP), and Re-Entry Advanced Manufacturing Program (RAMP), and any others who lack the soft-skills needed to be successful in the workplace. During the 36-hour online class, students learn what employers expect from employees and how exceeding those expectations is the way to win at work. Important topics covered include time and stress management, applications, cover letters, resumes, job interviews, workplace culture, ethics, etiquette, power in the workplace, and teamwork. Students complete activities and participate in online discussion to reinforce the concepts introduced in course content (selected readings, videos, and lecture presentations). The NW area also utilizes Career Ready 101 and Alison courses for self-paced modules on such topics.

Occupational Skills Training: priority consideration is given for training programs that lead to recognized postsecondary credentials that align with in-demand industry sectors or occupations in the local area, if the Local Board determines that the programs meet the quality criteria described in WIOA sec. 123. Institutions providing occupational skills training in Northwest TN include TCATs Paris, McKenzie, and Newbern, Dyersburg State Community College, the University of TN at Martin, Bethel University, and Roadrunner Driving School. Early Postsecondary Opportunities (EPSOs) and TN SAILS are also available through secondary schools in coordination with training providers. Funding for training is available through Individual Training Accounts (ITAs) for unmet need after other Federal and State financial aid such as TN Promise, TN Reconnect, Lottery, Pell, TSAC, etc. According to 20 CFR§ 681.550 "in order to enhance individual participant choice in education and training plans and provide flexibility to service providers, the Department allows WIOA Individual Training Accounts (ITAs) for OSY, ages 16 to 24, using WIOA youth funds when appropriate." The TN Department of Labor and Workforce Development requested and received a waiver to also allow ISY to also receive an ITA for training services.

Comprehensive Guidance and Counseling: This program element provides individualized counseling to participants and may include referrals to other partner programs for services such as substance and alcohol abuse counseling or mental health counseling. Staff members are responsible for assisting participants in collecting and analyzing information to

determine the best mix of services necessary to obtain employment. Information areas may include a participant's needs, strengths, support systems, education, job skills, interests, and career goals. Information may be gathered informally, via interviews or observations, or formally via assessment tools such as aptitude tests, computer assisted programs, and interest inventories. Based on the results of the assessment process, staff connect participants to services available through the AJC and will make referrals to other programs a necessary if their needs are outside of the scope of life skills (time management, developing a support system to be successful in school, finding transportation to and from school, developing good study habits, etc.).

Leadership Development Opportunities: 20 CFR § 681.520 defines this program element as opportunities that encourage responsibility, confidence, employability, self-determination, and other positive social behaviors such as: (a) exposure to postsecondary educational possibilities; (b) community and service learning projects; (c) peer-centered activities, including peer mentoring and tutoring; (d) organizational and team work training, including team leadership training; (e) training in decision-making, including determining priorities and problem-solving; (f) citizenship training, including life skills training such as parenting and work behavior training; (g) civic engagement activities that place youth in a leadership role such as serving on youth leadership committees, such as a standing Youth committee. To encourage responsibility, confidence, employability, and exposure to postsecondary opportunities, Youth can attend workshops in the AJCs such as Financial Literacy or Starting a Small Business, complete assignments in Allison or Career Ready 101, receive an adult mentor through work experience, receive career counseling from a career advisor, and / or be referred to TN Promise and TN Reconnect mentors and counselors. Additional work behavior training is also available at the AJCs through TCAT Jackson's the Way to Win at Work program.

Support Services: 20 CFR § 681.570 describes supportive services for youth as defined in WIOA Sec. 3(59), as services that enable an individual to participate in WIOA activities. These services include, but not limited to, the following: (a) linkages to community services; (b) assistance with transportation; (c) assistance with childcare and dependent care; (d) assistance with housing; (e) needs-related payments; (f) assistance with educational testing; (g) accommodations for youth with disabilities; (h) legal aid services; (i) referrals to healthcare; (j) assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear; (k) assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes; (l) payments and fees for employment and training-related applications, tests and certifications. Through the Title I program, Youth are eligible to receive transportation assistance for those who are attending postsecondary training or during the first 30 days of a work experience. Transportation assistance is also available through Vocational Rehabilitation (VR) and Temporary Assistance for Needy Families (TANF). Transportation is noted as a barrier in the West Regional Plan with car services such as Lyft and Uber being possible solutions. NW area plans to exploring these options. For individuals without transportation, the Northwest TN Human Resource Agency provides public transportation through a scheduled van service. Youth in a work experience may also receive assistance with uniforms, drug screens, background checks, supplies, etc. needed to be successful in the work experience. Youth participating in occupational skills training may also receive funding for related books, supplies, uniforms, etc. as required by their program of study. VR may also provide needed support services to Youth with disabilities, such as assistive technology and services, while TANF may provide childcare and cash assistance. Individuals in need of housing are referred to Housing Authorities and other community and faith-based organizations, such as TN Homeless Solutions and The Orchard House, as described under the last bullet item within this section. Housing related services such as Home Energy & Weatherization Assistance are available through the Northwest TN Economic Development Council.

Adult Mentoring: As listed in 20 CFR § 681.490, adult mentoring is offered for a duration of at least 12 months and may occur both during the program and following exit from the program. Adult mentoring is a formal relationship between a youth participant and an adult mentor that includes structured activities where mentor offers guidance, support and encouragement to develop the competence and character of the mentee. This may include workplace mentoring where the program matches a youth participant with an employer or employee of a company. While the Department of Labor strongly prefers that case managers not serve as adult mentors, the final rule allows case manager to serve as mentors in areas where adult mentors are sparse, such as in rural areas like Northwest TN. However, the desired method of providing leadership development includes connecting youth with a community mentor, which can usually be found through a work experience, postsecondary institution, or by referral to other community resources.

Follow-Up Services: services are provided for not less than 12 months from the exit date. 20 CFR § 681.580 describes follow up services as “critical services provided following a youth’s exit from the program to help ensure the youth is successful in employment and/or postsecondary education and training.” Follow up services may include regular contact with the youth participant’s employer, including assistance in addressing work-related problems that arise, and may include the following program elements: (1) supportive services; (2) adult mentoring; (3) financial literacy education; (4) services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, or career exploration services; (5) activities that help youth prepare for and transition to postsecondary education and training. Follow up services include more than only a contact attempted or made for securing documentation in order to report a performance outcome. Title I staff provide follow-up services to identify any barriers participants may be having, which might impede their progress, in order to provide the necessary services to assist in overcoming the barriers.

Financial Literacy Education: The AJCs are in partnership with Operation Hope and local financial institutions to offer workshops on Financial Literacy on-site at the AJCs. The class covers banking services, tracking your money, credit, loans, and the basics of home ownership. There are also many resources on Job4TN’s online learning resources called “Allison” and Career Ready 101 also has financial literacy as a learning component.

Entrepreneurial Skills Training: 20 CFR § 681.560 states this program element provides the basics on starting and operating a small business. Such training must develop the skills associated with entrepreneurship, such as the ability to take initiative, creatively seek out and identify business opportunities, develop budgets and forecast resource needs, understand various options for acquiring capital and the trade-offs associated with each option, and communicate effectively and market oneself and one’s ideas. Rather than choosing to enroll in a formal training program to attain an entrepreneurship-training certificate, many jobseekers are interested in self-employment, and thus explore independent routes. Small Business Development Centers (SBDCs), Small Business Associations (SBAs), and Chambers of Commerce identify resources to assist these individuals. SBAs help entrepreneurs and existing owners to start, build, or grow their businesses offering services such as information on financing, loan applications, and regulations and licensing. The AJCs are in partnership with a community-based organization, Operation Hope, and the Small Business Development Centers (SBDC) through the University of TN at Martin (UTM) and Dyersburg State Community College to hold workshops in the AJCs. The SBDCs also provide one-on-one assistance through a referral to provide expert business advice to all types of businesses including, but not limited to counseling, business planning, marketing assistance, training, and cash flow analysis to start-up entrepreneurs and existing business owners. For example, the SBDC through UTM partnered with a Business Services Team member to host an information session about the grants available through the AJCs, such as On-the-Job Training and Incumbent Worker Training.

Services that provide labor market and employment information: this element includes services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services. Interest inventories and other career planning tools are available through websites such as mynextmove.org and careeronestop.org/getmyfuture. The AJCs also utilize Jobs4TN.gov, Career Coach, and Economic Modeling Systems, Inc. (EMSI) to provide labor market and employment information. You Science Career Awareness and Aptitude assessment is also available.

Activities that help youth prepare for and transition to postsecondary education and training: secondary schools offer an assortment of services including exploring postsecondary education options including technical training schools, community colleges, 4-year colleges and universities, and registered apprenticeships, assisting the youth in preparation for the ACT/SAT testing, assisting with the college admission applications, searching and applying for scholarships and grants, filling out the proper Financial Aid applications and adhering to changing guidelines, and connecting youth to postsecondary education programs. Additionally, Youth served through the AJCs may receive assistance in using Jobs4TN.gov, Career Coach, and other resources to identify postsecondary training opportunities, and related employment information. Career Coach was purchased through a Delta Healthcare Services Grant in partnership with Dyersburg State Community College to provide students with a connection between education / training programs and quality career outcomes. The portal is “institution neutral” with all training providers in the Northwest area provided an opportunity to list their programs. With Career Coach, students can quickly find a career that's right for them based on relevant job market information and enroll in a program at institutions that best fit their goals. Students can take a

Career Assessment to learn about themselves and Career Coach will give career suggestions based on their interests, build a resume, browse careers and view relevant data on wages, employment, and the training needed, and browse available programs that lead to the career they want. Career Coach allows also veterans to find civilian careers related to their military occupation. AJC staff can also assist Youth in receiving ITAs and other federal and state financial aid.

Education offered concurrently with, and in the same context as, workforce preparation activities and training for a specific occupation or occupational cluster: this program element reflects the integrated education and training model and describes how workforce preparation activities, basic academic skills, and hands-on occupational skills training are to be taught within the same time frame and connected to training in a specific occupation, occupational cluster or career pathway. While programs developing basic academic skills, which are included in as part of alternative secondary school services and dropout recovery services, workforce preparation activities that occur as part of a work experience, and occupational skills training can all occur separately and at different times (and thus are counted under separate program elements), this program element refers to the concurrent delivery of these services which make up an integrated education and training model. Several postsecondary training programs, such as healthcare and manufacturing, provide academic and hands on learning through cooperatives or internship opportunities. For instance, all nursing programs include clinical experience in various healthcare employment settings such as hospitals, nursing homes, and clinics. Dyersburg State and Jackson State Community College both provide cooperative “Earn and Learn” programs in advanced manufacturing. TCATs include an internship opportunity for students near the end of training. At the secondary level, work-based learning opportunities are incorporated as part of career pathways and the TN Pathways Certification.

A description of how local areas will meet the requirements of 75% expenditures for out-of-school youth.

The NWTNWB elected not to adopt the expenditure of 50% for both youth populations. While continuing under the requirement that local areas expend at least 75% of local formula youth funds on Out-of-School (OSY):

- Business Services Team builds relationships with employers to increase out-of-school On-the-Job (OJT) placements and Apprenticeship enrollments
- A year-round Work Experience program is operated to help out-of-school youth gain valuable, relevant work experience and increase skill sets making them more marketable and desirable employees
- OSY are marketed to employers for Apprenticeships
- The NWTNWB’s Career Service Provider enrolls OSY for Occupational Skills Training, providing ITAs and associated Support Services when appropriate
- Supportive services are offered to OSY participating in training activities.

A description of how local areas will meet the requirements of the in-school youth waiver

The NWTNWB will continue to serve the at-risk ISY population through a network of community resources and community partners. Partnerships already in place to serve ISY include:

- Annual Manufacturing Day Events - Each October the NWTNWB and AJCs partner with local high schools and employers to celebrate Manufacturing Day. Employers in the manufacturing industry provide tours and / or presentations to high school students to promote careers in manufacturing. An implementation strategy outlined in the West Regional Plan is to facilitate interaction between school administration and employers to provide “real world” workforce expectation of business and industry. The northwest area will engage all partners – high school administration and manufacturing employers in the planning of Manufacturing Day events this year by hosting virtual roundtables with all stakeholders contributing to the plan of events.
- Registered Electrical Apprenticeship Preparation (REAP) program - Those who successfully completed the pre-apprenticeship work experience are eligible for hire by Amteck and upon supervisor recommendation, students are accepted into the Registered Apprenticeship to become a Journeyman/Licensed Electrician.
- #WorkLife launches Summer 2020 in Benton County as a pilot program to match graduating seniors with employers in their future career field to provide meaningful career work experience prior to enrollment in postsecondary training or fulltime employment.
- The NWTNWB’s Career Service Provider enrolls ISY for Occupational Skills Training, providing ITAs and associated Support Services when appropriate.
- The NWTNWB is a partner for TN Pathways – Northwest and has participated in the WBL and industry engagement working group.

- Enhancing WBL partnerships by funding onsite work experiences.

Although the Northwest area opted out of the 50/50 waiver, up to 25% of local formula youth funds are still available to serve the at-risk ISY population, including issuing ITAs. Like Adults and Dislocated Workers, ISY, and OSY, may receive up to \$8,000 in ITA funding (up to \$4,000 per year for up to two years). Youth receiving ITAs are also eligible to receive associated supportive services such as transportation stipends and funding for books and supplies. ITAs are issued as last-dollar funds after other federal and state financial aid, and given the many funding options available for postsecondary training, such as TN Promise, Pell, the HOPE scholarship, and Tennessee Student Assistance Award, many students require much less than the maximum ITA allowed. At an estimated average cost of approximately \$2,000 per ITA, if 25%, or about \$195,000, of the nearly \$780,000 in Youth formula program funds currently available to the local area was utilized on ISY ITAs, close to 100 ISY participants would receive services. As with Adults and Dislocated Workers, ITAs for Youth are focused on in-demand occupations.

The Northwest area has strong partnerships with the training providers in the local area and AJC staff frequently visit with training providers to ensure marketing materials are available to their students through financial aid offices, students services, etc. AJC staff also frequently meet with students to promote services through new student orientations, transfer student orientations, financial aid events such as FAFSA Fever, college and career nights, etc. Training providers regularly refer students to the AJCs for eligibility determination and coordinate with Title I Career Advisors to identify unmet need for students who are to receive an ITA. AJC staff will also continue to work towards building similar relationships with secondary school representatives to ensure students transitioning to postsecondary are aware of ITAs and associated supportive services. Furthermore, since ISY must be low income and also possess a barrier – basic skills deficient; an English language learner; an offender; a homeless individual; pregnant or parenting; an individual with a disability; or an individual who requires additional assistance to complete an educational program or to secure or hold employment (not to exceed 5%), the Northwest area focuses recruitment efforts on agencies serving such populations. Outreach efforts have been / will be targeted on Adult Education classes, juvenile justice offices, TN Homeless Solutions, the TN Department of Children’s Services and foster care agencies such as Youth Villages, Vocational Rehabilitation, and alternative schools. Youth-aged inmates are also encouraged to participate in Certified Production Technician (CPT) training through the Re-Entry and Advanced Manufacturing Program (RAMP) currently offered at three local jails.

Furthermore, the local board also ensures there are sufficient numbers and types of providers of training services serving the local area and providing the services and meeting local labor market needs. For instance, it would be most appropriate to award a contract to an institution of higher education or other eligible provider of training services in order to facilitate the training of multiple individuals in in-demand industry sectors or occupations, so long as such a contract does not limit customer choice. Given the expected growth in the Transportation & Logistics industry, and the large number of anticipated replacement jobs for Heavy and Tractor-Trailer Truck Drivers across West TN, the Northwest area is currently considering an additional truck driving class specifically for Youth participants.

G. Services to Priority Populations

Provide a description of how the local area will provide services to priority populations.

Per TEGL 19-16, Section 134(c)(3)(E) of WIOA, with respect to funds allocated to a local area for Adult employment and training activities, priority must be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient (BSD) for receipt of Individualized Career Services and Training Services. TEGL 19-16 also states that Veterans and eligible spouses continue to receive priority of service for all DOL-funded job training programs, which include WIOA programs. However, as described in TEGL 10-09, when programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority described above, priority must be provided in the below manner:

1. Priority Group # 1: Veterans/eligible spouses who are recipients of public assistance, low income, or BSD.
2. Priority Group # 2: Non-Veterans who are recipients of public assistance, low income, or basic skill deficient.
3. Priority Group # 3: Veterans/eligible spouses who are not recipients of public assistance, low income, or BSD.
4. Priority Group # 4: Priority groups established by the Governor and/or Local Board. Per TN Dept. of Labor and Workforce Development Workforce Services Guidance – WIOA Memorandum of Understanding / One-Stop Service Delivery and Infrastructure Funding Agreement, the following demographics experiencing barriers to employment are specifically targeted for services and must be provided priority for training activities as Priority Group # 4:

- Individuals with significant barriers to employment
- Displaced homemakers
- Eligible migrant and seasonal farmworkers
- Re-entry services
- Homeless individuals
- Individuals facing substantial cultural barriers
- Individuals with disabilities, including youth with disabilities
- Individuals within two years of exhausting lifetime eligibility under Part A of the Social Security Act 13
- Individuals who are English language learners

- Individuals who are unemployed, including the long-term unemployed Individuals who have low levels of literacy
- Individuals without a high school diploma
- Native Americans, Alaskan Natives, and Native Hawaiians
- Older individuals
- Single parents (including single pregnant women and non-custodial parents)
- Veterans
- Youth who are in, or have aged out of, the foster care system

5. Priority Group # 5 - Non-covered persons outside the groups given priority under WIOA or TDLWD policy.

In order to appropriately serve priority populations as described above, the AJC staff will provide appointments accordingly within the timeframes described below:

Priority Group # 1 - the first available appointment, but no longer than three (3) working days.

Priority Group # 2 - the first available appointment, but no longer than four (4) working days.

Priority Group # 3 - the first available appointment, but no longer than five (5) working days.

Priority Group # 4 - the first available appointment, but no longer than six (6) working days.

Non-covered persons outside the groups given priority under WIOA or TDLWD policy will be scheduled at the first available appointment, subject to currently scheduled PRIORITY appointments.

The OSO is responsible for assuring that AJC staff are aware of, promote, and comply with the Priority of Service policy. AJC staff will determine priority status during the initial assessment, eligibility process, and/or enrollment. Each AJC customer is greeted and provided with a common intake evaluation by the AJC staff person serving in the Welcome Function which includes questions for identifying both Veteran and high school diploma / equivalent status.

Describe how the local board will determine priority populations and how to best serve them.

In addition to the priority populations described above, the NWTNWB has determined that when funds allocated to the local area for Adult employment and training activities are limited, Individualized Career Services and Training Services will also be prioritized to recipients of public assistance and other low-income individuals and other specific groups:

1. Adults who are unemployed or employed with an income below the NWTNWB Self-Sufficiency Standard that are identified to need training to obtain the job, will be eligible for Individualized Career Services and placement in an on-the-job training position.
2. Adults who are unemployed or employed with an income below the NWTNWB Self-Sufficiency Standard who are currently attending classroom occupational skills training and making satisfactory progress and are identified by the training provider to have a financial unmet need that could result in discontinuing training, will be eligible for Individualized Career Services and training services such as assistance with fees, books and transportation.
3. Adults who are unemployed or employed with an income below the NWTNWB Self-Sufficiency Standard who have a barrier to employment listed as below and found in WIOA sec. 3(24), and provide the required documentation as listed:

Barrier	Required Documentation
Displaced Homemakers.	Documentation of living in the same household as a spouse or parent / guardian who had income supporting the applicant and providing unpaid services; Documentation of loss of income; and Documentation of being unemployed or underemployed and experiencing difficulty in obtaining or upgrading employment.
Low Income individuals.	Documentation requirements as listed in within the <i>Process for Determining Low Income Eligibility</i> section below.
Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166.	Self-Attestation on Application and Eligibility Form.
Individuals with disabilities, including youth who are individuals with disabilities.	Documentation of the disability such as a written statement from Vocational Rehabilitation reflecting current services,

	verification showing current receipt of SSI or SSD for the individual from the Social Security Administration, or a letter from a local education entity stating the individual is M-Teamed based on a disability.
Older individuals (an individual age 55 or older).	Usual documentation requirements for Date of Birth (i.e. Driver's License, Birth Certificate, etc.)
Ex-offenders.	Self-Attestation on the Application and Eligibility Form.
Homeless individuals (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e-2(6))), or homeless children and youths (as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2))).	Self-Attestation on the Application and Eligibility Form.
Youth who are in or have aged out of the foster care system.	Documentation of foster care status from the appropriate foster care agency.
Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers.	Scoring below a 9.0 on the TABE or CASAS.
Eligible migrant and seasonal farmworkers, as defined in section 167(i).	Documentation of eligibility from TOPS.
Individuals within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.).	Agency (i.e. DHS or WFE) documentation.
Single parents (including single pregnant women).	Documentation of parenting (i.e. birth certificate) and indication of single status on the Application and Eligibility Form, including only one parent being listed in the household.
Long-term unemployed individuals (Individuals who are unemployed for 27 or more weeks per WIOA Application found in the Virtual One Stop system as provided by TNDOL).	Self-Attestation on the Application and Eligibility Form <u>AND</u> documentation of means of support.
Such other groups as the Governor involved determines to have barriers to employment.	N/A - no groups have been identified by the Governor.

- Adults who are unemployed or employed with an income below the NWTNWB Self-Sufficiency Standard who are in need of training to secure employment.

Basic Career Services will continue to be available to all Adults. The Outreach and Opportunities standing committee of the NWTNWB provides guidance for how to best serve target populations.

Describe how the local board will focus efforts on priority populations to meet Key Performance Indicators.

Key performance indicators (KPIs) provide a way of measuring the effectiveness of an organization in achieving its goals. In pursuit of continuous improvement, and the goal of increasing the competitive position of Tennessee business by providing Tennesseans who want to work access to an effective public workforce system, the Tennessee Department of Labor and Workforce Development has developed annualized regional and state KPIs. From these guidelines, each LWDB was tasked with collaborating within their Grand Planning Region in order to develop quarterly targets specific to the goals and needs of their LWDA. In addition to goals for the core partner programs, the developed KPIs also include goals for target populations such as veterans, RESEA, SNAP E&T, MSFW, and re-entry populations. In order to help meet the KPI goals, outreach, enrollment, and co-enrollment efforts will focus on priority populations. Such as:

- Targeting outreach efforts on agencies serving these populations, such as distribution of marketing materials, participation in events, and invitations to participate in AJC events and strategy meetings.
- Displaying marketing materials for core and community partners at the AJCs, and providing materials to be displayed at the partners' sites.
- Utilizing social media accounts to connect with customers and other agencies and inform them of the services available through the AJC.
- Conducting rapid response meetings in order to serve workers dislocated through closures or layoffs. Outreach to unemployment claimants regarding AJC services is also conducted when contact information is available.
- Incorporating specialized programs such as RESEA, serving unemployment claimants, and SNAP Employment & Training, serving SNAP (i.e. food stamp recipients) into services at the AJC. Currently, RESEA is available at all nine AJC locations.
- Reverse referring SNAP recipients to DHS for possible enrollment in SNAP E&T.

- Offering incentives to Title I Youth work experience participants who need a HiSet to participate in Adult Education classes.
- Co-enrolling Title I participants needing job search assistance in Wagner Peyser.
- Co-enrolling Vocational Rehabilitation and TANF work program participants in Title I paid work experience.
- Distributing Jobs4TN system alerts regarding registration of new veteran registrations to appropriate Veterans staff to conduct outreach.
- Co-enrolling TAA participants in Title I for supportive services during occupational skills training, or near completion of training for OJT or work experience.
- Offering services by several partners to currently incarcerated individuals including HiSet classes and testing by Adult Education, HiSet testing and resume assistance from Wagner Peyser, and Occupational Skills Training and On-the-Job Training by Title I Adult, Dislocated Worker, and Youth.

H. Training Policies and Activities

Training services can be critical to the employment success of many Adults and Dislocated Workers. AJC staff may determine training is appropriate regardless of whether the individual has first received Basic or Individualized Career Services. Training services may be provided if staff determine, after an interview, evaluation or assessment, and career planning, that the individual:

- is unlikely or unable to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone;
- is in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through career services alone;
- has the skills and qualifications to successfully participate in the selected program of training services.

Programs of training services must be linked to in-demand employment opportunities in the local area or planning region or in a geographic area in which the Adult or Dislocated Worker is willing to commute or relocate. The selection of training services is conducted in a manner that maximizes customer choice, is linked to in-demand occupations, informed by the performance of relevant training providers, and coordinated to the extent possible with other sources of assistance (see WIOA sec. 134(c)(3)). Training services, when determined appropriate, are provided either through an Individual Training Account (ITA) or through a training contract as discussed in Section 10 of TEGL 3-15.

Adult and dislocated worker training services currently available in the Northwest area include:

- Occupational skills training, including training for nontraditional employment;
- On-the-Job Training;
- Incumbent Worker Training; and
- Transitional jobs.

Additional training services that may be offered as needed may include:

- Programs that combine workplace training with related instruction, which may include cooperative education programs;
- Training programs operated by the private sector;
- Skill upgrading and retraining;
- Entrepreneurial training;
- Job readiness training (provided in combination with certain training services);
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs (provided concurrently or in combination with certain services); and
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

Training services are focused on the area's top industry sectors. The local board reviews labor market information (LMI) prior to approving new programs or renewing existing programs for the Eligible Training Provider List (ETPL) to ensure the programs are aligned with local and / or regional labor market needs. Furthermore, prior to issuing Individual Training Accounts (ITAs) for postsecondary training at approved providers as listed on the ETPL, Title I Career Advisors ensure that participants' career goals align with in-demand industries and occupations. According to Economic Modeling

Systems, Inc. (EMSI), current labor market data indicates the top five industries expected to add the most jobs between 2018 and 2028 are:

Description	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change	2028 Location Quotient	Avg. Earnings Per Job	2018 GRP
Manufacturing	15,690	17,484	1,794	11%	2.48	\$59,150	\$1,640,638,992
Government	18,527	20,065	1,538	8%	1.41	\$49,044	\$1,032,527,648
Health Care and Social Assistance	9,503	10,340	837	9%	0.76	\$42,140	\$514,806,415
Retail Trade	11,027	11,623	596	5%	1.21	\$31,560	\$673,440,254
Transportation and Warehousing	3,279	3,847	568	17%	1.06	\$51,806	\$274,817,759

Work-based Learning strategies and goals.

The NWTNWB offers various opportunities for Work-Based Learning, including On-the-Job Training, Work Experience, Transitional Jobs, Apprenticeships, and Incumbent Worker Training. Work-based training opportunities must be identified as an appropriate activity for program participants on the Individual Employment Plan (IEP) or Individual Service Strategy (ISS). IEPs or ISSs, and/or case notes, will specify goals of the work-based training activity by identifying the purpose of the activity and expected outcomes. Appropriate support services, as described in the attached Supportive Services policy, may be used in combination with work-based training to meet the needs of employers and participants. The Regional Planning Council, which includes members of the core partners as well as other partners, identifies regional and local in-demand and emerging sectors using available labor market data, strategy meetings, and other data gathering methods. Workforce efforts, including Work-Based Learning, are then focused on identified sectors through services available in the AJC. For instance, manufacturing and healthcare are two of the most prominent sectors in the area, therefore On-the-Job Training (OJT), apprenticeships, and Incumbent Worker Training (IWT) grants are heavily concentrated in these areas. The NWTNWB strives to continually increase employer penetrations rates and will serve as many employers as possible based on employer hiring needs and availability of funding. Work-based learning efforts are also focused on serving target populations and individuals with barriers to employment, such as Youth, justice-involved individuals, and individuals with disabilities.

The NWTNWB strives to utilize approximately 10% of Adult and Dislocated Worker program funding allocated to local area through formula program funds and / or specialized funding such as Consolidated Business Grants (CBGs) to provide work-based learning opportunities. At an estimated cost of \$2,500 per individual, approximately 100 participants would be expected to be served through work-based learning opportunities, contingent upon funding availability and employer hiring needs. A minimum of 20% of the area's Youth program funding is dedicated to serving work experience participants, which may also include OJT and apprenticeships. The NW's Expanding Apprenticeships in Rural Northwest TN (EARN\$TN) initiative is one example of these efforts. Supported through TN's Apprenticeship Expansion grant, and supplemental funding from the Delta Regional Authority (DRA), this initiative seeks to expand apprenticeship opportunities by increasing awareness of employers to the benefits, assisting employers with developing apprenticeship standards, connecting qualified job seekers and employers, and facilitating the access to WIOA and other AJC partner funds to support apprenticeships. Further, with agreement of the employer, the BST will coordinate a more intensive marketing and pre-apprenticeship training program modeled after the Amteck Registered Electrical Apprenticeship Preparation (REAP) program. The REAP model includes an aggressive employer-driven awareness campaign with the employer traveling to high schools to "showcase" their apprenticeship, including an overview of the occupation, employer expectations, working conditions, wages, etc.

Individual Training Account Policy

As described in the attached Individual Training Account (ITA) policy, training services, when determined appropriate, must be provided either through an ITA or through a training contract discussed in Section 10 of TEGL 3-15. The NWTNWB limits ITAs to programs on the WIOA Eligible Training Provider List that lead to a credential in a period of two years or less, including Challenge/CLEP tests, when appropriate. ITA funding is for unmet need for cost of training not covered by other federal or State financial aid, such as Pell, Lottery, TN Promise, and TN Reconnect. WIOA funds are considered "last dollar." ITA funding is authorized per training term (quarter, semester, trimester, etc.), with subsequent terms authorized after successful completion of the previous term. The ITA is limited to \$4,000 per year, for two years, with total cost limited to \$8,000 during participation.

In accordance with TDLWD's American Job Center Individual Training Account Use guidance, Tennessee, and the NWTNWB recognizes limited exceptions to the use of ITAs. Contracts for services may be used instead of an ITA only when one or more of these exceptions apply (WIOA Section 134(c)(3)(G)(ii)):

- 1) The services provided are OJT, customized training, incumbent worker training, or transitional jobs;
- 2) The LWDB determines that there are an insufficient number of Eligible Training Providers in the local area to accomplish the purpose of a system of ITAs;
- 3) The LWDB determines that in the area there is a training-services program of demonstrated effectiveness offered by a community-based organization or other private organization to serve individuals with barriers to employment;
- 4) The LWDB determines that the most appropriate training could be provided by an institution of higher education to train multiple individuals for jobs in sector-demanded occupations, provided this does not limit customer choice; or
- 5) The LWDB is considering entering into a pay-for-performance contract and the LWDB ensures that the contract is consistent with 20 CFR 683.510.

In order to determine the effectiveness demonstrated by a community-based organization or other private organization, particularly as it applies to the special participant population to be served, the NWTNWB will evaluate the following:

- A) Financial stability of the organization;
- B) Demonstrated performance in measures appropriate to the program; and
- C) The relevance of the specific program to LWDB needs identified in the local area

Information on local training providers and programs is included on Jobs4TN.gov. Eligible training providers are listed on the Eligible Training Provider List (ETPL). All AJC customers may access this information, regardless of how training services are to be provided. The selection of training services should be conducted in a manner that maximizes customer choice, is linked to in-demand occupations, informed by the performance of relevant training providers, and coordinated to the extent possible with other sources of assistance (see WIOA sec. 134(c)(3)). In order to select a program of study and make a career decision, individuals will go through a series of assessments and career exploration exercises in order to establish the appropriateness of training. Career decision making should rely heavily on local Labor Market Information, focusing on future job growth. If there is no local demand, then a viable plan for relocation to an area where the occupation is in demand must be established. This plan must be documented within the case narrative section and on the Individual Service Strategy (ISS).

Training Provider Approval Policy

As stated in the attached Training Provider Approval policy, training providers must provide all requested performance, cost, credentialing, articulation documentation, or other information requested by the Committee and/or the NWTNWB when applying for inclusion on the Eligible Training Provider List (ETPL). The NWTNWB reviews and approves applicants which are deemed to have met the criteria outlined in WIOA Subtitle B, Chapter 1, Section 122. Renewal applications must provide required performance data in order to remain on the ETPL. Eligible Training Providers are accountable to established performance standards in accordance with Workforce Services Policy #5 – Eligible Training Provider List and renewal applications must provide required performance data in order to remain on the ETPL. According to the policy, providers on the ETPL are required to submit performance reports to the State, which must contain individual level data for all participants in programs offered by the Eligible Training Provider that have serviced at least one student with the assistance of WIOA funding. Performance reporting is required for credential attainment, employment rates during 2nd and 4th quarters after exit, and median earnings during 2nd quarter after exit for all students as well as for WIOA participants. The NWTNWB also reviews local labor market information prior to initial and re-approvals to ensure programs will meet the employment needs of local employers, workers, and jobseekers.

Similarly, employers who are awarded On-the-Job Training (OJT) contracts will have performance periodically reviewed by the Business Services Team to ensure placement and retention standards, in accordance with the federal performance measure, are met and warrant continued approval of new OJT contracts and slots. Any employers who are found to have a pattern of failure regarding completion or retention of participants will discuss the contributing factors with a Business Services Team member. The NWTNWB holds subcontractors to the same performance levels developed by the US Department of Labor, broken out by the Adult, Dislocated Worker, and Youth funding streams. These standards are then negotiated with each of the states, including Tennessee. TDLWD then negotiates with the Local Workforce Development Areas across the State.

Meeting Industry Demand

The LWDB continuously monitors labor market information and the needs of employers to ensure there are enough providers to meet industry demands. If data indicates growth in an occupation with few or no training programs available, if employers express concerns regarding qualified applicants, or if there are large wait lists for high-demand programs, the LWDB may consider a need for a customized training or pay-for-performance contract to increase training of applicants and meet the needs of area employers. Many training providers also offer customized training programs that can assist in meeting industry demands. The NWTNWB partners with area training providers to identify the best course of action for the employer and assists in funding training when possible.

I. Business Service Strategy

As noted in the Regional Plan, local and regional employers are a primary customer of the workforce system and the northwest area will continue to develop and maintain strong partnerships with the employer community. The Business Services Team assists in identifying and meeting the needs of employers in existing and emerging industries and occupations by building relationships through local and regional initiatives, developing career pathways, identifying means of addressing human resources needs, and promoting and facilitating the use of AJC services such as On-the-Job Training grants, customized training opportunities, industry and sector strategies, apprenticeships, and the availability of Incumbent Worker Training grants. Other services provided to new and prospective companies by the Business Services Team and American Job Center Partners include:

- Pre-screening Applicants – Analyzing and pre-screening job applications based on minimum requirements, then referring qualified candidates to various pre-employment assessments.
- Job Fairs – Facilitating, organizing, planning and finding qualified labor for open positions, including joint job fairs across the West TN region.
- Labor Market Information – Labor Market FAQs can be found on www.Jobs4TN.gov - an online resource that provides access to a wide variety of information about jobs in the local area, such as the average wages for jobs in an area, the occupations predicted to have the most future job openings, the salary expectations for specific occupations, and county unemployment rates.
- Virtual American Job Center – Using the Jobs4TN online website to connect employers to job seekers by listing job orders and making coordinated referrals based on job descriptions.
- On-the-Job and Incumbent Worker Training – Educating employers about the availability of OJT and IWT funds to assist in upgrading skills of new and existing employees.
- Unemployment Insurance (UI) Services – Using Jobs4TN to report layoffs and closures, workers to file claims, job search, and complete weekly certifications, and connect to programs for UI recipients including Re-Employment Services Eligibility Assessment (RESEA).
- Starting Your Own Business Workshop – Attendees learn the skills and information they need to get started, including successful business ownership traits, assessment of the business idea, and the “mechanics” of starting a business – forms of ownership, insurance, financing, and more. Workshops are offered in partnership with the TN Small Business Development Centers and Operation Hope.

Business Services Team members focus efforts by working with the Economic and Community Development team to ensure targeted industries align with the Governor’s Sector Strategies. Thorough analysis of the labor market data and discussions with key stakeholders have resulted in the identification of in-demand sectors in the local area on which to focus workforce development efforts in order to address the middle-skills gap and meet the needs of employers: (1) Healthcare; (2) Transportation and Logistics; (3) Advanced Manufacturing; and (4) Business Services, with a particular emphasis on Information Technology. Shared information and data agreements may be utilized to support access to information and information sharing between the partners as allowed by authorizing laws and regulations. All marketing material used in the AJCs include the federal brand of American Job Center Network, which has been incorporated into all flyers, brochures and outreach material. A comprehensive brochure entitled “Business Solutions” was developed and is distributed to employers by all partners to facilitate a uniform message of business services.

The NWTNWB focuses on enhancing training opportunities and providing individuals with the knowledge and resources needed to take advantage of them. Data from the West TN Regional Plan is used as a foundation to begin discussions and develop partnerships with core programs and educational institutions such as TN Colleges of Applied Technology, Community Colleges, and Universities to address educational needs in the area, and achieve the goal of the Drive to 55 initiative, by ensuring the availability of needed training opportunities. To meet the needs of employers and align

education and training opportunities with targeted industries and occupations, the NWTNWB also takes advantages of initiatives, such as TN Pathways, to collaborate with workforce, education, training, and employer partners. The TN Pathways initiative supports alignment among K-12, postsecondary education, and employers across the state so that students have a clear and guided pathway to gain the knowledge and experience needed to move seamlessly into the workforce. TN Pathways directly supports the Drive to 55 goal to equip at least 55% of Tennesseans with a college degree or certificate by 2025 through: 1. High-quality college and career advisement throughout K-12; 2. Rigorous early postsecondary and work-based learning opportunities in high school; and 3. Seamless vertical alignment between K-12, postsecondary programs, and career opportunities as a result of effective partnerships among school districts, higher education institutions, employers, and community organizations. The NWTNWB will partner with the Northwest TN Pathways Regional Coordinator to certify pathways in at least 10 high schools and work to have a majority of graduates earn a postsecondary credential. To yield a pipeline of skilled entry-level workers to address the current and projected skilled worker shortage, the NWTNWB will also: 1. Research labor market information and assist in the engagement of employers in the region to determine current and future hiring needs; 2. Coordinate with middle schools to understand, develop, and/or enhance career exploration activities for students, beginning in the 7th grade, to assure programs align with industry needs; 3. Facilitate interaction between employers and middle/high school teachers, counselors, and/or administration to provide “real world” workforce expectations of business and industry, including pathways, work ethic and soft skills; and 4. Coordinate with secondary schools and postsecondary institutions to develop career pathways for students that meet the needs of the students and employers.

The West Tennessee Regional Plan outlines apprenticeship as an emerging and new strategy for west Tennessee. Through the Registered Electrical Apprenticeship Preparation (REAP) initiative, in partnership with Amteck and the AJCs, an electrical contracting and engineering pathway was established at Lake County High School in 2018. Graduating seniors expressing an interest in a career as an electrician participated in a 10-week pre-apprenticeship program to learn the fundamentals of basic electricity and construction applications. Upon successful completion of the first two weeks of the program, students earned approximately \$500, received a tool kit valued at \$300, and earned an opportunity to continue training at Amteck’s Dyersburg facility. Those continuing in training were transported to the Dyersburg facility for eight weeks for additional hands-on experience in the shop, as well as, at local construction and/or manufacturing sites. This experience acclimated students to working with a “crew” and provided them an opportunity to earn an additional \$2,500. Those who successfully completed the work experience were eligible for hire, and upon supervisor recommendation, students could be accepted into the 4-year Registered Apprenticeship, including classroom and on-the-job training while being paid. Upon completion apprentices are prepared to take the exam to become a Journeyman/Licensed Electrician earning an estimated \$70,000 annually. The successful initiative was expanded in 2019, and is being offered again this year, with up to 30 graduating seniors from across Northwest TN high schools having an opportunity to participate in the program. Amteck scheduled “showcase” visits to provide career related information to graduating seniors, including detailed information about careers in the electrical trade, expected wages, and the expectations of employers. Seniors with an interest in a career as an electrician will have an opportunity to attend Shock and Awe Day at Amteck on June 6th in order to apply for Amteck University’s two-week REAP program. Upon successful completion of the 2 weeks pre-apprenticeship program, graduates will be eligible for hire by Amteck and with supervisor recommendation, accepted into the Registered Apprenticeship program.

Additionally, through the Re-Entry Advanced Manufacturing Program (RAMP) initiative, a collaboration between industry, postsecondary schools, including community colleges and TN Colleges of Applied Technology, and county jails, a manufacturing pathway is currently in place in several county jails. RAMP allows currently incarcerated individuals the opportunity to earn nationally recognized manufacturing credentials through the Manufacturing Skills Standard Council (MSSC)’s Certified Production Technician (CPT) training. Students can earn national certifications in Safety, Quality, Manufacturing Processes, and/or Maintenance Awareness, and those attaining all credentials achieve Certified Production Technician status. In some jails, students are also given opportunities to demonstrate the skills they are learning to local employers through work-release programs. For those interested in continuing their education upon release, the MSSC credentials may be used to request up to 12 hours of college credit at Dyersburg State Community College toward an Associate Degree in Advanced Integrated Industrial Technology, or advanced standing at local TCATs.

J. Business Service Team Structure

The AJC Business Services team (BST) is led by the One-Stop Operator and includes the following members: One-Stop Operator, Northwest TN Workforce Board, Title I Adult, Dislocated Worker, and Youth, Vocational Rehabilitation, DVOP/LVER Veterans Service, Title III Wagner-Peyser, Economic and Community Development, Adult Education, TANF Families First, TN Pathways, and Probation and Parole. The Business Services Team assists in identifying and meeting the needs of employers in existing and emerging industries and occupations by building relationships through local and regional initiatives, identifying means of addressing human resources needs, and promoting and facilitating the use of AJC services. Monthly meetings are held by the OSO for the Business Services Functional Team to disseminate the service strategy for employers from the LWDB, facilitate planning to implement strategies, and provide partner updates. Additionally, under the direction of the Regional Planning Council, a regional business services meeting is held quarterly for BST staff across West TN.

The NWTNWB staffs two Business Services Representatives who are responsible for developing On-the-Job training contracts with employers in demand, high growth industries. The Business Services Representatives also seek out worksites for Work Experience placements which funnel In-School Youth on Work Based Learning, Out-of-School Youth needing meaningful Work Experience, and Adults who lack employability skills. Additionally, the Business Services Representatives market and manage the Incumbent Worker Training Grant program, are continuing to maintain the ACT WorkKeys Work Ready Communities Initiative, Manufacturing Day Event planning, and grow Apprenticeships in Northwest Tennessee through a DRA grant and the state funded Apprenticeship Expansion program. Manufacturing Day is an excellent example of a public-private partnership that supports sector strategies as described in the West Tennessee Regional Plan. These events allow high school students in the region to tour and / or hear presentations from manufacturers to learn firsthand about career opportunities in the region. The Business Services Representatives also partner with other BST members to coordinate on-site and off-site job fairs and hiring events for area employers. Employers call on the Business Services Representative for Labor Market Information when making salary adjustments and expansion considerations. Local Chambers of Commerce and Economic Developers also rely on Labor Market Information provided by the Business Services team and pulled from Jobs4TN and our Economic Modeling System Inc. (EMSI) data system. The Business Services Representative stay active in our communities by participating in Chamber events, SHRM meetings, speak at Rotary, Lions, and Kiwanis meetings, host events through Facebook live and Zoom formats, make in-person visits and connect via email.

K. Accessibility to Programmatic Services in Rural Areas, including Distressed and At-Risk Counties

The AJC ensures access to programmatic services by maintaining a physical presence in all counties in the entirely rural NW area. In AJCs where not all partners are physically located, services are provided using technology available at the AJCs. The use of Skype for “face-to-face” interactions with various partners and / or employers allows customers in affiliate sites and access points to virtually receive one-stop services typically only offered onsite at the comprehensive centers. Jobs4TN also allows both job seeker and employer customers to remotely access secure, web-based AJC services such as labor market information, unemployment insurance, and mediated labor exchange. On-site and off-site partners also routinely make referrals via phone or email, or to Jobs4TN.gov for the unemployment insurance program. Information regarding AJC services is also made available on the system's website and social media pages. The Mobile AJC and Title I “Street Teams” also provide access to services. Livestreaming of AJC services is also incorporated onto social media to inform customers of events such as job fairs.

Additionally, the NW area is utilizing rural initiative funding to support initiatives in the area’s at-risk and distressed counties. As described below, the funding is being utilized in distressed Lake County and the at-risk counties of Carroll, Obion, and Weakley to support efforts to serve the re-entry population through occupational skills training and / or work release programs. Re-Entry programs are also already being offered in Dyer, Gibson, and Henry counties.

In Benton County, the funds are being utilized to support the Work Opportunities for Rural Kids (WORK) program, branded as #WORKlife, a paid Work Experience (WE) program allowing participants to work up to 37.5 hours for up to 6 months. In addition to gaining valuable hands-on experience and learning general work skills (i.e. soft-skills), such as attendance, punctuality, professional communication, teamwork, etc., participants earn the higher of \$8.00 per hour or the typical wage paid for the position. In order to promote the program, the NW area will partner with the secondary schools in Benton County, particularly the Benton County Career and Technical Center (BCCTC) which serves all of

Benton County, to promote local career opportunities, particularly in one of the area's target sectors, manufacturing. The NW area is working with the BCCTC to organize a promotional / hiring event, highlighting career pathways and opportunities available within Benton County. Through the event, employers will be able to market summer, part-time, and full-time positions to graduating seniors, and interview rooms may be available for immediate hiring. This initiative aligns with the west Tennessee regional plan strategy of focusing on special populations such as unemployed youth. Unemployment rates among youth (ages 16 to 24 years old) are higher in the West Region at 18.45%, more than five times the overall state rate.

The NW area also applied for and was awarded funds to coordinate career exploration events in partnership with local postsecondary training providers and area high schools. To promote careers in the healthcare industry, and inform students of training programs available leading into healthcare careers, the NWTNWB will partner with training provider(s) to host 40 students from Lake County Schools, including 20 8th graders and 20 high school students, and 50 students from Dyer County High School, on the campus(es) of a training provider(s) to tour and learn about the various healthcare programs offered by the institution(s). Representatives from area training providers, such as Dyersburg State Community College (DSCC), the Tennessee College of Applied Technology (TCAT) Newbern and / or TCAT Ripley, and the University of TN at Martin will be invited to participate in and / or host the event and discuss the programs offered by their institutions. In addition to tours and presentations from training providers, students will participate in tours and / or presentations from local healthcare employers. The event will support the efforts of the CNA to BSN (C2B): A Prescription for Nursing Shortages for Rural West Tennessee initiative, funded through the GIVE grant received by DSCC. The initiative supports the healthcare career pathway by expanding access to Certified Nursing Assistant (CNA) courses offered by DSCC in several local high schools, an evening Licensed Practical Nursing (LPN) course through TCAT Ripley, an evening Registered Nursing (RN) course through DSCC, and a Bachelor of Science in Nursing (BSN) program through the University of TN at Martin. The event originally scheduled for May 4th will be rescheduled to the fall due to the COVID-19 pandemic. Career exploration funding was also awarded to offer industry panels and soft-skills training, in partnership with the Weakley County Economic Development Board and Center Point Business Solutions, to the five middle schools and four high schools in Weakley County. During the interactive sessions, an industry panel will address soft-skills, work ethic, industry and employer expectations, and career opportunities. Industry panels will focus on one or three of the area's four in-demand industry sectors: healthcare, manufacturing, transportation and logistics, and other professional services. Additionally, 15-minute mock interviews will be conducted for the junior or senior class, depending on the preference of each school. Contingent upon funding, the events are also postponed until fall due to the COVID-19.

L. Re-Entry Initiative for Justice Involved

The NWTNWB supports the goal of improving labor market outcomes of formerly-incarcerated population often known as justice-involved. As part of west Tennessee's vision, goals, and implementation strategies noted in the regional plan, we as a region are working with multi-barrier populations which includes justice-involved individuals to prepare them for re-employment. To do so, the NWTNWB has established and will continue enhancing partnerships with re-entry service providers, parole and probation field offices, employers, community-based organizations, faith-based organizations, labor organizations, vocational training providers, and social enterprises that serve the formerly incarcerated and justice-involved individuals. The NWTNWB recognizes the value of all partners, especially community and faith-based organizations who have firsthand expertise in understanding and providing impactful services to the re-entry population. The One-Stop Operator (OSO), on behalf of all partners of the AJC, will reach out to the various organizations that can assist in this effort. The NWTNWB and AJC are actively working with local Sheriff's and county jails in seven of the nine counties to provide re-entry services for currently incarcerated inmates to ensure a smooth transition into the labor force upon release. The jails offer a network of community-based organizations already working with inmates for transition into society. By coupling these efforts, justice-involved individuals will have a much better chance for success and reduce the recidivism rates for this population. The programs vary to meet the needs of the area and provide seamless, integrated and effective services to both current justice-involved individuals and those formerly incarcerated. One example is The Orchard House, a newly opened faith-based men's transitional house in Gibson County. The Orchard House provides residents a 12-month, 4-phase program with housing, transportation, meals, employment, and guidance to remove the variables that prevent justice-involved men from successfully transitioning back into the community. Although the OSO can arrange for partners to provide basic career services, including, but not

limited to, labor market information, career pathway guidance, and job search assistance, etc., the NWTNWV also recognizes that justice-involved individuals may need mental health and faith-based programs.

In addition to the traditional career services offered by AJC partners, employing individuals with barriers, requires “hard” skills and experience to get a job and keep that job. Title I partners can provide ITAs and supportive services for occupational skills training. A current partnership to meet the needs of the manufacturing industry with area Tennessee Colleges of Applied Technology (TCAT) and Dyersburg State Community College is to provide the Manufacturing Skills Standard Council (MSSC) Certified Production Technician (CPT) training program. The program referred to as RAMP (Re-entry Advanced Manufacturing Program) is being offered on-site at multiple jails to train inmates in Safety, Quality, Manufacturing Processes, and Maintenance Awareness. Both providers have had success with CPT training with other target groups. The NWTNWB will also make funds available to its Title I partner to place justice-involved individuals in Transitional Work Experience (TWE) and/or On-the-Job Training (OJT). The Northwest TN Workforce Area has had great success with OJT for many years, placing over 200 workers annually with excellent retention. By coupling TWE with OJT, our new *Ready...Set...Hire!* program offers employers an opportunity to “try-out” the justice involved individual, prior to hiring them. Additional partnerships may be developed as needed.

The Northwest TN region has / is providing RAMP in six locations / counties, with ten individuals being served per location per quarter. Individuals are also being placed in work release OJTs with one additional focusing on work release instead of CPT classes. Due to the small size of some local jails, RAMP classes move quarterly to a different jail, resulting in an expanded service area, but not a significant increase in numbers served. The NW area is utilizing rural initiative funding to support these efforts.

Performance Goals and Evaluation

A. Local Levels of Performance

The NWTNWB’s success is measured by Performance Standards developed by the US Department of Labor, which are broken out by the Adult, Dislocated Worker, and Youth funding streams. These standards are then negotiated with each of the states, including Tennessee. TDLWD then negotiates with the Local Workforce Development Areas across the State. On a local level, the NWTNWB holds subcontractors to the same performance levels. The NWTNWB has historically achieved performance at a level to be awarded incentive grants, however, targeting services to individuals with barriers to employment coupled with longer outcome measures and new performance standards, such as median earnings and credential attainment for Adults and Dislocated, raise concerns about the ability to continue to meet performance requirements. The below table indicates the negotiated targets for PY 2019 and the area’s performance for the quarter ending March 2020.

Federal Performance Indicator	Adult		Dislocated Worker		Youth	
	Goal	Actual	Goal	Actual	Goal	Actual
Employment Rate, 2nd Quarter After Exit	86.0%	90.0%	84.0%	88.1%	79.5%	85.6%
Employment Rate, 4th Quarter After Exit	85.0%	85.6%	84.0%	87.9%	76.0%	81.4%
Median Earnings, 2nd Quarter After Exit	\$6,500	\$6,757	\$6,842	\$8,280	N/A	N/A
Credential Attainment, w/i 4 Quarters After Exit	59.0%	89.8%	69.0%	90.7%	72.0%	84.4%
Measurable Skill Gains – Baseline	N/A	74.6%	N/A	72.9%	N/A	60.3%

**Targets for PY20 will be negotiated with TNDOL in May 2020*

WIOA Common Measure

Per the U.S. Department of Labor Employment and Training Administration’s WIOA Performance Related Frequently Asked Questions (FAQ), under the WIOA, the four core partner programs have common performance measures. Additionally, other programs authorized under WIOA are required to report on the same performance indicators. Below are the expected levels of performance as a state for the core programs for PY 20 and 21 as listed in the State Plan.

Federal Performance Indicator	Adult Education		Wagner-Peyser		Voc. Rehab.	
	2020	2021	2020	2021	2020	2021
Employment Rate, 2nd Quarter After Exit	41.0%	42.0%	66.0%	67.0%	Baseline	

Employment Rate, 4th Quarter After Exit	42.0%	43.0%	66.0%	67.0%		
Median Earnings, 2nd Quarter After Exit	\$3,300	\$3,400	\$4,700	\$4,800		
Credential Attainment, w/i 4 Quarters After Exit	30.0%	31.0%	N/A	N/A		
Measurable Skill Gains – Baseline	35.0%	36.0%	N/A	N/A	200 or 20%	250 or 25%

Effectiveness in Serving Employers

According to TEGL 10-16, WIOA sec. 116(b)(2)(A)(i)(VI) requires the Departments to establish a primary indicator of performance for effectiveness in serving employers. The Departments have determined that this indicator will be measured as a shared outcome across all six core programs within each State to ensure a holistic approach to serving employers. The Departments have developed three approaches for measuring effectiveness in serving employers. States must select two of these three approaches to report on this indicator. The TDLWD has selected the two following indicators and will continue piloting approaches to measuring them for the first two years of the PY2-2—2023 Combined State Plan:

1. **Repeat Business Customers (Percentage of repeat employers using services within the previous three years):** This approach tracks the percentage of employers who receive services that use core program services more than once. This approach is useful in determining whether employers who receive services from the core programs are satisfied with those services and become repeat customers. This approach also assesses the workforce system's ability to develop and maintain strong relationships with employers over extended periods of time.
2. **Employer Penetration Rate (Percentage of employers using services out of all employers in the State):** This approach tracks the percentage of employers who are using the core program services out of all employers represented in an area or State served by the public workforce system (i.e., employers served). This approach is useful in determining whether the core programs are serving a large portion of employers in an area and are adequately meeting the workforce needs of the area.

As the primary customer of the workforce system, services to employers are considered to be of the utmost importance. The Northwest area takes a holistic approach to providing valuable services to its employers by:

- Incorporating representatives from the core partners, as well as other partners, on the Business Services Team (BST).
- Charging the OSO with conducting monthly BST meetings among all members of the team.
- Utilizing a comprehensive Business Solutions brochure to detail services available to employers through the AJCs, across all partners, such as OJT and IWT grants from Title I, HiSet preparation from Title II Adult Education, job order assistance and applicant screening from Title III Wagner Peyser, ADA assistance from Title IV Vocational Rehabilitation, Unemployment Insurance / Rapid Response and Work Opportunity Tax Credit assistance, and Mobile AJC services. Partners responsible for each service are not referenced in the brochure, but rather presented as AJC services.
- Ensuring a representative from the NW BST attends the BST meetings of other areas in the region whenever possible. Additionally, the West TN region has implemented sub-committees for the Regional Planning Council, one of which is a Regional Business Services Sub-Committee.

The NW area utilizes the Employer Services report in VOS monthly to track the number of employers receiving services, the services provided, and the number of times each service has been provided, among partners utilizing VOS as their case management system. Additionally, an employer satisfaction survey is conducted to ensure services are meeting the needs of employers. The Employer Services Report and survey results are reported monthly by the OSO shared quarterly with the core partners and with the NWTNWB AJC Committee at its quarterly meeting by the OSO.

Performance and Effectiveness of the Local Fiscal Agent

In accordance with WIOA Section 107(d)(12)(B)(i)(II), the NWTNWB, has been selected as the local fiscal agent for the WIOA grant funds by a Consortium of Chief Elected Officials (CEO). According to the agreement between the Local Elected Officials and NWTNWB, as the selected fiscal agent entity, the NWTNWB's responsibilities include:

- (1) Ensuring fiscal integrity and accountability for expenditures of funds in accordance with Office of Management and Budget circulars, WIOA and corresponding Federal Regulations and State Policies;
- (2) Maintaining proper accounting records and adequate documentation;
- (3) Conducting financial monitoring of service providers; and
- (4) Ensuring independent audits of all employment and training programs.

The NWTNWB is committed to the responsible stewardship of its resources and to maintaining a work environment that promotes ethical and honest behavior. To accomplish this, the NWTNWB has established and implemented internal control systems and procedures to prevent and detect irregularities, including fraud, waste and abuse:

- (1) Internal Audit – Staff conducting Internal Audits are responsible for assessing the adequacy and effectiveness of internal controls that are implemented by management and will often recommend control improvements as a result of this assessment. During an audit of a department or process, the staff conducting the Internal Audit will also perform tests designed to detect fraud, waste or abuse that may have occurred.
- (2) External Audits – The NWTNWB receives external audits through a contract under the direction of the Tennessee Department of Audit. One purpose of this type audit is to evaluate an organization's internal controls, which will often result in recommendations for control improvements. External Auditors will also perform tests designed to detect fraud, waste or abuse that may have occurred.
- (3) Other Reviews – Various programs may be subject to audits or reviews by federal, state or other outside agencies based on the type of program, function or funding. The NWTNWB is audited annually by the TN Department of Labor and Workforce Development's Performance Accountability Review (PAR) team. Although audits and reviews may include assessments of internal controls, the primary responsibility for prevention and detection of fraud, waste or abuse belongs to management. Therefore, management should take steps to review internal controls whether or not audits are to be performed.

The NWTNWB monitors the results of such audits and other reviews in order to measure the performance and effectiveness of the local fiscal agent.

Performance and Effectiveness of Eligible Providers

In the State of Tennessee, the Tennessee Department of Labor and Workforce Development (TDLWD) is charged by the State Workforce Development Board with the responsibility to develop and maintain the Eligible Training Provider List (ETPL). To receive funds under Title I of WIOA, a training provider must make application to the local Workforce Investment Board for approval to be included on the ETPL. The NWTNWB agrees to adopt the procedures and formats provided by TDLWD for accepting and processing applications for the ETPL. Said procedures include processes and formats for renewal applications for providers which have completed their period of initial eligibility, as well as for making initial application, and annual monitoring.

Interested training provider applicants shall visit the Eligible Training Provider website at www.Jobs4TN.gov to register and complete the appropriate application forms as provided by TDLWD within the system. Applicants must provide all requested performance, cost, credentialing, articulation documentation, or other information requested by the Committee and/or the NWTNWB. Upon receipt of completed applications, a Sub-Committee of the NWTNWB will review and make recommendation to the full NWTNWB or its Executive Committee for approval, denial or other additional/subsequent consideration. The Sub-Committee, other committees of the NWTNWB, or NWTNWB members may request any additional information from the applicant institution deemed necessary. The LWDB will review and approve applicants which are deemed to have met the criteria outlined in WIOA Subtitle B, Chapter 1, Section 122. If approved, the NWTNWB will submit appropriate information and recommendation for addition to the Statewide Eligible Training Provider List in the Jobs4TN system.

Eligible Training Providers are accountable to established performance standards in accordance with Workforce Services Policy #5 – Eligible Training Provider List and renewal applications must provide required performance data in order to remain on the ETPL. According to the policy, providers on the ETPL are required to submit performance reports to the State, which must contain individual level data for all participants in programs offered by the Eligible Training Provider that have serviced at least one student with the assistance of WIOA funding. Performance reporting is required for credential attainment, employment rates during 2nd and 4th quarters after exit, and median earnings during 2nd quarter after exit for all students as well as for WIOA participants.

Similarly, employers who are awarded OJT contracts will have performance periodically reviewed by the Business Services Team to ensure placement and retention standards, in accordance with the federal performance measure, are met and warrant continued approval of new OJT contracts and slots. Any employers who are found to have a pattern of failure regarding completion or retention of participants will discuss the contributing factors with a Business Services Team member to develop corrective action plans, if appropriate, in order to remain a provider of OJT.

Performance and Effectiveness of the AJC Delivery System

In addition to closely monitoring attainment of the federal performance measures as described above, to measure the performance and effectiveness of the AJC delivery system in the local area, the NWTNWB utilizes an American Job Center survey and an Employer survey. Notice regarding the American Job Survey is posted in each Center and includes the website for completing the survey online. Survey cards are also made available to each job seeker, who has the option of completing the survey and placing it into a locked collection box, or electronically completing the survey via a link on resource computers. Survey cards placed into the collection box are keyed by One Stop Operator staff. Business customers are provided a link to complete a survey in Survey Monkey or a paper job fair survey.

Both job seeker and employer surveys are shared with AJC partners and reviewed so that results can be analyzed and appropriate action taken. Results are also periodically posted on the system's website and social media pages, and any changes made because of the feedback are highlighted. While overall rankings of 4 or higher on a 5-point scale are considered successful, to see improvement, the percentage of customers providing such a rating is expected to be maintained or increased. Additionally, customer success stories are highlighted in an Annual Report, on social media accounts, and the Center's website.

Furthermore, the Greeter and various reporting features of the Virtual One-Stop (VOS), or Jobs4TN, allow leaders of the local One-Stop system to monitor customer traffic and caseloads to ensure the AJC, including contractors, have sufficient staffing to provide the needed level of customer service. If needed, staff may be asked to work in an AJC outside of their home office or regular working hours to ensure Centers are prepared to administer services to customers as needed. AJC staff utilize work experience and volunteer programs available through partner programs such as Temporary Assistance for Needy Families (TANF) and the Senior Community Service Employment Program (SCSEP), and sometimes hire temporary staff to assist in delivering services if needed. The AJC focuses on streamlining and maximizing services to ensure all provisions under WIOA are implemented.

B. Monitoring Measures & Tracking Progress

The LWDB's responsibility towards meeting the West TN region's Key Performance Indicators (KPIs), as determined by the Regional Planning Council (RPC), is a shared responsibility among all partners included in the KPIs under the direction of the LWDB and OSO. KPIs are reported on monthly by the Title I career service provider (CSP) in monthly progress reports to the OSO and LWDB staff. Additionally, the OSO generates several VOS reports monthly, including the Target Population Summary report which identifies the number of offenders served by the Title I program, and submits them to the LWDB staff. Quarterly, the LWDB staff and OSO run reports in VOS to identify results for the quarter. The OSO also works with other partners to collect results for their goals. The results are compiled in a spreadsheet and presented to a sub-committee of the LWDB, then to the full LWDB, at quarterly meetings. Federal performance reports are also shared with the LWDB quarterly. If official results are not yet available from the TDLWD, predictive reports are run by the LWDB staff to share with the LWDB until official results

Northwest Local Workforce Development Area PY 19 Performance Dashboard					Mar-20
Fiscal Measures		Goal	Actual	Difference from Goal	% of Goal Met
Minimum Participant Cost Rate		40%	46.04%	6%	115%
Out-of-School Youth Expenditures		75%	93.00%	20%	127%
Youth Work Experience		20%	41.93%	22%	210%
Formula Funds Obligation Rates		80%	88.33%	8%	110%
	Adult	80%	85.00%	5%	106%
	Dislocated Worker	80%	85.00%	5%	106%
	Youth	80%	95.00%	15%	119%
Apprenticeship Expansion Grant		80%	80.00%	0%	100%
Rural Funding Obligation Rate		60%	23.00%	-37%	38%

Adult Performance Measures		Goal	Actual	Difference from Goal	% of Goal Met
Employment Rate 2nd Quarter after Exit		86%	90.0%	4.0%	105%
Employment Rate 4th Quarter after Exit		85%	85.6%	0.6%	101%
Median Earnings 2nd Quarter after Exit		\$6,500.00	\$6,737.00	\$237.00	104%
Credential Attainment within 4 Quarters after exit		59%	59.6%	0.6%	102%
Measurable Skills Gains		Baseline	74.6%	n/a	n/a

Dislocated Worker Performance Measures		Goal	Actual	Difference from Goal	% of Goal Met
Employment Rate 2nd Quarter after Exit		84%	88.1%	4.1%	105%
Employment Rate 4th Quarter after Exit		84%	87.9%	3.9%	105%
Median Earnings 2nd Quarter after Exit		\$6,342.00	\$6,180.00	-\$162.00	111%
Credential Attainment within 4 Quarters after exit		89%	90.7%	1.7%	113%
Measurable Skills Gains		Baseline	72.3%	n/a	n/a

Youth Performance Measures		Goal	Actual	Difference from Goal	% of Goal Met
Employment Rate 2nd Quarter after Exit		79.5%	83.6%	4.1%	106%
Employment Rate 4th Quarter after Exit		76%	81.4%	5.4%	107%
Credential Attainment within 4 Quarters after exit		72%	84.4%	12.4%	117%
Measurable Skills Gains		Baseline	60.3%	n/a	n/a

Key Performance Indicators (January - December 2020)		Goal	Actual	Difference from Goal	% of Goal Met
Adult / Dislocated Worker New Enrollments Goal		380	209	-171	55%
Youth New Enrollments Goal		107	8	-99	7%
Wagner Peyser New Enrollments		2007	204	-1803	10%
RESEA Co-Enrollments		15	1	-14	7%
SNAP EBT New Enrollments		103	17	-86	17%
TAA Co-Enrollments		50%	1.7%	-48%	3.4%
Jobs for Veterans State Grants New Enrollments		23	7	-16	30%
Migrant and Seasonal Farmworker New Enrollments		11	0	-11	0%
Re-Entry New Enrollments (all partners)		309	36	-273	12%
SCSEP - TN/SCA (Exit)		19	5	-14	26%
Adult Ed - Jackson State Community College (7/1/19-6/30/20)		265	223	-42	84%
Adult Ed - Wesley County Schools (7/1/19-6/30/20)		339	232	-107	70%

are available. A Partner Dashboard and Performance Dashboard are also developed quarterly and shared with the core partners and LWDB.

Technical Requirements, Assurances, and Evaluation

A. Physical and Programmatic Accessibility

As detailed in the MOU, partners agree that they will comply fully with the non-discrimination and equal opportunity provisions of: (1) Workforce Innovation and Opportunity Act Section 188, (2) Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq), (3) Nontraditional Employment for Women Act of 1991, (4) Civil Rights of 1964 Title VI (as amended), (5) Rehabilitation Act of 1973 Section 504 (as amended), (6) Age Discrimination Act of 1967 (as amended), and (7) Education Amendments of 1972 Title IX (as amended). Parties to the MOU must also adhere to requirements imposed by, or pursuant to, regulations implementing these laws – including but not limited to 29 CFR 37-38.

All partners also agree that they will not discriminate in their employment practices or services on the basis of gender, gender identity and/or expression, age, race, religion, national origin, disability, veteran's status, or on the basis of any other classification protected under state or federal law. Partners assure that they have policies and procedures in place to address these issues, and that such policies and procedures have been disseminated to their employees and otherwise posted as required by law. All partners also cooperate with compliance monitoring that is conducted to ensure that all AJC programs, services, technology, and materials are physically and programmatically accessible and available to all. Additionally, staff members are trained to provide services to all, regardless of range of abilities, mobility, age, language, learning style, or comprehension or education level. For instance, the attached Title VI training is offered to the One-Stop Operator, service providers, and NWTNWB staff.

Reasonable accommodations are provided for all aspects of a customer's experience in the AJCs, such as during application/registration for, and provision of, aid, benefits, services, and training. Accommodations are made according to the individual's need in order to ensure that he / she receives equal benefits from the program or activity, will be able to compete fairly in educational work settings, and in general, to have an equal opportunity. If needed, documentation of the individual's need for accommodations is obtained and maintained in a separate, secure location. In order to inform customers of the accommodations available, the following tagline, or one similar, is included on all recruitment brochures and other outreach materials including print, newspaper ads, television, and radio commercials produced by the local workforce development board: "EOE. Auxiliary aids and services available upon request. TDD# 711."

Accommodations available include a large keyboard and calculator, a trackball mouse, ZOOM software for individuals with visual impairments, Language Line for interpretation or translation services, extended time and readers for assessments, large-print and Spanish Registrant Handbooks, and IntelliKeys keyboards. JAWS software, which reads aloud what's on the computer screen and gives the user a unique set of intelligent tools for navigating and accessing web pages and all screen content for individuals with visual impairments, is also available at the comprehensive center in Dyersburg. The system utilizes a TDD/TTY number for all centers, 711, and a TDD/TTY phone is available at the comprehensive center in Dyersburg, as well as in six of the affiliate centers. Interpretive machines are made available if needed and referrals are made for additional services not offered in the AJC. Furthermore, in partnership with DRS, a braille is available for the blind, interpreters for the deaf will be provided through the Jackson Council for Independent Living, and accessibility evaluations will be done at the STAR Center.

According to TEGL 16-16, Programmatic accessibility refers to the extent to which the full range of services is available to all one-stop customers regardless of disability or cultural background. The implementing regulations of section 188 of WIOA require that AJCs provide programmatic accessibility. As such, AJCs must provide reasonable accommodations for individuals with disabilities, administer programs in the most integrated setting appropriate, communicate with persons with disabilities as effectively as with others, and provide appropriate auxiliary aids or services (29 CFR 38.7-38.9). In addition to ensuring compliance with WIOA and the ADA, accessible AJCs maximize usage by, and benefit, all customers. The use of universal design and human-centered design often benefit all customers accessing services. For instance, reception desks include lower sections when possible and information is posted informing individuals with disabilities to ask for assistance. AJC staff are knowledgeable of how to greet and serve individuals utilizing a wheelchair, including offering a clipboard if needed. AJC staff are also aware of how to contact and schedule a sign language interpreter and of contacting Vocational Rehabilitation staff for assistance with obtaining

documents in Braille. Large print documents in font size 18 – 22 are also available and closed captioning is utilized for informational DVDs played on the televisions in the resource areas. To ensure communication with, and the administration of services to, persons with disabilities is as effective as with others, the Equal Opportunity Officer for the local area maintains training materials for AJC staff including “The Ten Commandments of Communicating with People with Disabilities” and “Serving People with Disabilities.” The OSO ensures all AJC staff have access to the materials as well as a list of available assistive technology.

To achieve programmatic accessibility, AJC programs and activities are administered in the most integrated setting appropriate. AJC staff communicate to individuals with disabilities that they are entitled to universal access to programs and services of the AJC and that accommodations are available, but are not required to take advantage of all of the separate or different services for which they may be eligible. AJC staff do not automatically refer job seekers with disabilities to vocational rehabilitation programs, but rather makes referrals based on whether the individual would benefit from such services in addition to the other programs and services available in the AJC. The AJC also administers programs so that individuals with disabilities have access to the full range of services available to all customers. AJC staff ensure that individuals with disabilities, including individuals with significant disabilities, are provided services that lead to competitive, integrated employment, and also identify other resources that may help an individual with a disability achieve an employment outcome in the most integrated setting appropriate.

B. Fiscal Management

Identify the entity responsible for the disbursement of grant funds [WIOA Sec. 108(b)(10)].

The NWTNWB was selected as Administrative Entity/Fiscal Agent for the WIOA grant funds by a Consortium of Chief Elected Officials (CEO). As the designated entity, the NWTNWB, in accordance with Sec. 107(d){12}{B}{III} shall disburse the grant funds for workforce investment activities at the direction of the board, immediately upon receiving such direction from the local board. §679.420 states that the designation of a fiscal agent does not relieve the chief elected official or Governor of liability for the misuse of grant funds. If the CEO designates a fiscal agent, the CEO must ensure this agent has clearly defined roles and responsibilities, therefore, CEOs enter into an agreement with the NWTNWB.

Competitive procurement processes used to award the subgrants and contracts for WIOA Title I.

The NWTNWB follows the appropriate procurement and purchasing guidelines as outlined in the attached Purchasing and Procurement policy. When procuring a One-Stop Operator and Title I Service Provider, the Board follows the guidelines for formal solicitations as listed in the attached policy. Consistent with WIOA Sections 107(d)(10) and 121(d), the Workforce Services Policy regarding One-Stop Delivery and Design System, paragraph (D) of the Local Board Responsibilities section, and in accordance with the Regional Planning Council, the NWTNWB, with the agreement of the chief elected officials for the local area, shall designate or certify one-stop operators as described in section 121(d)(2)(A). In order to conduct a competitive process for the selection of a one-stop operator and Title I Service Provider in accordance with 121(d)(2)(A), the Board, with the agreement of the CEOs, will issue, or will select a third-party contractor to issue, a Request for Proposals (RFP). The RFP will be posted for a designated time period, with public notice being provided through print media and / or electronic means, and with potential bidders being notified of the release by email. Proposals received shall be reviewed by a committee approved by the Board and CEOs, or by the selected third-party contractor. The review committee or contractor shall make a recommendation to the Board for selection of the Operator and Title I Service Provider. The selected Operator and Service Provider, which may be separate entities, shall enter into a contract(s) with the Board and CEOs as developed by the fiscal agent.

Describe how the local area will meet the required 40% minimum participant cost rate (MPCR).

The minimum participant cost rate (MPCR) policy, designed by the State Workforce Development Board, sets a benchmark for participant expenditures in order to more effectively focus resources on serving more individuals. In accordance with Workforce Services Policy – Minimum Participant Cost Rate TN-WIOA (17-11), the NWTNWB adopts this State Policy as its local performance accountability measure (WIOA, Section 116(b)(2)(B)). Further, in accordance with MPCR TN WIOA 17-11, the NWTNWB shall ensure the required MPCR is expended on allowable participant costs by the end of each program year. The NWTNWB takes a proactive approach to meet all federal and state regulations and guidelines, including the MPCR policy. Although the MPCR is only required to be reported quarterly, management is tracking the MPCR monthly and advising the One Stop Operator, Title I Service Provider, and Board members of the progress made. To meet the required MPCR rate, the NWTNWB has made strides to decreasing operations costs,

thereby allowing more funds to be available to be spent directly on participants. Leases for rented office spaces and costs of associated services such as phone and internet were renegotiated, resulting in significant savings in operations costs. Staffing structures at the board and contractor level were also realigned to maximize funding.

In addition to decreasing operations costs, the NWTNWB has enhanced existing participant services and developed new initiatives. Designed to meet the needs of employers and jobseekers, these enhancements and new initiatives also focus funding on direct participant expenditures. During the prior two program years, the NWTNWB expended 100% of its Consolidated Business Grant (CBG) funds on On-the-Job Training (OJT) and Incumbent Worker Training (IWT) contracts with employers. Additional formula funds were spent on these initiatives to meet employers' needs. The NWTNWB has also focused a substantial portion of Youth funding on Work Experience, and also requested funds to participate in the TN Department of Labor and Workforce Development's (TDLWD) Youth Demonstration grants to further expand services. Transfers of funding from the Dislocated Worker to Adult program are requested to ensure funding is spent on individuals with barriers to employment, such as individuals who are low income, offenders, long-term unemployed single parents, or who have disabilities. The "Ready, Set, Hire" approach allows such individuals, and others, to participate in up to 320 hours of subsidized employment through a transitional job based on the jobseeker's needs as documented on the Individual Service Strategy (ISS). The jobseeker's employment is subsidized through the Adult or Dislocated Worker program at no cost to the employer. Up to 320 hours of employment through an OJT grant, based on the job seeker's needs as documented on the ISS and the training needs of the position as demonstrated by the Specific Vocational Preparation level of the position, may also be funded. Employers may be reimbursed up to 50% of an eligible OJT participant's wages for the completion of the specified training period.

C. Budget Information

The below detailed budget lists the estimated sources and uses of Tennessee Department of Labor and Workforce Development (TDLWD) pass-through funds, including Title I and RESEA funds, as well as all non-federal matching funds, such as the Delta Regional Authority (DRA) Workforce Program grant. A copy of the signed DRA contract has been included in the attachments and is effective from December 2019 to September 2021. The budget listed below includes expenditures by line item as listed on Standard Form 424A, along with a brief description of each line item. The NWTNWB does not own any land or buildings, does not offer fee-based or revenue generating services, and does not currently utilize in-kind resources. The budget can be grouped into the following main categories:

NWTNWB Operational Costs: Costs include salaries and benefits of nine full-time and one part-time position. Two positions, the part-time Public Information Specialist and Director of Facilities & IT Services also provide support to the AJCs by maintaining the area's website and social media pages, developing and printing promotional materials for the AJCs, managing equipment in the resource areas, and overseeing facilities including security, building maintenance, leases, etc. Full-time staff work 7.5 hours per day, 5 days per week, for a total of 37.5 hours per week, and the part-time staff works up to 28 hours per week. Staff keep a time and effort report to record the time spent on various grant activities. A Payroll Distribution Report will identify the cost of salary and benefits that should be charged directly to a specific grant, based on the time and effort report, and those that will need to be pooled (example - WIOA Administration and WIOA Program) for additional distribution. Pooled items are distributed according to the cost allocation methodologies as outlined in the area's approved Cost Allocation Plan. Also included in this category are travel, equipment, contractual expenses, supplies, professional services, rent, printing and publications, communications, building maintenance, and staff training costs necessary for staff to fulfill their responsibilities.

Infrastructure Funding Agreement (IFA) Costs: Costs include the Title I and RESEA portion of the shared infrastructure and additional costs needed to operate the nine AJCs in the area. The NWTNWB pays the majority of infrastructure and additional costs and then bills partners for their portion as determined through the IFA. Actual costs are billed to partners monthly, and the budget is reconciled quarterly. Infrastructure costs include rent, utilities, communication costs, professional services, and shared supplies. Additional costs include the OSO contract which includes salary, benefits, travel, supplies, and communication costs of the OSO and six part-time staff serving in the Welcome Function. Also included are a portion of the Public Information Specialist and Director of Facilities & IT Services salary, benefits, and travel for time and travel spent on maintaining AJC functions

Career Service Provider (CSP) Costs: Costs include operational costs of the procured Title I CSP, who also provides RESEA services in the seven affiliate / specialized AJCs, as well as all direct participant costs, excluding OJT costs which are paid

by the NWTNWB who maintains Business Services as a function of the board. Operational costs include salaries and benefits of approximately 19 staff including 12 full-time and seven part-time staff. Full-time staff work 7.5 hours per day, 5 days per week, for a total of 37.5 hours per week, and the part-time staff works up to 28 hours per week. Staff keep a time and effort report to record time spent on Title I or RESEA activities. Pooled items are distributed according to the cost allocation methodologies as outlined in the area's approved Cost Allocation Plan. Also included in this category are contractual costs for REAP, travel, supplies, and other operational expenses as needed necessary for staff to fulfill their responsibilities and program goals to be achieved.

Participant Costs: Costs include ITAs, including those used to support RAMP, REAP, and other Registered Apprenticeships, Supportive Services, Work Experience, and Transitional Jobs.

Budget Item	Detailed Explanation / Purpose	Title I	RESEA	DRA	Total
Personnel	Executive Director, Deputy Director, Director of Facilities/IT, Director of Performance/Compliance, Director of Admin. Services, Business Services Representative (2), Compliance Coordinator, Fiscal Coordinator, Public Information Specialist	\$ 335,281.52	\$ 4,484.23	\$ 34,103.86	\$ 373,869.60
Fringe	Social Security, Medicare, FUTA, SUTA, Health Insurance, 401K, Annual Leave	\$ 149,723.56	\$ 1,902.63	\$ 15,056.12	\$ 166,682.31
Travel	Board staff travel costs for the purpose of fulfilling daily responsibilities, and may include overnight costs, when appropriate. Subject to State of TN Travel Regulations.	\$ 29,925.00	\$ -	\$ 1,575.00	\$ 31,500.00
Equipment	Replacement laptops, printers / copiers, hard drives, etc. - as needed	\$ 1,504.00	\$ -	\$ -	\$ 1,504.00
Supplies	Office supplies for board staff	\$ 4,476.00	\$ 36.00	\$ 261.00	\$ 4,773.00
Contractual					
<i>Printer / Copier Rental</i>	<i>Konica Minolta for board staff, AJC flyers & brochures, annual reports</i>	\$ 3,357.00	\$ 27.00	\$ -	\$ 3,384.00
<i>OJT's*</i>	<i>On-the-Job Training Grants to Employers for Title I Participants</i>	\$ 352,809.20	\$ -	\$ -	\$ 352,809.20
<i>CSP: Staffing & Operations</i>	<i>Title I Adult, Dislocated Worker, and Youth services</i>	\$ 806,282.00	\$ 165,613.00	\$ -	\$ 971,895.00
<i>CSP: Participant Costs*</i>	<i>ITAs, including those used to support RAMP, REAP, and other Registered Apprenticeships, Supportive Services, Work Experience, and Transitional Jobs</i>	\$ 736,828.96	\$ -	\$ -	\$ 736,828.96
<i>IFA (including OSO)</i>	<i>Title I and RESEA portions of shared infrastructure and additional costs</i>	\$ 156,790.85	\$ 73,218.29	\$ -	\$ 230,009.14
Other					
<i>3rd Party Services</i>	<i>Insurance Policies (D&O, workers comp, contents), Audit, Tax Services, Shredding, Memberships & Dues, Subscriptions (EMSI, Career Ready 101, Career Coach), QuickBooks</i>	\$ 16,334.00	\$ 24.00	\$ 1,650.00	\$ 18,008.00
<i>Rent</i>	<i>Administrative Office (\$650 per month)</i>	\$ 5,818.80	\$ 46.80	\$ -	\$ 5,865.60
<i>Printing & Publications</i>	<i>AJC Flyers & Brochures, Annual Reports, etc.</i>	\$ 932.50	\$ 7.50	\$ -	\$ 940.00
<i>Communications</i>	<i>Postage, Verizon Data Plans, Vonage Phones, Internet, Conference Calls, Zoom</i>	\$ 13,614.50	\$ 109.50	\$ -	\$ 13,724.00
<i>Building Maintenance</i>	<i>Repair costs, security and building items, etc. - as needed</i>	\$ 186.50	\$ 1.50	\$ -	\$ 188.00
<i>Staff Training</i>	<i>Estimated training costs for 10 board staff</i>	\$ 2,256.00	\$ -	\$ -	\$ 2,256.00
Total Program Costs		\$ 2,617,120.39	\$ 245,470.45	\$ 52,645.98	\$ 2,914,236.82
Administrative Costs		\$ 290,680.04	\$ 27,274.49	\$ 5,714.92	\$ 323,669.46
Total Budget		\$ 2,906,800.43	\$ 272,744.95	\$ 58,360.90	\$ 3,237,906.28

**contingent upon approval of requests for additional participant funding.*

D. Transfer of Title I Workforce Funds

***Local strategies financed by the transfer of funds; the maximum amount authorized to be transferred annually:
To transfer funds between the adult and dislocated worker funding streams;***

According to WIOA Section 133, a local board, with approval of the Governor, may transfer up to 100% of a program year and fiscal year allocations between Adult employment and training activities and Dislocated Worker employment and training activities. The NWTNWB may elect to request up to the maximum allowable amount, 100%, between the Adult and Dislocated Worker programs, based on a variety of factors which may include:

- Current labor market information (e.g. unemployment rates, demographic data, etc.);
- Performance data;
- Results of aggressive recruitment of the most in-need for the Adult population or recruitment of the long-term Dislocated Worker population;
- The adjusted average cost per participant (if applicable);
- Results of efforts to recruit and market the availability of services to participants; and
- Jobs4TN data and reports detailing the populations being reached and served.

Additionally, transfer of funds should not adversely impact the provision of services to participants, and necessary services and client-planned activities will be maintained in the program from which funds are transferred. Fortunately, until the COVID-10 pandemic, Northwest TN has seen unemployment rates drop from highs of 18-19% at the height of the recession to 5.3% in January 2020. Plant closures and mass layoffs have also dropped dramatically. For the program years between 2011-2014, Northwest TN had 4,482 dislocated workers. For the past three program years, Northwest TN only had 689 dislocated workers, or only 15% of the previous three years. When companies are hiring, dislocated workers who are normally hired before adults with barriers to employment. With the emphasis on serving individuals with barriers to employment, the NWTNWB continues to seek out the most-in-need population through a “street team” model and social media. A transitional jobs program to provide targeted work experience for individuals with serious barriers such as long-term unemployed, offenders, etc. has also been implemented. If approved, transfers of funding may be used to fund any new or existing strategies or services under the appropriate program (Adult or Dislocated Worker). Such strategies and services may include Individual Training Accounts, transportation stipends, work-related support payments, transitional jobs, On-the-Job Training, Incumbent Worker Training, and other services. If approved, transfers of funding may be used to serve the population in need by funding any new or existing strategies or services under the appropriate program (Adult or Dislocated Worker). Such strategies and services may include Individual Training Accounts of up to \$4,000 per year for up to two years of training, transportation stipends paid at a rate of \$0.15 per mile, work-related support payments for items such as uniforms or other appropriate work attire and work-related tools, transitional jobs paid at a rate of 80% of the position wage, or a minimum of \$8.00 per hour for up to 320 hours, On-the-Job Training (OJT), Incumbent Worker Training (IWT), and other services. Through the Consolidated Business Grant (CBG), the Northwest area has provided funding for employer services such as OJT and IWT, freeing up Adult, Dislocated Worker, and Youth formula funding to be spent on other direct participant costs as listed above. Between October 2018 and September 2019, CBG funding allowed local employers to receive over \$527,000 in OJT grants for training new hires or IWT grants to upgrade skills of existing employees. This savings to formula funding allowed for additional funds to be used for ITAs and supportive services.

To use funds for incumbent worker training as outlined in WIOA Sec. 134 (d)(4)(A)(i);

As outlined in WIOA Sec. 134 (d)(4)(A)(i), the local board may reserve and use not more than 20 percent of the funds allocated to the local area involved under section 133(b) to pay for the Federal share of the cost of providing training through a training program for incumbent workers, carried out in accordance with this paragraph. For the purpose of determining the eligibility of an employer to receive funding under clause (i), the NWTNWB takes into account factors consisting of— (I) the characteristics of the participants in the program; (II) the relationship of the training to the competitiveness of a participant and the employer; and (III) such other factors as the local board may determine to be appropriate, which may include the number of employees participating in the training, the wage and benefit levels of those employees (at present and anticipated upon completion of the training), and the existence of other training and advancement opportunities provided by the employer. The training program for incumbent workers carried out under this paragraph shall be carried out by the local board in conjunction with employer the for the purpose of assisting such

workers in obtaining the skills necessary to retain employment or avert layoffs. Employers participating in the incumbent worker training (IWT) program are required to pay for the non-Federal share of the cost of providing the training to incumbent workers of the employers. In order to fund IWT, the NWTNWB first utilizes specialized funding available, such as Consolidated Business Grants (CBG). If additional funding is needed to meet the needs of area employers, and is available, the NWTNWB authorizes up to 20 percent of the funds allocated to the local area involved under section 133(b) to be used to pay for the Federal share of IWT.

To use funds for transitional jobs as outlined in WIOA Sec. 134(d)(5)

According to WIOA Sec. 134(d)(5), the local board may use not more than 10 percent of the funds allocated to the local area involved under section 133(b) to provide transitional jobs under subsection (c)(3) that— (A) are time-limited work experiences that are subsidized and are in the public, private, or nonprofit sectors for individuals with barriers to employment who are chronically unemployed or have an inconsistent work history; (B) are combined with comprehensive employment and supportive services; and (C) are designed to assist the individuals described in subparagraph (A) to establish a work history, demonstrate success in the workplace, and develop the skills that lead to entry into and retention in unsubsidized employment. The NWTNWB has implemented a “Ready, Set, Hire” approach to allow jobseekers and employers to mutually benefit from the combined offerings of:

- **Ready - Transitional Job** Up to 320 hours of subsidized employment through a transitional job based on the job seeker’s needs as documented on the Individual Service Strategy (ISS). The job seeker’s employment is subsidized through the WIOA Adult or Dislocated Worker program at no cost to the employer. The job seeker will be paid through the program at the higher of 80% of the starting rate of the position being performed or \$8.00 per hour. For instance, a participant working in a Production position which pays \$12.50 per hour would be paid \$10.00 per hour for the duration of the transitional job ($\$12.50 \times 0.8 = \$10.00$ per hour).
Note: The Director may approve work experience through a transitional job beyond 320 hours on a case-by-case basis as needed based on the job seeker’s need as documented on the ISS.
- **Set - OJT Position** Up to 320 hours of employment through an OJT grant, based on the job seeker’s needs as documented on the ISS and the training needs of the position as demonstrated by the Specific Vocational Preparation (SVP) level of the position. Employers may be reimbursed up to 50% of an eligible OJT participant’s wages for the completion of the specified training period.
- **Hire!** Employers are encouraged to consider hiring participants who successfully complete a Transitional Job, with or without an OJT contract. Participants on an OJT contract are employees of the business and are expected to be retained upon the successful completion of the training period. Employers may qualify for a Work Opportunity Tax Credit ranging from \$1,200 to \$9,600 for hiring individuals with barriers who are considered a member of a qualified targeted group.

E. Cooperative Agreements

The NWTNWB maintains the attached cooperative agreements with Vocational Rehabilitation, and other Core Partners, which define how local service providers and partners carry out the requirements for the integration of, and access to, the entire set of services available in the local one-stop system, with respect to efforts that will enhance the provision of services to individuals with disabilities, including cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

F. Title VI Trainings

The NWTNWB provides the attached Title VI training PowerPoint to all service providers, the OSO, and Board staff. Dyersburg State Community College, the selected Career Services Provider, requires the attached online training to be completed by all staff, including Title I staff.

Attachments

A. Narrative Description of Stakeholder Involvement

To receive and consider input into the development of the local plan, in compliance with WIOA Sec. 108(d), the NWTNWB's PY 2020-2022 Local Plan is being published for a 15-day comment period between June 12, 2020 and June 26, 2020, prior to submission of the plan on June 30, 2020. Public notice is being submitted for publication to local newspapers in the 9-county service area and is being published on the organization's website, www.NWTNJobs.org, and Facebook and Twitter pages. Additionally, an electronic communication regarding the posting of the local plan is sent to all American Job Center partners, NWTNWB members (representing business, labor organizations, education, and others), standing committee members, Local Elected Officials, and other workforce system stakeholders for review and comments. The plan is being made available to be viewed on the website and hard copies are being made available at all 9 AJCs in the local area during this time. Additionally, a public listening session hosted outside of normal work hours (Monday – Friday, 8:00 am – 5:00 pm) is scheduled for June 17, 2020 and is being publicized along with the notification of the local plan posting. All comments are to be submitted in writing to a designated single point of contact, Jennifer Bane – Executive Director, who will compile all comments received during the period of public comment and share them with board members and senior leaders for consideration and integration into the plan as appropriate. Any comments received, including those that represent disagreement with the proposed local plan, will be included within the local plan's attachments.

During the planning process, stakeholders, and the regional planning council met as listed below to develop the plans:

Date	Meeting Description
2/4/2020	State plan posting for public comment shared with local stakeholders via email
3/18/2020	Draft planning guidance shared with Regional Planning Council via email
3/20/2020	Draft planning guidance shared with local stakeholders via email
4/13/2020	Final planning guidance and Regional Plan preliminary PowerPoint shared with Regional Planning Council
4/16/2020	Regional Planning Council meeting – review of draft regional plan information
4/27/2020	LWDB Sub-Committees review final planning guidance and portions of draft plan during quarterly meeting
4/27/2020	LWDB Executive Committee reviews final planning guidance and portions of draft plan during quarterly meeting
4/30/2020	Planning PowerPoint outlining highlights for draft plan shared with local stakeholders via email; Email invitation sent to AJC Team Leads to participate in upcoming local planning meeting
5/2/2020	Regional Planning Council Executive Committee meeting (Executive & Regional Directors)
5/5/2020	Email invitation sent to MOU partners to participate in upcoming local and regional planning meetings
5/9/2020	Regional Planning Council Executive Committee meeting (Executive & Regional Directors)
5/12/2020	State Workforce Development Board notified of 5/19/2020 planning meeting (documentation below)
5/12/2020	Regional Planning Council Executive Committee meeting (Executive & Regional Directors)
5/13/2020	Planning PowerPoint outlining highlights for draft plan shared with MOU partners via email;
5/14/2020	Email invitation sent to LWDB and other stakeholders to participate in upcoming local and regional planning meetings
5/18/2020	Draft local plan shared with LWDB, MOU partners, AJC Team Leads, and other stakeholders
5/19/2020	Local planning meeting
5/19/2020	Comments on preliminary regional plan information due

5/22/2020	Regional Planning Council Executive Committee meeting (Executive & Regional Directors)
5/28/2020	Regional Planning Council meeting
5/29/2020	Feedback / comments on local plan due from local stakeholders
6/10/2020	LWDB and CLEO meetings include approval of local and regional plan
6/12/2020	Local and Regional Plans posted for public comment (publicized and stakeholders notified)
6/17/2020	Public listening session outside normal working hours (publicized and stakeholders notified)
6/26/2020	End of 15 Day Public Comment Period
6/30/2020	Local and Regional Plans submission deadline

 Tue 5/12/2020 4:06 PM
Bane, Jennifer
Northwest Planning Meeting

To: Workforce Board
Cc: Kristie Bennett; Powell, Ginger

 5.19.20 NW Planning... 20 KB
 2020 Local Planning Pr... 2 MB
 Local Planning Partner... 7 KB

[Bing Maps](#) [Get more apps](#)

Good afternoon! The Northwest area is hosting an electronic local planning meeting on Tuesday, May 19th at 10 am. The meeting materials and invitation are attached, and the information to join the meeting is listed below. Thanks!

Join Zoom Meeting
<https://us02web.zoom.us/j/85886200926?pwd=bCtIMHErQ3pQQjkyYkwwVTAreFdnZz09>

Training Provider Approval

Effective Date: June 10, 2020

Duration: Indefinite

In order to receive funds under Title I of WIOA, a training provider must make application to the local Workforce Board for approval. Therefore, customers approved for ITA funds can only select from programs on the Eligible Training Provider List. If a program is not on the list, WIOA cannot pay the cost of attendance.

In the State of Tennessee, the Tennessee Department of Labor and Workforce Development (TDLWD) is charged by the State Workforce Development Board with the responsibility to develop and maintain the Eligible Training Provider List. The Northwest local area agrees to adopt the procedures and formats provided by TDLWD for accepting and processing applications for the Eligible Provider List. Said procedures include processes and formats for Renewal Applications for “grandfathered” eligible providers and for others which have completed their period of initial eligibility, as well as processes for making initial application.

Interested applicants shall visit the Eligible Training Provider website at www.Jobs4TN.gov in order to register and complete the appropriate application forms as provided by TDLWD within the system. Application forms are available online at the website listed above. Upon receipt of completed applications, a Sub-Committee of the Northwest Tennessee Workforce Board (NWTNWB) will review and make recommendation to the Northwest Tennessee Workforce Board for approval, denial or other additional/subsequent consideration. The Sub-Committee Committee, other committees of the NWTNWB, or NWTNWB members may request any additional information from the applicant institution deemed necessary. Applicants must provide all requested performance, cost, credentialing, articulation documentation, or other information requested by the Committee and/or the NWTNWB. The LWDB will review and approve applicants which are deemed to have met the criteria outlined in WIOA Subtitle B, Chapter 1, Section 122.

Finally, renewal applications must provide required performance data, meeting or exceeding performance standards as outlined in TDLWD policy, in order to remain on the Eligible Training Provider List. If approved, the NWTNWB will submit appropriate information and recommendation for addition to the Statewide Eligible Training Provider List in the Jobs4TN system.

Training Providers Appeal Process

If a Local Workforce Development Board (LWDB) rejects an application for initial eligibility determination for a program of training service, the LWDB must provide notice with the letter of rejection containing the reasons for rejections as well as the availability of an appeals process.

Local Appeals

Each LWDB maintains a written appeal process. The procedure includes an opportunity for a hearing, with a final written decision on the appeal to be provided within sixty (60) days of the date of the LWDB’s receipt of the request for appeal. If the provider is not satisfied with the outcome of the local appeal, a provider may submit a formal appeal to the State appeals committee.

Should an application for addition to the ETPL be denied by the NWTNWB, the NWTNWB will notify the applicant of the denial, the reason(s) for the denial, and information on the appeal process within ten (10) working days. Notification shall be written and may be transmitted by U. S. Postal Service, Return Receipt

Requested, Fed Ex or other package delivery service, by facsimile transmission, and/or electronically through e-mail. The applicant institution may access the approved NWTNWB appeal process, as follows:

1. The institution must request, in writing, additional consideration by the NWTNWB and its Sub-Committee of at least 1 – 3 impartial appeal officers (i.e. any staff or board members uninvolved in the initial decision). The written request must be submitted within 10 working days of receipt of written notification of denial or need for additional information/review by the NWTNWB.

Address local appeals to the attention of the Northwest Tennessee Workforce Board:

Northwest Tennessee Workforce Board
Attn: Executive Director and Board Chairman
208 N. Mill Ave.
Dyersburg, TN 38024
(731) 286-3585, TDD # 711

2. The NWTNWB Sub-Committee shall consider the appeal request within 30 calendar days of receipt of the written request for appeal and shall make a recommendation to the NWTNWB for approval, denial, or request for additional/subsequent information.

3. The NWTNWB must consider the appeal and the recommendation of the Sub-Committee and render a decision at its next regularly scheduled NWTNWB meeting, or within 60 calendar days from the date the NWTNWB received the written request for appeal from the provider institution, whichever is greater.

4. The applicant institution must be notified, in writing, of the decision of the NWTNWB within 10 working days of the NWTNWB final action, and the process for filing a State appeal in the event the provider is not satisfied with the outcome of the local appeal. As referenced above, written notification may be in the form of USPS Return Receipt Requested, Fed Ex or other package delivery service, facsimile transmission, and / or electronically using e-mail.

5. If the applicant disagrees with the action taken by the NWTNWB through its local appeal process, the applicant may access the appeal process through the THEC, according to established THEC appeal procedures, as outlined in the approved Strategic Five Year State Workforce Investment Plan for the State of Tennessee.

In the event an approved provider is removed or suspended from the ETPL, students enrolled through the Workforce Innovation and Opportunity Act (WIOA) prior to the suspension/removal will be allowed to continue their training using WIOA funds until completion. No new students may be enrolled into a suspended/removed institution until official notification of reinstatement has been received.

State Level Appeals

This procedure applies only to training providers who have exhausted the appeal process of a Local Workforce Development Board and are dissatisfied with the Local Workforce Development Board's final decision.

- (1) A training provider wanting to appeal to the State must submit an appeal request to the State within 30 days from the LWDB's notification to the training provider of its final decision on an appeal. The request for an appeal to the State must be in writing and include a statement of the desire to appeal, specification of the program(s) in question, the reason(s) for the appeal (i.e. grounds), and the signature of the appropriate provider official.

- (2) The State will promptly notify the LWDB when it receives a request for appeal. The State will also notify the LWDB when it makes the final decision on an appeal.

(3) The State appeal process includes the opportunity for the appealing training provider to have a hearing. The hearing officer must be impartial. The hearing officer must provide written notice to the concerned parties of the date, time, and place of the hearing at least 10 calendar days before the scheduled hearing. Both parties must have the opportunity: to present oral and written testimony under oath; to call and question witnesses; to present oral and written arguments; to request documents relevant to the issues(s), and to be represented.

(4) The five-member State appeals committee, chaired by the hearing officer, will administratively review the appeal, make a preliminary decision, and notify the training provider and the LWDB. The committee may either uphold or reverse the LWDB decision.

(5) The State appeals committee must render a decision within 60 days from receiving the training provider's initial State appeal request.

References:

Workforce Services Policy - Eligible Training Provider List, TN-WIOA (16-9); Title I of the Workforce Innovation and Opportunity Act of 2014 (29 U.S.C. 3101 et seq.); Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.); WIOA Section 188 Nondiscrimination; WIOA Section 122 Identification of Eligible Providers of Training Services.

Vetted and Approved by the Northwest Tennessee Workforce Board: June 10, 2020

Jimmy Williamson, Chair
Northwest Tennessee Workforce Board

Individual Training Account

Effective Date: June 10, 2020

Duration: Indefinite

Purpose: To establish a policy for use of Individual Training Accounts (ITAs) for in-demand occupations.

Policy: An Individual Training Account (ITA) voucher may be available to provide funding for WIOA eligible adults, dislocated workers and out of school youth, observing Priority of Service policies, who have completed an assessment and been determined to need in-demand occupational skills training to become gainfully employed. An ITA may be provided if the State Workforce Agency (SWA) or one-stop center staff determine, after an interview, evaluation or assessment, and career planning, that the eligible individual is:

- Unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through Career Services alone;
- In need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through Career Services alone; and
- In possession of the skills and qualifications to successfully participate in the selected program of training services.

Training services must be linked to in-demand employment opportunities in the local area or planning region or in a geographic area in which the individual is willing to commute or relocate. The selection of training services should be conducted in a manner that maximizes customer choice, is linked to in-demand occupations, informed by the performance of relevant training providers, and coordinated to the extent possible with other sources of assistance.

Per TEGL 19-16, Section 134(c)(3)(E) of WIOA, with respect to funds allocated to a local area for Adult employment and training activities, priority must be given to recipients of public assistance, other low income individuals, and individuals who are basic skills deficient for receipt of Individualized Career Services and Training Services. Also per TEGL 19-16, Veterans and eligible spouses continue to receive priority of service for all DOL-funded job training programs, which include WIOA programs. However, as described in TEGL 10-09, when programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority described above, priority must be provided in the manner described in the Priority of Service Policy.

The Northwest Tennessee Workforce Board limits ITAs to programs on the WIOA Eligible Training Provider List that lead to a credential in a period of 2 years or less, including Challenge/CLEP tests, when appropriate. ITAs may also be used to support Registered Apprenticeships (RAs), an "earn and learn" training model that combines structured learning with on-the-job training from an employer. The goal is to provide workers with advanced sets of skills that meet the specific needs of employers. Upon completion of a RA program, participants receive an industry issued, postsecondary credential that certifies occupational proficiency and is also portable (see WIOA Section 122[a][2][A]).

Many RA programs also offer interim occupational credentials that can be attained by apprentices during their program. Attainment of a credential marks an important milestone in the apprenticeship and signals that the apprentice has successfully advanced along a career pathway, increased their skills in the field, and potentially moved beyond the point of needing support from a program authorized by WIOA. Given that RAs can range from one to six years, and WIOA support for apprentices may be needed earlier in the program rather than the last two years, ITA funds may be utilized for up to two years at any point in a RA program as long as an interim credential will be earned during that period, or within the following year.

ITA funding is for unmet need for cost of training not covered by other federal or State financial aid, such as Pell, Lottery, TN Promise, and TN Reconnect. WIOA funds are considered “last dollar.” ITA funding is authorized per training term (quarter, semester, trimester, etc.), with subsequent terms authorized after successful completion of the previous term. The ITA is limited to \$4,000 per year, for two years, with total cost limited to \$8,000 during participation in the WIOA program (approved effective 11/27/18; previously limited to \$3,000/year, \$6,000 maximum as of 11-13-12).

The One-Stop Operator may file an appeal with the NWTNWB Executive Director for additional time/funding for the participant for extenuating circumstances that prohibit successful completion.

A Needs Assessment/Financial Aid Worksheet, identifying costs and financial aid information, and staff authorizing the ITA, must be completed prior to authorizing funding. The AJC staff should provide career guidance; however, the participant’s choice for a training provider must be observed.

Funding Criteria for ITAs

The process a participant goes through to select a program of study and the process the Career Advisor follows to establish whether or not the participant is eligible for training assistance goes well beyond the process of determining if a person meets the minimum general qualifications to be determined financially eligible for WIOA.

In order to make a career decision, the participant will go through a series of assessments and career exploration exercises in order to establish the appropriateness of training. Career decision making should rely heavily on the Local Labor Market Information, focusing on future job growth. If there is no local demand, then the participant must be able to establish a viable plan for relocation to an area where the occupation is in demand before training can be approved. This plan must be documented within the case narrative section and on the Individual Service Strategy (ISS).

In order for and ITA to be used to pay for training, a number of questions have to be addressed:

1. Is the program of study selected on the Eligible Training Provider List (ETPL)? Has the program been approved by the local board? Anyone seeking training Out-of-State must document that the Out-of-State provider and program is listed on the eligible training provider list of the state in which it is located.
2. Does the program lead to a certificate as defined in TEGl 10-16, Change 1, issued on August 23, 2017? It is the policy of our Local Board to not use local WIOA training funds for refresher courses or other training which does not lead to a certificate as defined in TEGl 10-16, Change 1. Although some of these types of training may be listed on the ETPL, our Local Board has elected to not use WIOA Title I training funds for these types of programs. We are not to use training funds to re-train a person in a program for which they already possess the certificate.

Example: A person who currently holds a Class A CDL will not be eligible to receive NWTNWB training funds to attend a commercial truck driving training program. A person who has an active LPN license will not be eligible to receive training funds to attend a LPN training program. In both instances, the training would be considered re-training for the occupation for which they already hold the certificate and therefore, not eligible for local training funds.

3. Is the program of study going to lead to a job in a documented demand occupation in the local or regional area to which the individual is willing to relocate or commute?

4. Is the program of study selected appropriate for the individual? Appropriateness of training should be based on assessment results. If it appears to be incongruent with the assessment results, the ISS must address and explain on what basis the career decision was made

5. Is the program a Pell eligible program? If so, has the applicant/participant applied for Pell and other State Grant Awards (SEOG & TSAC)? Is the applicant/ participant potentially eligible for other sources of funding such as TN Promise, TN Reconnect, etc.?

Note: A participant may enroll in WIOA-funded training while his/her application for a Pell grant is pending. This enrollment is permitted as long as the Career Service Provider (CSP) has made arrangements with the training provider and the WIOA participant regarding allocation of the Pell grant if it is subsequently awarded. In that case, the training provider must reimburse the CSP all WIOA funds used to underwrite the training for the amount that the Pell grant covers (WIOA Section 134(c)(3)(B(ii)). Reimbursement is not required from the portion of Pell grant assistance disbursed to the participant for education-related expenses.

6. After Pell, SEOG and TSAC are applied to the cost of the training, is there any unmet need remaining? If not, there is nothing the NWTNWB will pay unless the participant is eligible for supportive services which may be available, such as transportation, child care, etc.

7. If Pell, SEOG, TSAC and WIOA do not cover all the costs of training, does the participant have a plan to pay for the difference? The plan to pay for all uncovered costs must be documented in the case narrative. Supporting documentation should be obtained as appropriate.

In addition to the above items, the following criteria must also be met in order for participants to be approved for, and continue to receive, funding for occupational skills training and associated supportive services:

For New Participants Only

1. Potential participants must be residents of, or dislocated from an employer located in, a county located within the local service area.
2. Potential participants must register in Jobs4TN or update an existing account.
3. Potential participants must complete all steps of the assessment and enrollment.
4. Potential participants must be currently enrolled, or accepted into, an institution and training program that is listed on the Eligible Training Provider List. The Career Advisor will use the eligible training provider list for the state in which the institution is located.
5. The training program must be linked to an in-demand occupation as determined by the Career Advisor through the use of the EMSI system or other documentation as appropriate.
6. For training programs leading to a career in an occupation requiring licensure, participants must meet the criteria outlined in the Licensed Occupations Eligibility section of this policy.
7. Potential participants must be able to complete the training program within two years. For those attending four-year institutions, they must have earned approximately 60 credit hours and / or reached junior status in order to be eligible for funding.

Note: Participants with less than 60 earned credit hours who anticipate completing training within two years must demonstrate and provide detailed documentation as to how they will complete training within the two-year period.

Exceptions: (1) In-School Youth enrolled during secondary school who transition to postsecondary training may receive travel stipends for the entire four-years at a four-year institution; and (2) ITA funds may be

utilized for up to two years at any point in a RA program as long as an interim credential will be earned during that period, or within the following year.

For New and Current Participants

1. Participants must meet at least half-time enrollment criteria according to the institution and program. Up to half of participants' credit hours may be for developmental / remedial classes.

Note: For institutions / programs that do not require coursework for the summer term, a participant may still choose to take courses during this time. Participants who choose to take classes during the summer term can take any number of credit hours as long as they are still following their plan of action to graduate, and as long as they still have ITA money available.

2. Participants must be in good academic standing and maintain satisfactory progress according to the institution's policy. If the participant falls below good standing, they must return to school without funding until they get back in good standing. Once they return to good standing status, the career advisor may apply funding again.

3. Participants may only receive funding once. If participants fail, or drop out of a class that has been paid for by an ITA, they must retake the class on their own, without funding, including travel.

4. Participants who drop a class, without approval from their Career Advisor, must successfully complete the next term on their own, including travel, before they can receive funding again.

5. Participants attending Pell-eligible training institutions must complete the FAFSA and CANNOT be in default on any federal financial aid (i.e. Pell grants).

Funding Criteria for Licensed Occupations

Clients being considered for licensed professional occupational training should have good prospects for finding and keeping employment in the field. Based on research of area employers, the following conditions must be met for a client to be considered for financial assistance for any unmet need for occupations that require licensure prior to employment in the field. All Licensure Occupations:

1. No felony convictions for any crime in the five (5) years. The past five (5) years is calculated from the date they were convicted of the crime. To check for felony convictions AJC Staff must check the Tennessee Bureau of Investigation Felony Offender Search website - <https://apps.tn.gov/foil/search.jsp>.

2. No DUI convictions in the past ten (10) years.

3. No sex offender registration within the last ten (10) years. To check for sex offender registry status WIOA Staff must check the National Sex Offender Search website - <https://www.nsopw.gov/en-US>.

If the conviction occurred in the most recent 5 years, an appeal must be filed with the Career Service Provider for consideration for funding in order to evaluate the impact of the conviction on employment opportunities in the selected occupation / field. Applicants must supply a pre-hire letter with their appeal.

Truck Driving Specific Requirements

1. The applicant must supply a valid Medical Examiner's Certificate of a DOT Physical (currently valid for a maximum of two years) and proof of drug screen, performed no more than thirty (30) days prior to date of WIOA eligibility.

2. The applicant must supply a copy of a Motor Vehicle Report (MVR) that is no more than ten (10) days prior to the date of WIOA eligibility.

3. Driver's license must not have been suspended or revoked in the last three (3) years.

4. No reckless or careless driving violation within the last three (3) years.

5. No more than three (3) moving violations in the last three (3) years.

6. No more than one (1) “at fault” accidents in the last three (3) years.

Certified Nurse Assistant/ Patient Care Technician

All applicants who want to attend Certified Nurse Assistant Training or the Patient Care Technician program will have completed 8 hours of job shadowing and orientation scheduled by the training provider to make sure he/she has a clear understanding of the responsibilities of employment and will be successful in the position.

Appeal Process

If the applicant chooses to appeal a condition of eligibility, an appeal must be completed by the applicant and submitted to Executive Director of the Career Service Provider. Appeals denied by the Career Service Provider, may be appealed to the One-Stop Operator. In the case where an applicant can provide a pre-hire letter, this is to be included with the Appeal.

When to File an Appeal

1. If an individual is denied funding for training because a staff person determines that an individual is not in need of training due to the individual being marketable, able to work in the field, and the expected wages per EMSI are enough for the person and his / her family to be self-sufficient, then the individual may choose to file an appeal.

2. If the customer has a felony over 5 years old and intends to attend a training program for an occupation which requires a license, such as a truck driver, nurse, or teacher, the customer must file an appeal.

Payment of ITAs & Refund Policy

To authorize ITA funds, the Career Service Provider (CSP)’s staff members must complete a Needs Assessment and Financial Aid Worksheet to document required training costs as verified by an authorized representative of the training provider. Once the CSP staff person receives the form back from the training provider, to authorize ITA funds, if needed, he / she must enter an authorized amount, not to exceed the identified unmet need or the available ITA funds, and a voucher number generated by the electronic case management system. Training providers must utilize the completed form to request payment. Invoices are due no later than 30 days past the Term Begin Date. Prior to the submission of invoices, the institution’s Financial Aid Representative will review the information provided in Needs Assessment/Financial Aid Worksheet:

1. If changes have occurred that would reduce Unmet Need (additional aid was received, student dropped hours, etc.), corrections should be made to the form and initialed by the Financial Aid Representative prior to signing. Any over payment of Unmet Need could result in audit finding for the program and the Training Provider.

2. If changes have occurred that would increase Unmet Need (book price increase, test fee left off, tuition increase after authorized, etc.), no changes will be made for this term.

If the form is accurate, it should be signed, dated and forwarded to the Account Billing Representative for the Training Provider.

NOTE: If the Financial Aid Representative fails to accurately report financial aid that the student receives, the payment to the Training Provider will be reduced by the amount not reported. It will be the responsibility of the Training Provider to collect any over payment made to the student.

The Account Billing Representative will review the information provided for accuracy and verify at least one day of attendance of registered classes prior to dispersing funds to the student and prior to billing for the ITA.

The Needs-Based Scholarship Amount Authorized should be applied to Tuition/Fees first. Remaining funds may be dispersed to the student for other costs after confirming that the student has attended all classes at least once for the number of registered hours listed in the Student Needs Assessment and Financial Aid Worksheet.

If the student drops below the agreed upon registered hours prior to attending first day of class for registered hours and funds have not been dispersed, the Training Provider has an obligation to place a hold on funds and notify AJC Staff member that the Unmet Need must be recalculated/reduced.

If the student drops below the agreed upon registered hours after attending the first day of class for registered hours and funds have been dispersed, the Training Provider should return any applicable refund to WIOA, but will not be held accountable for funds dispersed to the student. The student will be penalized by WIOA the upcoming semester.

Exceptions to the Use of ITAs

In accordance with TDLWD's American Job Center Individual Training Account Use guidance, Tennessee recognizes limited exceptions to the use of ITAs. Contracts for services may be used instead of an ITA only when one or more of these exceptions apply (WIOA Section 134(c)(3)(G)(ii)):

- 1) The services provided are OJT, customized training, incumbent worker training, or transitional jobs;
- 2) The LWBD determines that there are an insufficient number of Eligible Training Providers in the local area to accomplish the purpose of a system of ITAs;
- 3) The LWDB determines that in the area there is a training-services program of demonstrated effectiveness offered by a community-based organization or other private organization to serve individuals with barriers to employment;
- 4) The LWDA determines that the most appropriate training could be provided by an institution of higher education to train multiple individuals for jobs in sector-demanded occupations, provided this does not limit customer choice; or
- 5) The LWDA is considering entering into a pay-for-performance contract and the LWDA ensures that the contract is consistent with 20 CFR 683.510.

In order to determine the effectiveness demonstrated by a community-based organization or other private organization, particularly as it applies to the special participant population to be served, the NWTNWB will evaluate the following:

- A) Financial stability of the organization;
- B) Demonstrated performance in measures appropriate to the program; and
- C) The relevance of the specific program to LWDA needs identified in the local area

Reference: 20 CRF 680.320(a)(3); 20 CFR 680.340(f); WIOA Section 122(d)

Related TDLWD Policy: AJC Individual Training Account Use Guidance (pages 1 and 2-3)

Vetted and Approved by the Northwest Tennessee Workforce Board: June 10, 2020

Jimmy Williamson, Chair
Northwest Tennessee Workforce Board

Supportive Services

Effective Date: May 21, 2019

Duration: Indefinite

Purpose: To provide policy for providing supportive services for eligible participants.

Policy: As defined in the WIOA, Supportive Services means services such as transportation, child care, dependent care, housing, and needs-related payments, that are necessary to enable an individual to participate in activities authorized under the act. The Northwest TN Workforce Board, through the regional planning process and in compliance with TDLWD policy, recognizes that Supportive Services are limited and must be leveraged with other local and state resources. **Supportive services should only be provided when the services are not available elsewhere, since WIOA is considered funding of last resort.** Funds allocated to a local area (WIOA Section 133) may be used to provide supportive services to Adults and Dislocated Workers who:

- (1) Are participating in programs with activities authorized in WIOA Section 134(c)(1)(A)(ii) or WIOA Section 134(c)(1)(A)(iii);
- (2) Have exited and need post-program support services as follow-up (for up to 12 months after exit); and
- (3) Are unable to obtain such supportive services through other programs providing such services.

Supportive services for youth, as defined in WIOA Section 3(59), are services that enable an individual to participate in WIOA activities.

Participants in WIOA programs who face significant barriers to employment, such as recipients of public assistance, low-income individuals, or individuals who are basic skills deficient, should be given service according to their level of need.

Supportive Services are not entitlements and must be supported by demonstration of financial need. The participant's need for services will be documented in the case file; participants enrolled in individualized career or training services and must demonstrate need in the Individual Employment Plan or Individual Service Strategy. When multiple options are available for receiving supportive services, documentation must show a reasonable effort was made to determine and choose the lowest, competitively priced service available. Support services activities and supporting case notes will be entered into VOS by AJC staff.

In the event that funds are limited, the Executive Director may limit one or more of the Supportive Services to priority populations only.

Allowable Support Services

According to 20 CFR § 680.900 and § 681.570, Supportive Services for Adults, Dislocated Workers, and Youth may include, but are not limited to, the following:

- (a) Linkages to community services;
- (b) Assistance with transportation;
- (c) Assistance with child care and dependent care;
- (d) Assistance with housing;
- (e) Needs-related payments, as described at §§ 680.930, 680.940, 680.950, 680.960, and 680.970;
- (f) Assistance with educational testing;
- (g) Reasonable accommodations for individuals with disabilities;
- (h) Legal aid services;
- (i) Referrals to health care;

- (j) Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear;
- (k) Assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes; and
- (l) Payments and fees for employment and training-related applications, tests, and certifications.

The allowable support services as described below will be made available in the following manners:

Referral and Coordination

The One-Stop Operator and Service Provider(s) shall ensure procedures are in place to coordinate support services through linkages to community services and through partner referral to avoid duplication and ensure Title I funds are last-dollar and are only used to provide supportive services when the services / funds are not available elsewhere.

Payments on Behalf of / to Participants

The following support services will be paid on behalf of the participant, directly to the service provider, unless otherwise noted. As noted below, in certain cases (e.g. Child or Dependent Care or Housing, Legal, and Medical Services) payments must be made directly to the participant as a reimbursement. If the participant has a support service need but cannot afford to make the payment to be reimbursed, the Career Service Provider may submit a request to the One-Stop Operator who will submit it for approval by the Northwest TN Workforce Board Executive Director for payments to be made directly to the participant as an advance. Participants must complete a written request and sign an agreement stating that the funds will only be used for the identified purpose and that receipts of purchases / services obtained must be provided by the participant and maintained by staff. The agreement must also acknowledge that failure to provide appropriate receipts / documentation will result in all funding being suspended for the participant until such documentation is provided. The agreement must be maintained by staff and the purpose of the payment and the approval must be documented in case notes. Duration, unless otherwise noted, is limited to approved terms of participation in programs with activities authorized in WIOA Section 134(c)(1)(A)(ii) or WIOA Section 134(c)(1)(A)(iii); or have exited and need post-program support services as follow-up (i.e. support services for occupational skill training would be limited to up to two years). Amounts are limited to actual cost, subject to a combined \$1,500 maximum, unless other limitations are set out in this policy. Documentation of support service costs, issued by the training provider and / or vendor, must be maintained in the participant's case file.

Supplies, Uniforms, Accommodations, and Testing

*****Payments for these supportive services should be made to the vendor, preferably, or to the participant as a reimbursement, unless otherwise approved.***

- assistance with uniforms or other appropriate work attire and work-related tools, including such items as eye glasses and protective eye gear needed to be successful in occupational skills training, on-the-job training, transitional jobs, pre-vocational services, or work experience activities;
- assistance with books, fees, school supplies, and other necessary items, such as drug screens and background checks, for students enrolled in postsecondary education classes, subject to the maximum ITA amount for required books, fees, and supplies, and up to the \$1,500 combined maximum for other basic supplies that are not mandatory but may be necessary such as calculators, backpacks, printing / copying fees, and parking passes;
- assistance with educational testing;
- payments and fees for employment and training-related applications, tests and certifications.

- Reasonable accommodations for individuals with disabilities.

Housing, Legal, and Medical Services

*****Payments for these supportive services must be made to the participant as a reimbursement, unless otherwise approved.***

- Assistance with housing, excluding rental deposits or mortgage payments, to allow participants to maintain or obtain adequate or temporary shelter, and related costs such as utilities and / or phone / internet plans, when an emergency arises while actively participating in career or training activities which would prevent the continuation of their attendance. The purpose of the funds must be documented and payments made to the participant require a copy of the bill or receipt listing the participant as the debtor attached to the authorization. Rent payments will require a copy of a lease agreement naming the participant.
- Legal aid services;
- Medical / health care and counseling services such as required immunizations, dental services, ophthalmologist services, eye glasses, hearing aids, drug and alcohol counseling, mental health counseling, behavioral counseling, etc.

Assistance with Child and / or Dependent Care

*****Payments for these supportive services must be made to the participant as a reimbursement, unless otherwise approved.***

Assistance with childcare for children under the age of 12 and dependent care for children over the age of 12 who have a disability, elderly parents, etc., may be utilized to help a participant meet their family care needs during WIOA Title I program participation. Child and dependent care services must be provided by a licensed facility and selected by the participant. Services will be payable at a maximum rate of \$100 per child / dependent per week, not to exceed actual cost, up to the \$1,500 combined maximum. Since supportive services must only be provided as last-dollar funds, participants who appear to possibly meet requirements for other childcare or dependent care services, such as those available through the Department of Human Services, Headstart, school district pre-k programs, TennCare Choices, etc., must first make application to those programs and provide proof of denial prior to being approved for Title I child or dependent care services. Participants must provide documentation of child / dependent status, such as a birth certificate, guardianship documents, etc. and must complete a release stating that the parent / caregiver is the one deciding on their child / dependent care provider and that the LWDB and Career Service Provider are not liable for issues that may arise.

Transportation Assistance

The LWDA will provide transportation assistance for an eligible WIOA participant attending an LWDA approved training provider and program for occupational skills training or for Out-of-School youth to the worksite for the first 30 days of employment. The transportation assistance will be paid through a stipend payment paid at intervals consistent with the training provider terms or a one-time only payment for Out-of-School youth in work experience. Out of School Youth who transitioned from an In-School Youth Program and choose a University Parallel program of study may receive support services, including transportation assistance, in order to complete the goals established in the individual service strategy. Subsequent ITA funding will require the participant, program and provider to meet all local/state criteria.

The payment will be based on exact costs calculated at a rate of \$.15 per mile one-way unit per day, converted to roundtrip (not subject to the \$1,500 maximum). Participants receiving transportation assistance from another organization (i.e. Workforce Essentials) are not eligible to receive a full transportation stipend from WIOA. As last dollar funds, all other programs must pay first before WIOA funds can be authorized.

In the event that a participant is receiving travel funding from another program, the total amount anticipated to be received in transportation assistance from the other agency must be deducted from the transportation assistance amount WIOA expects to pay.

To be eligible for this stipend, one must be in good standing and making satisfactory progress, be a fulltime student with no more than 1/2 of the credit hours being for remedial / developmental classes, must not drop or be removed from a course without notifying and providing needed information to the WIOA staff member regarding this action, etc.

Participants may receive a travel stipend for the first 30 days of a transitional job or work experience activity to offset their gas expenses until they have received one month of pay, at which time, they should have been able to budget money out of their paychecks to pay for their own gas expenses. In the event a transitional job or work experience position requires the participant to travel, the travel stipend may be extended through the duration of the work experience or transitional job.

Additionally, required auto repair, insurance, and / or driver license fee payments may be made, subject to the combined \$1,500 maximum, in response to an immediate need, in order to allow a participant to continue to participate in employment and training activities. Normal vehicle maintenance costs are not allowed. If a participant is personally repairing his / her personal vehicle, funds may be used to purchase the parts. Auto repair may not exceed the value of the vehicle. Staff should take into consideration if public transportation would be a more feasible option for the participant.

Needs-Related Payments (currently suspended due to funding limitations)

Needs-related payments provide financial assistance to participants for the purpose of enabling them to participate in training and are a supportive service authorized by WIOA sec. 134(d)(3). Unlike other supportive services, in order to qualify for needs-related payments a participant must be enrolled in training. Needs-related payments may be paid while a participant is waiting to start training classes if the participant has been accepted in a training program that will begin within 30 calendar days. The Governor may authorize local areas to extend the 30-day period to address appropriate circumstances.

Eligibility Criteria in order to be eligible for needs-related payments:

Adults must:

- (a) Be unemployed;
- (b) Not qualify for, or have ceased qualifying for, unemployment compensation; and (c) Be enrolled in a program of training services under WIOA sec. 134(c)(3).

Dislocated Workers must:

- (a) Be unemployed, and:
 - (1) Have ceased to qualify for unemployment compensation or trade readjustment allowance under TAA; and
 - (2) Be enrolled in a program of training services under WIOA sec. 134(c)(3) by the end of the 13th week after the most recent layoff that resulted in a determination of the worker's eligibility as a dislocated worker, or, if later, by the end of the 8th week after the worker is informed that a short-term layoff will exceed 6 months; or
- (b) Be unemployed and did not qualify for unemployment compensation or trade readjustment assistance under TAA and be enrolled in a program of training services under WIOA sec. 134(c)(3).

Youth must:

- (a) be co-enrolled into either the Adult or Dislocated Worker programs to qualify for Needs-Related Payments.

Documentation of all eligibility criteria is required and must be maintained in the participant's case file.

Level of Needs-Related Payments

Per § 680.970, the level of needs-related payments is determined as follows:

- (a) The payment level for Adults must be established by the Local WDB.
- (b) For Dislocated Workers, payments must not exceed the greater of either of the following levels:
 - (1) The applicable weekly level of the unemployment compensation benefit, for participants who were eligible for unemployment compensation as a result of the qualifying dislocation; or
 - (2) The poverty level for an equivalent period, for participants who did not qualify for unemployment compensation as a result of the qualifying layoff. The weekly payment level must be adjusted to reflect changes in total family income, as determined by Local WDB policies.

Methodology - The Northwest TN Workforce Board has authorized weekly needs-based payments for Adults and Dislocated Workers based on the amount needed for the participant and his / her family to reach the poverty level for the family size, to be adjusted as family income changes, and not to exceed:

- (a) The maximum weekly unemployment compensation benefit amount of \$275 for individuals who have not been determined eligible to receive unemployment benefits.
- (b) The applicable weekly level of the unemployment compensation benefit, for participants who were eligible for unemployment compensation as a result of the qualifying dislocation.

Example: An applicant is made eligible as an Adult participant as part of a family of four in accordance with the guidelines set forth in the WIOA and relate federal, state, and local guidance. The participant's total family income is \$15,575 per year. The family income is deducted from the poverty level for the family size and converted to weekly rate for needs-related payments as shown below.

\$24,300 per year (Poverty Level for a Family of 4) - \$15,575 per year (Total Annual Family Income)

\$8,725 per year (Amount Needed per Year)

$\$8,725 \text{ per year} / 52 \text{ Weeks per Year} = \$167.79 \text{ Needed per Week}$

The participant is eligible to receive the full \$167.79 per week since it is less than the maximum weekly unemployment benefit of \$275, and the individual has not drawn unemployment.

Exceptions to Support Services Limits

The One-Stop Operator may grant exceptions to the limits established for supportive services by submitting a written request for individual need, including supporting documentation, to the Executive Director of the Northwest TN Workforce Board. For example, an individual who has childcare needs expected to exceed the \$1,500 limit may request to use other available funding (i.e. unused ITA funds) to cover the expected costs. A decision will be rendered within 5 working days.

Unallowable Support Services

Support services may not be used to pay for expenses incurred prior to the participant's enrollment into the WIOA program. Program Management approval is required and should be documented. Advances against future payments are not allowed. Examples of unallowable services include, but are not limited to:

- Fines and penalties such as traffic violations, late finance charges, and interest payments
- Entertainment, including tips
- Contributions and donations

- Vehicle or mortgage payments
- Refund deposits
- Alcohol or tobacco products
- Pet food
- Items to be purchased for family or friends
- Out-of-state job search and relocation expenses that will be paid by the prospective employer

Reference: 20 CFR 680.900; 20 CFR 680.970; 20 CFR 681.570; WIOA Section 106(c)(1)(F)

Related TDLWD Policy: LWDA Supportive Services Guidance 5-8-17 (pages 2 and 4)

Vetted and Approved by the Northwest Tennessee Workforce Board: May 21, 2019



Jennifer Bane, Executive Director

Northwest Tennessee Workforce Board

E. Executed Cooperative Agreements

Core Partners Cooperative Agreement

Northwest Tennessee Workforce Board and WIOA Core Partners

In accordance with Workforce Innovation and Opportunity Act (WIOA) section 107(d)(11), the local workforce development board (LWDB) shall enter into cooperative agreements in accordance with subparagraph (B) of section 101(a)(11) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)) with the local agencies administering plans under title I – Vocational Rehabilitation (VR) Services – of that Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f)), with respect to efforts that will enhance the provision of services to individuals with disabilities and other individuals.

Therefore, the remaining WIOA Core Partners agree to support the Cooperative Agreement in place between the Northwest Tennessee Workforce Board (NWTNWB) and Offices of Vocational Rehabilitation Services (VR) as follows:

A. Cross Training of Staff

The parties to this agreement shall provide staff training and technical assistance with regard to:

- (1) the availability and benefits of, and information on eligibility standards for, each agency's services; and
- (2) the promotion of equal, effective, and meaningful participation by individuals with disabilities in workforce development activities in the local area through the promotion of program accessibility (including programmatic accessibility and physical accessibility), the use of nondiscriminatory policies and procedures, and the provision of reasonable accommodations, auxiliary aids and services, and rehabilitation technology, for individuals with disabilities.

B. Use and Sharing of Information

The parties agree to the use of:

- (1) information and financial management systems, as made available by the respective State agencies, that link all components of the workforce development system, that link the components to other electronic networks, including nonvisual electronic networks, and that relate to such subjects as employment statistics, and information on job vacancies, career planning, and workforce investment activities; and
- (2) customer service features such as common intake and referral procedures, customer databases (as made available by the respective State agencies), resource information, and human services hotline (Department of Human Services Customer Service: 615-313-4700).

C. Cooperative Efforts with Employers

The parties agree to cooperate, collaborate, and coordinate to:

- (1) market and deliver services to employers in the local area;
- (2) facilitate job placement of program participants; and
- (3) carry out any other activities that the designated local Business Services unit and the employers determine to be appropriate.

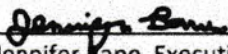
D. Other Efforts at Cooperation, Collaboration, and Coordination

The parties agree to enter into Memorandums of Understanding and Resource Sharing / Infrastructure Agreements to:

- (1) identify staff roles, responsibilities, and available resources, and specification of the financial responsibility of each component of the local workforce development system with regard to paying for necessary services (consistent with State law and Federal requirements); and
- (2) specify procedures for resolving disputes among such components.

SIGNATURES

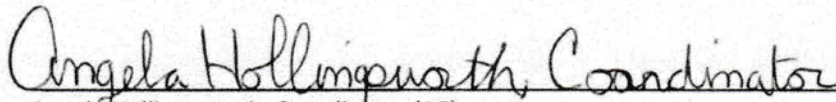
Approved as signed by:



Jennifer Bane, Executive Director
Northwest Tennessee Workforce Board
731-288-3585, ext. 406
jbane@nwtntnworks.org

5/15/2020

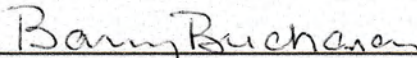
Date



Angela Hollingsworth, Coordinator (AE)
Weakley County Schools
731-441-9135
angela.hollingsworth@wcsk12tn.net

5-19-20

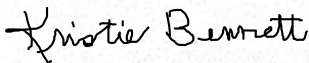
Date



Barry Buchanan, Coordinator of Adult Education
Jackson State Community College
731-424-3520
Bbuchanan@jscc.edu

5-20-2020

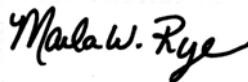
Date



Kristie Lancaster Bennett, Regional Director
TN Dept. of Labor and Workforce Development, Division of Workforce Services
731-441-9681
kristie.bennett@tn.gov

5/21/2020

Date



Marla Rye, President
Workforce Essentials, Inc.
931-905-3500
Mrye@workforceessentials.com

5/21/20

Date

**COOPERATIVE AGREEMENT
BETWEEN
NORTHWEST TENNESSEE WORKFORCE BOARD
FOR LOCAL NORTHWEST WORKFORCE DEVELOPMENT AREA
AND
TENNESSEE DEPARTMENT OF HUMAN SERVICES,
VOCATIONAL REHABILITATION PROGRAM**

This Cooperative Agreement ("Agreement") by and between the Northwest Tennessee Workforce Board ("NWTNWB") and the Tennessee Department of Human Services, Division of Rehabilitation Services, Vocational Rehabilitation Services ("VR") outlines the principal responsibilities of the Parties with regard to the purposes set forth in Section 107(d)(11) of the Workforce Innovation and Opportunity Act, Pub L. 113-128 ("WIOA"), subparagraph (B) of Section 101(a)(11) of the Rehabilitation Act of 1973, Pub. L. 93-112, and other applicable law and rules. NWTNWB and VR may be referred to individually as a "Party" or collectively as the "Parties" to this Agreement.

- A. Purpose. In accordance with 29 U.S.C. § 721(a)(11), VR each designated state unit or agency shall enter into agreement with local agencies administering plans under 29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. § 732, 741) and subject to section 121(f)), with respect to efforts that will enhance the provision of services to individuals with disabilities and other individuals.
- B. Cross Training of Staff. Each of the Parties to this Agreement shall provide staff training and technical assistance with regard to:
 - 1. The availability of benefits and information regarding eligibility standards for services each provides; and
 - 2. The promotion of equal, effective, and meaningful participation by individuals with disabilities in workforce development activities in the local area through the promotion of programmatic and physical accessibility) and reasonable accommodations and the use of nondiscriminatory policies and procedures,
- C. Use and Sharing of Information. Each of the Parties to this Agreement agrees to the use of:
 - 1. Types of information available to it such as employment statistics, job vacancies, career planning, and workforce investment activities as permitted by confidentiality requirements and applicable law and rules which benefits all partners, the overall operation of the American Job Center ("AJC") and providing services to customers;
 - 2. Customer service features such as common intake and referral procedures, customer databases, resource information, and the Human Services Hotline [Department of Human Services Customer Service (615) 313-4700].
- D. Cooperative Efforts with Employers. With regard to the programs and/or services , each Party agrees to cooperate, collaborate, and coordinate to:
 - 1. Market and deliver services to employers in the local area;
 - 2. Facilitate job placement of program participants; and
 - 3. Conduct any other activities that the designated local Business Services unit and the employers determine to be appropriate.

E. Additional Cooperation, Collaboration, and Coordination Activities. With regard to each Parties program of services, each of the Parties agree to participate in the process for and provide information necessary to the development of a Memorandum of Understanding and Infrastructure Funding Agreement.

F. Written Notice. All notices and communications regarding this Agreement shall be addressed as follows:

DEPARTMENT OF HUMAN SERVICES

Paula Knisley, Director
Vocational Rehabilitation Program
Citizens Plaza State Office Building
400 Deaderick Street, 12th Floor
Nashville, TN 37243
Telephone: (615) 837-5049
Paula.Knisley@tn.gov

**NORTHWEST TENNESSEE
WORKFORCE BOARD**

Jennifer Bane, Executive Director
708 East Court Street
Dyersburg, TN 38024
Telephone: (731) 288-3585, Ext. 406
jbane@nwtworks.org

G. Period of Agreement and Termination. This Agreement shall remain in effect until modified or terminated in writing upon giving the other Party at least thirty (30) days advance written notice.

**NORTHWEST TENNESSEE WORKFORCE BOARD FOR
LOCAL WORKFORCE DEVELOPMENT AREA 12**

By: J Bane
Jennifer Bane, Executive Director

Date: 12/5/18

TENNESSEE DEPARTMENT OF HUMAN SERVICES

By: Paula Knisley
Paula Knisley, Director, Vocational Rehabilitation Program

Date: 12-5-2018

MEMORANDUM OF UNDERSTANDING

BETWEEN

Northwest Tennessee Workforce Board, Inc. (NWTNWB)

AND

Northwest TN Workforce Development Area Comprehensive One-Stop Center Partners (as listed below)

Jennifer Bane

jbane@nwtntnworks.org

Individual designated by the Local Workforce Board Chair to lead MOU negotiations

Email address

Not applicable

Impartial individual designated by the Local Workforce Board Chair to lead annual budget negotiations

Email address

1. CONVENING OF THE PARTIES TO MOU (WIOA SEC. 121(C)(1)) (Tennessee MOU/IFA Instructions Page 4)																																							
- List the required partner providing services in the local area - List the partner agency providing services of each required partner																																							
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TDLWD Regional Director		Kristie Bennett (WP, UI, TRA, TAA, and Veterans programs)
Title I - President of Dyersburg State Community College		Dr. Karen Bowyer
Title II - Adult Education District		Dr. Jeff Sisk; Angela Hollingsworth
TANF - Workforce Essentials, Inc. President		Marla Rye
TDHS, Vocational Rehabilitation Program		Kevin R. Wright
Migrant and Seasonal Farmworkers Director		Alisha Walker
CSBG / NW TN Economic Development Council		Don Ridgeway
SCSEP - NW TN Development District		John Bucy
SCSEP - TN Community Services Agency		Tom McWherter
OTHER PROGRAMS OFFERED IN THIS LOCAL AREA AS PARTIES TO MOU		IF MARKED YES, ENTITY ADMINISTERING PROGRAM
Department of Human Services	☐ Yes ☒ No	N/A
TCAT/Tennessee Reconnect	☐ Yes ☒ No	Included as Perkins Partners
Job Corps	☐ Yes ☒ No	N/A
Youth Build	☐ Yes ☒ No	N/A
Housing and Urban Development Employment and Training Activities	☐ Yes ☒ No	N/A
Perkins/Post-Secondary Career & Technical Education	☒ Yes ☐ No	Dyersburg State Community College; TN College of Applied Technology-Paris, McKenzie, and Newbern
ADDITIONAL PARTNERS AS PARTIES TO MOU		ENTITY ADMINISTERING PROGRAM
Native American Programs		Native American Indian Association of TN
ALC, SNAP		TN Department of Labor & Workforce Development
RESEA		TN Department of Labor & Workforce Development

2. PURPOSE AND SCOPE OF MOU (Tennessee MOU/IFA Instructions Page 5) If additional space is needed, please include an attachment referencing this section.

- Describe the general purpose and scope of the “umbrella” MOU

The purpose of this MOU is threefold, with the overall goal being to ensure efficiency within the local One-Stop Service Delivery system:

- 1) To establish cohesiveness and define the mutually agreed upon roles and responsibilities of each Partner in regards to service delivery, sharing of resources, and financial responsibilities;
- 2) To ensure that all individuals seeking services at American Job Centers are provided services through operations that are mutual to all Partners programs, and to ensure that these individuals are also referred to program services which are unique to the Partners' programs; and
- 3) To establish methods of referral of individuals between all Northwest TN American Job Centers and the consortia partners for the appropriate services and activities.

The scope of services outlined in this MOU follows Workforce Services Division Policy #7 regarding Service Integration and functional alignment wherein Tennessee's One-Stop system shall strive to streamline workforce services functions, prevent the duplication of services and eliminate inefficient practices. To this end, Partners agree:

- 1) To endorse a single customer flow model based on customer need, not program requirements;
- 2) To refer customers between Partners by methods listed in this Agreement;
- 3) To authorize the sharing of customer data and information in order to facilitate co-enrollment and case management across programs and funding streams; and
- 4) To participate in joint planning of this MOU, plan development, and modification of activities to accomplish the following:
 - Accessibility of the Partners' applicable services to customers through the One-Stop Service Delivery system
 - Participation in the operation of the One-Stop Service Delivery system, consistent with the terms of the MOU and requirements of authorized laws
 - All Partners and staff are adequately cross-trained as a result of their participation in capacity building and staff development activities
 - Continuous partnership building by requiring inclusion of all Partners involved in the One-Stop System
 - Continuous adaption to state and federal guidelines
 - Responsiveness to local and economic conditions, including employer needs
 - Meet common data collection and reporting needs via Jobs4TN
 - Involvement in special grant and/or pilot projects that impact a Partner's shared staffing resources
 - Co-branding through inclusion of "AJC identified" or "American Job Center" on any joint products, programs, activities, services, facilities, and materials used by the combined Partnership of the System

3. VISION FOR THE SYSTEM (Tennessee Combined State Plan Section II(b)) (Tennessee MOU/IFA Instructions Page 5) If additional space is needed, please include an attachment referencing this section.

- *Describe the shared vision and commitment of the local board and required partners to a high-quality local workforce delivery system (vision must be consistent with Federal, State, regional, and local planning priorities, as well as the Governor's Guidelines)*
- *Describe which aspects of the vision are currently in place*
- *Outline the steps to be taken and the general timeline for how required partners will implement any aspects of the vision that are not yet in place*

The vision of the local workforce development board (LWDB) and required partners is for Northwest Tennessee to be an area where business and industry thrive based on the availability of a skilled workforce and a robust talent pipeline, and where increasing wealth fuels prosperous communities and a high quality of life. To achieve this vision, the board and partners strive to develop a quality workforce system to meet the needs of area employers and job seekers by:

- 1) Increasing the skills and knowledge of Northwest Tennesseans to meet the needs of employers now and in the future;
- 2) Creating career pathways from high school, postsecondary education / training to the workforce; and
- 3) Eliminating duplication and leveraging dollars to provide more opportunities to existing job seekers and the emerging workforce.

Aspects of the vision currently in place include:

- 1) The Regional Planning Council, which includes members of the core partners as well as other partners, identifies regional and local in-demand and emerging sectors using available labor market data, strategy meetings, and other data gathering methods. Workforce efforts are then focused on identified sectors through services available through AJC partners, such as the development of career pathways in manufacturing and healthcare.
- 2) The LWDB's standing committees guide the Business Services Team in implementing effective methods of gathering and understanding employers' feedback, such as an employer survey, participation in various business organizations, and various methods of conducting outreach to local employers. The information gathered through such efforts has led to the implementation and / or expansion of such programs and initiatives as OJT and IWT.
- 3) Members of the Business Services Team conduct outreach in order to educate employers on the

services available through the AJC designed, with employers' input, to meet their needs and support talent development.

4) Coordination between training institutions, funding sources, the LWDB, and employers to ensure:

(a) training is available for in-demand occupations in the local area,
(b) current and prospective students are aware of various resources for funding training, including those offered by the partner programs, and

(c) resources are leveraged through co-enrollment and referrals in order to eliminate duplication.

5) Sector studies have been completed and career pathways developed for both the healthcare and manufacturing sectors, which help guide the focus of initiatives such as the Labor and Education Alignment Program (LEAP) and Re-Entry Advanced Manufacturing Program (RAMP). Both initiatives incorporate the Manufacturing Skills Standards Council's Certified Production Technician training, allowing high school students and inmates at a local jail respectively to earn valuable skills before entering or reentering the workforce.

While all aspects of the vision are already in place, the partners agree to enhance efforts by:

1) Expanding existing streamlining efforts among Title I staff across West Tennessee to include all partner programs. For instance, common intake processes and forms will be considered for implementation throughout the region.

2) Continuing weekly meetings of both on-site and off-site partners for each AJC in the region to ensure continued communication, coordination, and leveraging of resources.

4. MOU DEVELOPMENT (Tennessee MOU/IFA Instructions Page 5) If additional space is needed, please include an attachment referencing this section.																
• Fully describe the process and efforts of the Local Workforce Development Board and required partners to negotiate the MOU • Confirm whether all required partners participated in negotiations • Explain the process to be used if consensus on the MOU is not reached by partners • Please provide dates of partner meetings that specifically discussed the MOU																
To negotiate the MOU, the LWDB followed the below process 1) Notification of Partners, 9/7/18: An email was sent by LWDB staff to the required partners with the prior executed MOU and a draft updated MOU attached. A list of proposed changes to the MOU and information needed was also included. 2) Preliminary Review of Draft MOU, 9/7-14/18: The proposed changes to the MOU were reviewed by the partners. Requested information and changes were submitted to the LWDB designee. 3) Updated Draft MOU Submitted to Partners, by 9/18/18: The LWDB Executive Director's designee emailed an updated draft of the MOU to all partners for review prior to the MOU negotiations meeting. 4) Negotiations Meeting, 9/20/18: Required partners met to review the draft MOU. 5) Final MOU Distributed, by 9/26/18: The LWDB designee emailed the final MOU to partners for signatures. 6) Signatures Obtained, by 10/26/18: Signatures were submitted to the LWDB in order for the executed MOU to be submitted to the TDLWD by 11/1/18. 7) Revisions, by 7/1/19: The LWDB designee emailed the revised MOU to partners for review and signatures in order for the executed MOU to be submitted to the TDLWD by the LWDB by the 7/1/19. New partners were given the opportunity to review the previously developed MOU, ask questions, and provide feedback. During the negotiations, all required partners offering services in Northwest TN participated in negotiations. If the partners fail to reach a consensus on the MOU, the process to resolve the dispute is described in Section 4 Attachment.																
5. NAME AND LOCATION OF COMPREHENSIVE ONE-STOP CENTER(S) (Tennessee MOU/IFA Instructions Page 5) If additional space is needed, please include an attachment referencing this section.																
• Provide the name and address of the comprehensive one-stop center(s) in the local service delivery system • Where applicable list the designated affiliated sites or specialized centers • Define any other operating titles that the local area assigns to each center • Describe how outreach will be conducted in towns in the local area without an AJC • Describe the local area's plans for the Mobile American Job Center <i>Note: The information provided in this section must match the Tennessee Development of Labor and Workforce Development listings</i>																
Northwest TN strives to ensure workforce development services are available to all area residents by maintaining an AJC in each county throughout the region. In order to manage administrative costs, competitive leases are negotiated, partners co-locate in the AJCs when possible, and the LWDB seeks additional funding through grant opportunities. There are two comprehensive centers: <table border="0"> <tr> <td>Carroll County</td> <td>Dyer County</td> </tr> <tr> <td>Tennessee American Job Center - Huntingdon</td> <td>Tennessee American Job Center - Dyersburg</td> </tr> <tr> <td>470 Mustang Drive</td> <td>313 West Cedar Street</td> </tr> <tr> <td>Huntingdon, TN 38344</td> <td>Dyersburg, TN 38024</td> </tr> </table> There are seven affiliate (A) / specialized centers (S), one in each of the remaining counties: <table border="0"> <tr> <td>Benton County (S)</td> <td>Crockett County (S)</td> </tr> <tr> <td>Tennessee American Job Center - Camden</td> <td>Tennessee American Job Center - Alamo</td> </tr> <tr> <td>145 Hospital Drive</td> <td>335 South Bells Street</td> </tr> <tr> <td>Camden, TN 38320</td> <td>Alamo, TN 38001</td> </tr> </table>	Carroll County	Dyer County	Tennessee American Job Center - Huntingdon	Tennessee American Job Center - Dyersburg	470 Mustang Drive	313 West Cedar Street	Huntingdon, TN 38344	Dyersburg, TN 38024	Benton County (S)	Crockett County (S)	Tennessee American Job Center - Camden	Tennessee American Job Center - Alamo	145 Hospital Drive	335 South Bells Street	Camden, TN 38320	Alamo, TN 38001
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Camden, TN 38320	Alamo, TN 38001															

Gibson County (A)
Tennessee American Job Center - Humboldt
1751 E. Main Street
Humboldt, TN 38343

Lake County (S)
Tennessee American Job Center - Tiptonville
229 Church Street
Tiptonville, TN 38079

Obion County (A)
Tennessee American Job Center - Union City
204 S. Second Street
Union City, TN 38261

Henry County (S)
Tennessee American Job Center - Paris
55 Jones Bend Road Extended
Paris, TN 38242

Lake County (S)
Tennessee American Job Center - Ridgely
134 N. Main Street
Ridgely, TN 38080

Weakley County (S)
Tennessee American Job Center - Dresden
135 South Poplar Street, Suite B (effective August
1st: 116 W. Main Street)
Dresden, TN 38225

AJCs may also be referred to as one-stop centers.

While brick-and-mortar AJCs are valued for cost effectiveness, availability of resources to customers, and visibility in the community, Northwest TN also recognizes the need to bring the services to the customers who may not be able to visit the established AJC given the large service area and transportation barriers. In order to bring the services to the people, the TDLWD's Mobile AJC is utilized to serve remote areas and individuals who are unable to commute to one of the AJCs in the region. A Title I staff member has been assigned to coordinate with the Mobile AJC staff to ensure staff from the Title I partner attend Mobile AJC events, providing customers with access to all AJC services. The implementation of "street teams" has also enhanced services in areas without an AJC. These teams are charged with coordinating with community programs and agencies to provide AJC services via access points. Customers who visit an access point administered by a "street team" are able to receive the same Career Services offered in a traditional AJC, including job search assistance, resume development, workshops, etc. Northwest TN's use of Skype for "face-to-face" interactions with various one-stop partners and / or employers also allows customers in affiliate sites and access points to virtually receive one-stop services typically only offered onsite at the comprehensive centers. Jobs4TN also allows both job seeker and employer customers to remotely access secure, web-based AJC services such as labor market information, unemployment insurance, and mediated labor exchange.

In order to maximize services to populations with barriers, agencies serving these populations are targeted for outreach efforts such as distribution of marketing materials, participation in events, such as those involving "street teams" or the Mobile AJC, and invitations to participate in AJC events and strategy meetings. Such agencies may include Adult Education, Department of Human Services, Health Department, Housing Authorities, Head Start programs, and Boys & Girls Clubs. The AJC displays marketing materials for core and community partners, and provides materials to be displayed at the partners' sites. Social media accounts are also used to connect with customers and other agencies and inform them of the services available through the AJC. The Business Services Team conducts rapid response meetings in order to serve workers dislocated through closures or layoffs. Outreach to unemployment claimants regarding AJC services is also conducted via email when contact information is available. A standing committee of the local workforce board provides guidance for reaching and serving such populations.

**6. DESCRIPTION OF COMPREHENSIVE ONE-STOP SERVICES (WIOA Sec. 121(c)(2)(A)(i))
(Final Rules § 678.500(b)(1)) (Tennessee MOU/IFA Instructions Page 5) If additional
space is needed, please include an attachment referencing this section.**

- Complete a local service matrix (Attachment II) illustrating local methods of service delivery which includes:
 - Career services to be provided by each required partner in each comprehensive one-stop center
 - Other programs and activities to be provided by each required partner
 - Method of delivery for each service provided by each required partner (e.g., staff physically present, cross-trained staff, direct linkage technology)
- In the spaces provided below:
 - In the introductory paragraph of this section, describe the required partners' combined commitment to integration and "manner in which the services will be coordinated and delivered through the system" (§ 678.500(b)(1))
 - In the spaces below designated for each required partner, describe each partner's commitment to coordinated service delivery and explain how the local service matrices illustrate that commitment
 - For each required partner below, describe the location(s) at which services of each required partner will be accessible

The AJC strives to provide integrated service delivery by aligning staff by functional teams and providing cross-training on all programs and services offered in the AJC by the various partners. The Welcome Function is coordinated by the One-Stop Operator (OSO). Staff are either hired or partners are coordinated to fulfill the duties of this function. Those serving in the Welcome Function warmly greet customers entering the AJC and offer an evaluation of service need to identify the services to offer to customers in order to best meet their needs. Each customer is encouraged to register for Jobs4TN, and customers in need of other basic career services, such as labor exchange services, provision of labor market information, or other self-directed or minimally staff-involved services, are typically served by the staff person assigned to the Welcome Function. Customers identified as needing eligibility determination or individualized career services are referred to on-site partners via a warm hand-off. For partners not located full-time in the Center, a spreadsheet (attached) is maintained with contact information for all of the required partner programs offering services in the area including the following information as available: agency name, contact person, address, phone and fax numbers, e-mail address, and website. This spreadsheet allows for partners to easily connect and communicate via referral and / or electronic connection. In order to offer a "warm hand-off," staff at the AJC will connect with the off-site partner staff while the customer is at the AJC in order to ensure the desired services are delivered. A referral form has been developed for recording and tracking referrals between partners.

Staff serving in the Welcome Function coordinate with staff in the Career Development Team and Business Services Team in order to seamlessly deliver career services to all customers. All of the core partners have staff who serve as members of the Career Development and / or Business Services Function, whether on-site or off-site by referral or electronic connection. Each program provides a valuable service and all are connected to reach the desired outcome for the customer. While Career Development Team members focus on performing individualized career services such as skills assessments, developing Individual Employment Plans (IEPs), and case management, the Business Services Team focuses on developing positive relationships with employers in order to identify and address their human resource needs. Staff members are also cross-trained to allow for streamlined services and reduced duplication.

Finally, staff at the AJC have a brief morning meeting to discuss shared resources and services that might benefit both current and prospective customers. This collaboration encourages more co-enrollment of participants between programs, further reducing duplication, enhancing services, and maximizing individual program funding. The use of e-mail, social media, and other technologies such as Skype to convey information to partner staff and customers enhances service delivery and increases Center efficiency, thus potentially expanding the customer pool. Additionally, staff stay current on partner programs through periodic Consortium meetings between the leadership of the core partner programs, quarterly Regional Planning Council meetings, and various staff trainings and / or meetings.

Title I (Adult, Dislocated Worker and Youth) –

Title I provides a variety of educational and training activities to eligible individuals based on the needs of the individual and in coordination with partner programs to prepare participants for employment in in-demand occupations. Services are available on-site at all AJCs in the LWDA, and are accessible to off-site partners through various methods. For instance, off-site partners may call or e-mail Title I staff to make referrals and may utilize the referral form developed by Title I staff as described in Section 8 below. Title I staff also maintain a spreadsheet (attached) for use by all partners containing relevant contact information for making referrals. The system's website also features a contact form that partners or customers may use to contact a Title I staff person for more information about services available through the AJC. Partners and customers may also send a message to Title I staff through the system's Facebook page. Marketing materials are made available at all AJCs. Title I Youth Services will be made available as outlined in the attached service strategy. The Board and Title I Youth Service Provider will enter into agreements / MOUs with providers offering Youth program elements as appropriate.

Title II (Adult Education and Family Literacy) –

Adult Education provides HiSet preparation and testing services. Weakley County Schools and Jackson State Community College manage adult education programs through direct linkage with the AJCs in Northwest TN with co-locating of staff, when feasible, at the comprehensive centers in Dyersburg and Huntingdon, and classes being offered in Humboldt when possible. An electronic presence of off-site staff for referrals will be available within the counties of Benton, Crockett, Henry, Lake, Obion, and Weakley County AJCs. Marketing materials are made available at all AJCs.

Title III (Employment Services under Wager-Peyser) –

Title III offers outreach and labor exchange activities for individuals and employers. Job seekers register at the front desk Kiosk / Jobs4TN.gov to begin the process of a job search activities such as entering a resume and their skills into Jobs4TN so they may be identified by companies who are hiring. Staff are available on-site at the AJCs in Dyersburg and Huntingdon. Services are available at the affiliate sites through direct linkage using phone, email, or Jobs4TN.gov. Partner staff on-site in the affiliate centers are cross-trained to provide both job seekers and employers assistance in accessing and utilizing the features of Jobs4TN. Employers may submit job orders to staff in any of the nine AJCs for posting to Jobs4TN. Marketing materials are made available at all AJCs.

Unemployment Insurance (UI) –

Partner staff working on-site at all nine AJCs are cross-trained to provide meaningful assistance for UI. This includes assisting customers in using Jobs4TN.gov to complete claims, weekly certifications, and utilizing the live chat feature, or using lwdsupport.tn.gov/hc/en-us to submit and track help desk tickets. Fax machines are also available at the AJCs to allow customers to submit needed information to the TDLWD State office if necessary. A LWDB staff member also serves as the Rapid Response Coordinator for the local area and coordinates with partners to provide assistance to employers and affected employees through Rapid Response services. Additionally, Title I and Title III staff are responsible for recording these services in Jobs4TN by entering activities into the individual's or employer's account. Marketing materials are made available at all AJCs.

Job Counseling, Training and Placement Services for Veterans –

In accordance with U.S. Code, Title 38, veterans and "covered persons" are provided the Priority of Service and Veterans preference on all job opportunities and qualified training programs available through the AJC. Notification of priority of service for Veterans is posted at each center. For Veterans with significant barrier(s) to employment, intensive services are available. Veterans services are available on-site at the AJC in Dyersburg. Other partner staff on-site in the affiliate centers and the comprehensive center in Huntingdon are cross-trained to provide self-identified Veterans with the Military Services Form to determine if a referral to Veterans services is appropriate. Veterans services are accessible through direct linkage via phone or email, and Veterans services staff are able to meet with customers on-site at these offices if needed.

Trade Readjustment Assistance –

Companies contact the TRA unit to file a TRA claim. Trade claims are tracked via Jobs4TN.gov website. TRA services are available on-site at the AJCs in Huntingdon and Dyersburg. Other partner staff on-site in the affiliate centers are cross-trained to assist in identifying job seekers who may qualify for TRA to determine if a referral to TRA services is appropriate. TRA services are accessible through direct linkage via phone or email, and TRA staff are able to meet with customers on-site at these offices if needed. TRA claimants will contact the TRA/TAA representative at the AJC for an appointment to discuss TRA services.

Trade Adjustment Assistance (TAA) –

TAA petitions are available online at www.dolta.gov. TAA services are available on-site at the AJCs in Huntingdon and Dyersburg. Other partner staff on-site in the affiliate centers and the are cross-trained to assist in identifying job seekers who may qualify for TAA to determine if a referral to TAA services is appropriate. TAA services are accessible through direct linkage via phone or email, and TAA staff are able to meet with customers on-site at these offices if needed. TAA claimants will contact the TAA representative at the AJC for an appointment to discuss the following services; re-employment services, job search allowance, relocation allowance, and training. Claimants interested in training are referred to Title I for assessment and testing. In addition, applicants are referred to Tennessee College of Applied Technology (TCAT) and or State School representative for assistance.

Migrant & Seasonal Farmworkers –

The program's main objective is to conduct outreach to and assessment of low income farmworkers in order to assist those who qualify with job training and placement services as listed in the local service matrices. Marketing materials are made available at all AJCs.

Services are accessible at all AJCs in the local area through direct linkage and cross-training of partner staff. For instance, Title I staff screen applicants for farmwork backgrounds in order to determine if a referral can be made. Migrant & Seasonal Farmworkers staff may also meet with potential clients on-site at the AJC if necessary.

National Farmworker Jobs Program (NFJP) –

The program's main objective is to conduct outreach to and assessment of low income farmworkers in order to assist those who qualify with job training and placement services as listed in the local service matrices. Marketing materials are made available at all AJCs.

Services are accessible at all AJCs in the local area through direct linkage and cross-training of partner staff. For instance, Title I staff screen applicants for farmwork backgrounds in order to determine if a referral can be made. NFJP staff may also meet with potential clients on-site at the AJC if necessary.

Community Service Block Grant (CSBG) –

CSBG services are available via direct linkage by phone or email. Marketing materials are made available at all AJCs. Northwest TN Economic Development Council has service centers that serve low-income households in Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Obion, and Weakley counties with CSBG, TEFAP (Temporary Emergency Food Program or commodity foods), and LIHEAP (Low Income Home Energy Assistance Program or "energy assistance"). The Head Start/Early Head Start Program serves all counties in Northwest TN. Other services include emergency assistance with utilities, rent or mortgage, intake and referral, outreach and needs assessment, and case management for employment/self-sufficiency.

Senior Community Services Employment Program (SCSEP) –

SCSEP services are available via direct linkage by phone or email. SCSEP provides low income individuals 55 and older who have poor employment prospects with subsidized, part-time, community service work based training. Participants train an average of 20 hours per week in a variety of community service activities at non-profit and public facilities, including the AJC. SCSEP also assists its customers in utilizing AJC services such as computer classes, interview classes, and resume assistance. Marketing materials are made available at all AJCs.

Title IV (Rehabilitation Services) –

The Vocational Rehabilitation Program provides a variety of services to eligible individuals with disabilities based on the rehabilitation needs of the individual in accordance with their aptitudes, abilities, capabilities and interests and as identified on an Individualized Plan for Employment to prepare for or advance in competitive integrated employment. VR collaborates with AJC partners, community rehab service providers, educational institutions and employers. VR services are directly accessible through co-location at AJCs and from local VR offices.

DHS/TANF –

DHS is committed to addressing poverty and creating cycles of success. The Two-Generation Approach requires intentional focus on the success of the children and adults in their lives simultaneously and places the family on a better path towards economic security when the needs of the family are addressed holistically. This approach includes an emphasis on education, economic supports, health and well-being, and social capital. This goal shall be achieved in the context of assisting individuals and families eligible for TANF ("Clients") in meeting program participation requirements. WorkForce Essentials, Inc. shall provide Employment and Case Management Services with a focus on empowering families eligible for TANF on a course to achieve economic stability based on the four (4) core component activities of the Two-Generation Approach, which focuses on the holistic success of the children and adults: (1) education, (2) economic supports, (3) health and well-being, and (4) social capital. TANF services are available on-site at the AJCs in Dyer, Gibson, Obion, and Weakley counties.

Second Chance (Reentry) –

Services are not available in Northwest TN.

HUD Employment and Training Activities –

Services are not available in Northwest TN.

Job Corps –

Services are not available in Northwest TN.

YouthBuild –

Services are not available in Northwest TN.

Perkins/Post-Secondary Career & Technical Education–

Tennessee's Community and Technical Colleges play an integral role in the economic growth of our State. From providing short-term training programs to customized, long-term initiatives, these colleges have developed innovative strategies to meet the workforce training needs of local, regional and State employers. As recipients of funding under the Carl D. Perkins Career and Technical Education Act, these institutions strive to develop more fully the academic, career, and technical skills of students who elect to enroll in career and technical education programs. These institutions coordinate with AJC partners to conduct one or more "Manufacturing Days" at high schools in each of the LWDA's counties annually. These events are conducted in partnership with local education institutions and businesses to assist students in understanding all aspects of an industry, providing them with career guidance, and preparing them for high skill, high wage, or high demand occupations leading to self-sufficiency. DSCC and the TCATs also work with AJC partners to engage local employers in assisting in developing programs and to apply for programs to be added to the eligible training provider list.

TCAT/Tennessee Reconnect–

As Perkins recipients for Career & Technical Education, the TCATs in the local area participate in the same activities as described in the "Perkins/Post-Secondary Career & Technical Education" section above. All Perkins services are offered through direct linkage and / or cross-training of AJC staff, who may assist customers in going online to complete an admissions application or other required paperwork.

7. PROCUREMENT OF ONE-STOP OPERATOR (Tennessee Memorandum Guidelines for One- Stop Operator Procurement) (Tennessee MOU/IFA Instructions Page 6) If additional space is needed, please include an attachment referencing this section.

- *Name the procured one-stop operator – **(this information will be amended once the One-Stop Operators have been procured)**. The following bullet points should be explained in this section*
- *Describe the functions and scope of work of the one-stop operator as defined in the Request for Proposal or as planned for the competitive procurement process*
- *Assure that the one-stop operator will not perform any of the proscribed functions (§ 678.620(b)) to avoid a conflict of interest*

Note: One-stop operator designation takes effect July 1, 2017 (§ 678.635)

In order to select an operator for the one-stop system in the local area, consistent with WIOA Sections 107(d)(10) and 121(d) and the Workforce Services Policy regarding One-Stop Delivery and Design System, paragraph (D) of the Local Board Responsibilities section, and in accordance with the Regional Planning Council, the LWDB, with the agreement of the chief elected officials for the local area, shall designate or certify one-stop operators as described in section 121(d)(2)(A). In order to conduct a competitive process for the selection of a one-stop operator, in accordance with 121(d)(2)(A), the Board, with the agreement of the CEOs, issues a Request for Proposals (RFP) or procures a third-party to conduct the bidding process. Public notice is provided through both print media and electronic means, with potential bidders being notified of the release by email. Proposals received are reviewed by a committee approved by the Board and CEOs and who make a recommendation to the Board for selection of the operator. The selected operator enters into a contract with the Board and CEOs as developed by the fiscal agent to deliver the services described in the Scope of Work, which clearly articulates the role of the operator in accordance with §678.620(a).

To further avoid a conflict of interest in accordance with §678.620(b)(1), the functions and scope of work of the operator as detailed in the RFP, do not include the following functions, which will continue to be

performed by the LWDB: Convene system stakeholders to assist in the development of the local plan; prepare and submit local plans (as required under sec. 107 of WIOA); be responsible for oversight of itself; manage or significantly participate in the competitive selection process for one-stop operators; select or terminate one-stop operators, career services, and youth providers; negotiate local performance accountability measures; or develop and submit a budget for activities of the Local WDB in the local area. The above named functions shall continue to be conducted by the LWDB, not the selected operator. In accordance with §678.620(b)(2), in the event that an entity selected to serve as the operator in future procurement processes also serves a different role within the one-stop delivery system and performs some or all of these functions when acting in its other role, sufficient firewalls and conflict of interest policies and procedures will be developed according to the specifications in § 679.430 for demonstrating internal controls and preventing conflict of interest.

The purpose of the RFP is to identify and fund one entity to coordinate service delivery of the core and required American Job Center partners and service providers in the two comprehensive centers and seven affiliate centers in Northwest TN. All services provided by the operator will conform to the Coordinate, Observe, Report, Evaluate services model. The role of the Operator is further defined through guidance provided in TDLWD WIOA Workforce Services Regional and Local Planning Policy as:

- 1) Oversee management of One-Stop Centers and service delivery
- 2) Evaluate performance and implement required actions to meet performance standards
- 3) Evaluate various customer experiences
- 4) Ensure coordination of partner programs
- 5) Act as liaison with the LWDB and One-Stop Center
- 6) Define and provide means to meet common operational needs
- 7) Oversee full implementation and usage of all State systems by the local area
- 8) Design the integration of systems and coordination of services for the site and partners
- 9) Manage fiscal responsibility for the system or site
- 10) Plan and report responsibilities
- 11) Write and maintain a business plan
- 12) Market One-Stop Center services
- 13) Facilitate the sharing and maintenance of data; primarily the site, with emphasis on the state system
- 14) Integration of available services and coordination of programs for the site with all partners

In regards to Section 8 below, the local one-stop operator's role and responsibilities for coordinating referrals among required partners (§678.500(b)(3)) include:

- Inspire others and lead change; demonstrate extremely high levels of professionalism, integrity, and collaboration; and enhance and develop partnerships. Further, the operator will be required to coordinate with the leadership of all required partners
- Coordinate services with the LWDB's affiliate and/or identified access points to assure that required partners are apprised of AJC and community services for referral of customers.
- Maintain and update a digital and hard copy listing of all partner programs, including a brief description of service and contact information to assure that all staff in the AJC have up-to-date information for referral of customers.

In the Section 6 and 8 Attachment and in the spaces in Section 8 below designated for each required partner, each partner has listed the other programs to which it will make referrals, the method(s) of referral to each partner, and the means of tracking referrals. Referrals are made by all partners based on the initial evaluation of each individual's service needs using methods such as written, electronic, or phone referrals. Methods of referrals strive towards a coordinated and integrated approach to common intake procedures, career services, business services, and data sharing among partners.

The procured Operator as of the execution of this MOU is Mid-Cumberland Human Resource Agency.

8. REFERRAL PROCESS (WIOA Sec. 121 (c)(2)(A)(iii)) (Tennessee MOU/IFA Instructions Page 6). If additional space is needed, please include an attachment referencing this section.

- In the spaces provided below, address all of the following:
 - In the introductory paragraph of this section, describe local one-stop operator's role and responsibilities for coordinating referrals among required partners (§678.500(b)(3))
 - In the spaces below designated for each required partner, each partner must list the other programs to which it will make referrals and the method(s) of referral to each partner; for example, in the Title I box, Title I will list all other programs to which it will refer clients and the method(s) of referral for each
 - Identify the method of tracking referrals

Note: Local areas must be as specific as possible when describing the differences in referral methods between partner programs. DOL has expressed concern about this area in the past.

Note: See
Introductory
Paragraph in
Section 7
Above

Title I (Adult, Dislocated Worker and Youth) –

Title I staff will refer to all participating partners using any of the means detailed in the Section 8 Attachment. Referrals to on-site partners will be made using a warm hand-off. In order to track the referrals made amongst partners, a referral form has been developed and all partners are encouraged to utilize the form. The form may be completed electronically and emailed or faxed to partners who are not available on-site at the AJC, and the receiving agency is asked to complete and return the form. Title I staff track the referrals made by following-up with the customer and / or agency monthly if the form is not returned to ensure services are provided to the customer, if not provided while the customer is at the AJC.

Title II (Adult Education and Family Literacy) –

Adult Education will make referrals to appropriate stakeholder agencies as listed in the Section 8 Attachment whenever a barrier to success is identified by our students or staff. Formal referrals will be made to these agencies through emails and calls and follow-up will be conducted as needed.

Title III (Employment Services under Wager-Peyser) –

Referrals to on-site partners are made using a warm hand-off and staff may also utilize the referral form developed by the Title I staff. Referrals are also made via electronic connection through Jobs4TN.gov website, to include partners located outside the American Job Center (AJC), and for a means of tracking for participant progress. Title III staff also track the referrals made by following-up with the customer and / or agency monthly if the form is not returned to ensure services are provided to the customer, if not provided while the customer is at the AJC.

Title IV (Rehabilitation Services) –

The Vocational Rehabilitation Program (VR) may make referrals to any available partner program to meet the rehabilitation needs of eligible individuals. Referrals may be made using the established AJC standard or by email phone or other appropriate method. The local service matrix illustrates the collaboration between VR and the partners to ensure the best use of resources in providing services to customers. VR tracks referrals using specific referral codes and an electronic case management system.

Unemployment Insurance (UI) –

Partner staff working on-site at all AJCs are cross-trained to provide meaningful assistance for UI using Jobs4TN.gov and/or lwdsupport.tn.gov/hc/en-us. Fax machines are also available at the AJCs to allow customers to submit needed information to the TDLWD State office if necessary. On-site staff receive written, electronic, or phone referrals to assist customers with UI. Referrals are also made via electronic connection through Jobs4TN.gov website, to include partners located outside the American Job Center (AJC), and for means of tracking.

Job Counseling, Training and Placement Services for Veterans –

Customers with SBEs are referred to any partner who can assist them with becoming job-ready. Referrals will be made to all other participating partners, as listed in the Section 8 Attachment, when there is a need for that service. These referrals will be made by phone or email, or warm hand-off for on-site partners. Referrals are also made via electronic connection through Jobs4TN.gov website, to include partners located outside the American Job Center (AJC), and for a means of tracking for participant progress. Follow-ups are made by phone each month with the customer.

Trade Readjustment Assistance –

Trade affected workers are first referred to the TRA Unit for eligibility determination. If eligible, a claim is taken by the claims agent and the customer is referred back to the AJC for assistance with job search or training opportunities. Referrals are made via electronic connection through Jobs4TN.gov website, to include partners located outside the American Job Center (AJC), and for a means of tracking for participant progress. Follow-ups are completed with customers weekly.

Trade Adjustment Assistance (TAA) –

Referrals for Trade-affected workers are made to TAA staff for assessment and testing if the worker is interested in training opportunities. The TAA staff then refers the customer to Title I or Title II staff for CASAS and/or TABE testing. Referrals are made via electronic connection through Jobs4TN.gov website, to include partners located outside the American Job Center (AJC), and for a means of tracking for participant progress. Follow-ups are also done daily with on-site staff as needed.

Migrant & Seasonal Farmworkers –

Every customer who makes contact with this program, whether they qualify or not, is always referred to the AJC for services that may be able to receive. Contact is made with customers referred by the AJC and effort made to determine if they may be served by the program.

Referrals are made to all other partners as listed in the Section 8 attachment. To track referrals, staff will utilize the method of tracking referrals as developed by the Title I staff.

National Farmworker Jobs Program (NFJP) –

Every customer who makes contact with this program, whether they qualify or not, is always referred to the AJC for services that may be able to receive. Contact is made with customers referred by the AJC and effort made to determine if they may be served by the program.

Referrals are made to all other partners as listed in the Section 8 attachment. To track referrals, staff will utilize the method of tracking referrals as developed by the Title I staff.

Community Service Block Grant (CSBG) –

Customers can be referred via phone call, e-mail or face-to-face contact with county staff at service centers. Customers in need of any agency services will be assessed for eligibility through the application intake process. NWTNEDC can provide host placement opportunities for customers who need their community service time and works with partners to coordinate any services, training, or needs.

Senior Community Services Employment Program (SCSEP) –

SCSEP refers clients to the AJCs and receives referrals from the AJC in the form of a phone call or email, including the Title I referral form. With the completion of the referral form by both parties, it is understood the customer has been taken care of. Referrals are made to all other partners as listed in the Section 8 attachment.

DHS/TANF –

WorkForce Essentials, Inc. (WFE) utilizes an electronic referral system via an internal database known as Salesforce that generates a client referral to the designated partner. The referrals are followed by personal contact with the partner by a WFE Staff Member. Follow-up is conducted through personal contact of the partner and documented in Salesforce and the DHS state system of record ACCENT. Referrals are made to all other partners as listed in the Section 8 attachment.

Second Chance (Reentry)–

Not available in Northwest TN.

HUD Employment and Training Activities –

Not available in Northwest TN.

Perkins/Post-Secondary Career & Technical Education–

DSCC and the TCATs in the local area refer students to AJC partners as listed in the Section 8 attachment for educational assistance opportunities and other services by providing them with the telephone number, email, and AJC address. Staff may also utilize the referral form and method of tracking referrals as developed by the Title I staff in addition to making follow-up contacts with students and prospective students in accordance with each institution's policies.

Job Corps –

Not available in Northwest TN.

YouthBuild –

Not available in Northwest TN.

TCAT/Tennessee Reconnect–

As Perkins recipients for Career & Technical Education, the TCATs in the local area participate in the same activities as described in the "Perkins/Post-Secondary Career & Technical Education" section above.

9. PHYSICAL ACCESSIBILITY (WIOA Sec. 121 (c)(2)(A)(iv)) (WIOA Final Rules §678.500(b) (4)) (Tennessee MOU/IFA Instructions Page 6) If additional space is needed, please include an attachment referencing this section.

Describe how—through specific examples and commitments—required partners will assure the physical accessibility of the comprehensive one-stop center(s), including the following:

- *The comprehensive one-stop center's layout supports a culture of inclusiveness*
- *Access to public transportation is available within reasonable walking distance*
- *The location of a dedicated parking lot, with parking lot spaces closest to the door designated for individuals with disabilities*

An entrance of each AJC is wheelchair accessible, and are marked by the universal accessibility sign. Dedicated parking spaces are available with parking spaces closest to the door and / or ramp designated for individuals utilizing wheelchairs in accordance with ADA guidelines. At the comprehensive center in Dyersburg, an adjustable computer desk is able to accommodate individuals utilizing wheelchairs. At all centers, a doorbell is available for individuals needing assistance in opening the door to the center. Compliance with ADA requirements is ensured when locating to new buildings or when repairs are needed. An Equal Opportunity poster is displayed at each center and a Grievance brochure outlining the steps to file a complaint is made available. Signage regarding the availability of Language Line for interpretation services is also posted in each AJC. Staff also participate in an annual nondiscrimination/EO/disability awareness training to ensure the center supports a culture of inclusiveness.

Perhaps the greatest barrier for many AJC customers is the lack of transportation. While mass public transportation is not available in Northwest TN, individuals needing transportation assistance may utilize transportation services available through various community agencies such as Northwest TN Human Resource Agency, which provides transportation service for the citizens of the region to ensure access to medical and educational facilities, employment sites, shopping centers, and various other businesses and services. In order to enhance the provision of transportation and other supportive services, the Regional Planning Council ensures the sharing of best practices for possible replication. Additionally, through collaboration with programs offering supportive services, Northwest TN will also maximize customers' access to services not available through the AJC. For example, partnering with agencies offering transportation services on behalf of customers who lack means of transportation to coordinate

schedules, arrange services, or to potentially fund such services for both individuals and groups. Coaching and mentoring services available through the AJCs and partner programs, such as TN ReConnect, are also utilized to assist customers in obtaining needed services.

In order to assure the continued physical accessibility of the comprehensive one-stop centers, the required partners will:

- 1) Ensure compliance with ADA requirements when locating to a new building or when repairs are needed;
- 2) Maintain the above named accommodations, or ones similar, and others on an as-needed basis;
- 3) Offer referrals to provide customers with a comprehensive set of services, including accommodations;
- 4) Maintain an Equal Opportunity Officer for the LWDA to ensure compliance with all appropriate legislation and regulation; and
- 5) Provide training to staff on a routine basis.

10. PROGRAMMATIC ACCESSIBILITY (WIOA Sec. 121 (c)(2)(A)(iv)) (WIOA Final Rules §678.500(b)(4)) (Tennessee MOU/IFA Instructions Page 7) If additional space is needed, please include an attachment referencing this section.

- *Describe how the comprehensive one-stop center provides access to all required career services in the most inclusive and appropriate settings for each individual participant*
- *Describe specific arrangements and resources available to assure that individuals with barriers to employment, including individuals with disabilities, can access available services and how outreach will be conducted to these groups (§678.500(b)(4). Include Mobile American Job Center information.*
- *Explain how services will be provided using technology that is actually available and in accordance with the “direct linkage” requirement under WIOA*

Note: Provide as much specificity as possible for each partner program

The Operator is responsible for designing and implementing quality services to all AJC customers. The American Job Centers standing committee of the LWDB also provides guidance for enhancing services while the Outreach and Opportunities committee develops methods to identify and recruit target populations, such as the outreach efforts and coordination with the Mobile AJC described in Section 5 above. With high unemployment and poverty rates, and low educational attainment in the area, the AJC serves many customers experiencing barriers to employment. Typically served through the Welcome Function and / or Career Development Function, these customers often need staff assistance in order to address barriers such as lack of transportation, childcare, healthcare, education, and/or work ethic to become self-sufficient. Given the many needs of populations with barriers, staff in the AJC must be knowledgeable of partner programs and community resources and be prepared to help customers in utilizing these services, including ensuring accessibility and providing reasonable accommodations.

Reasonable accommodations are provided for all aspects of a customer's experience in the AJCs, such as during application/registration for, and provision of, aid, benefits, services, and training.

Accommodations are made according to the individual's need in order to ensure that he / she receives equal benefits from the program or activity, will be able to compete fairly in educational work settings, and in general, to have an equal opportunity. If needed, documentation of the individual's need for accommodations is obtained and maintained in a separate, secure location. In order to inform customers of the accommodations available, the following tag-line, or one similar, is included on all recruitment brochures and other outreach materials including print, newspaper ads, television, and radio commercials produced by the local workforce development board: "EOE. Auxiliary aids and services available upon request. TDD# 711."

Accommodations available, detailed in the Section 10 attachment, include a large keyboard and calculator, a trackball mouse, ZOOM software for individuals with visual impairments, Language Line for interpretation or translation services, extended time and readers for assessments, large-print and Spanish Registrant Handbooks, and IntelliKeys keyboards. JAWS software, which reads aloud what's on the computer screen and gives the user a unique set of intelligent tools for navigating and accessing web pages and all screen content for individuals with visual impairments, is also available at the comprehensive center in Dyersburg. The system utilizes a TDD/TTY number for all centers, 711, and a TDD/TTY phone is available at the comprehensive center in Dyersburg, as well as in six of the affiliate centers. Interpretive machines are made available if needed and referrals are made for additional services not offered in the AJC. Furthermore, in partnership with DRS, a braille is available for the blind, interpreters for the deaf will be provided through the Jackson Council for Independent Living, and accessibility evaluations will be done at the STAR Center.

In accordance with the "direct linkage" requirement under WIOA, services are provided using technology available at the AJCs. For instance, the use of Skype for "face-to-face" interactions with various partners and / or employers also allows customers in affiliate sites and access points to virtually receive one-stop services typically only offered onsite at the comprehensive centers. Jobs4TN also allows both job seeker and employer customers to remotely access secure, web-based AJC services such as labor market information, unemployment insurance, and mediated labor exchange. On-site and off-site partners also routinely make referrals via phone or email, or to Jobs4TN.gov for the unemployment insurance program. Information regarding AJC services is also made available on the system's website and social media pages. The Mobile AJC and Title I "Street Teams" also provide access to services.

All partners agree that they will not discriminate in their employment practices or services on the basis of gender, gender identity and/or expression, age, race, religion, national origin, disability, veteran's status, or on the basis of any other classification protected under state or federal law. Partners assure that they have policies and procedures in place to address these issues, which have been disseminated to their employees and otherwise posted as required by law, and are in compliance with all applicable state and federal laws and regulations regarding these issues.

11. DATA SHARING AND COLLECTION (Tennessee MOU/IFA Instructions Page 7) If additional space is needed, please include an attachment referencing this section.

- *Describe how core program partners will share data and information and will collaborate to assure that all common primary indicators of performance for the core program partners in the local area will be collectively achieved*
- *Provide assurances that participants' Personally Identifiable Information (PII) will be kept confidential*
- *In each description, cite specific examples of required partners demonstrating a commitment to integration in the local area*
- *Describe the collection of data across programs*
- *Describe how Jobs4TN will be utilized and incorporated*

NOTE: Partners are encouraged to seek clarification from their respective core partner state agency and/or data staff

The management information system used to case manage participants for the programs listed below is the Jobs4TN system. Each AJC also utilizes the Greeter feature to track the number of customers using the AJC. Using this system for the majority of WIOA programs will allow programs to share information and reduce duplication of data entry. Information needed to calculate all common indicators of performance will reside in this system. Reports can be generated and shared with program staff to ensure that performance targets will be met. The State office has held core partner meetings and has established performance groups that will routinely meet and report out all core partner performance. This approach will allow all partners to share concerns and keep a close eye on performance as a system. TANF and Vocational Rehabilitation will use other case management systems but all WIOA partners will work to share information across these systems in order to better serve participants.

Title I: Adult, Dislocated Worker, Youth

Title II: Adult Education and Family Literacy

Title III: Employment Programs under Wagner-Peyser
Unemployment Insurance

Trade Readjustment Assistance (TRA)

Trade Adjustment Assistance (TAA)

Job Counseling, Training, Placement Services for Veterans

Migrant and Seasonal Farmworkers

Community Services Block Grant (CSBG)

Senior Community Services Employment Program (SCSEP)

Second Chance (Reentry) - not currently available in Northwest TN

Each employee is required to sign a user agreement stating that personally identifiable information is to be kept confidential and only used for the purpose of job duties. In addition, the TDLWD has memorandum of understandings with core partners in which participant information is shared. The TDLWD also has signed WRIS and FEDES agreements which govern participant wage records and their use. A signed confidentiality agreement is required by any employee or contractor stating they have read and acknowledge all protocols within the WRIS and FEDES agreement. The TDLWD will be maintaining written procedures detailing approaches for use of wage data to ensure that the information is only given to authorized personnel and used for only authorized purposes. TDLWD will also ensure that all wage data is maintained and destroyed in a timely manner using appropriate methodologies.

Parties to the MOU agree to work cooperatively to share data to the extent necessary and as permitted or required by applicable statutes or regulations. Additionally, partners further agree that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partners acknowledge that the execution of this MOU, by itself, does not function to satisfy all of these requirements. All data, including customer PII, collected, used, and disclosed by partners will be subject to the following:

- 1) Customer PII will be properly secured in accordance with the agency's policies and procedures regarding the safeguarding of PII.
- 2) Customer data may be shared with other programs, for those programs' purposes, within the

American Job Center network only after the informed written consent of the individual has been obtained, where required.

3) Customer data will be kept confidential, consistent with applicable Federal and State privacy laws and regulations, such as but not limited to 20 CFR Part 603, 45 CFR Section 205.50, 20 USC 1232g and 34 CFR part 99, and 34 CFR 361.38, as well as any applicable State and local laws and regulations.

4) Collection and use of any information, systems, or records that contain PII and other personal or confidential information will be limited to purposes that support the programs and activities described in this MOU and will comply with applicable law.

5) Access to software systems and files under the respective partner's control that contain PII or other personal or confidential information will be limited to authorized staff members who are assigned responsibilities in support of the services and activities described herein and will comply with applicable law. Each partner expressly agrees to take measures to ensure that no PII or other personal or confidential information is accessible by unauthorized individuals.

All AJC and partner staff should be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, and shall share data across programs as appropriate. For instance, DSCC uses Banner as its student information and financial recording and reporting information system. Title I employees are also DSCC employees and have access to the needed information in this system. PII security is very important to DSCC and PII is not distributed through email or campus mail. Staff at DSCC only have access to information required for their job needs, including Title I staff.

Title I staff also work with financial aid and other staff members at DSCC and TCATs within the LWDA to complete needs assessments or other instruments to let Title I staff know, for example, how much need is to be paid by Title I on behalf of a student. Both Title I and TAA staff also coordinate with various training providers to obtain transcripts and other documentation of students' progress in their selected training programs. AJC partners also routinely share information in order for partners to make eligibility determinations and coordinate services. Examples of sharing of such information include:

1) Title I staff routinely obtain information from DHS and TANF partners to verify receipt of benefits to establish eligibility for various Title I programs.

2) Title I, TANF, and Rehabilitation Services staff routinely coordinate services to ensure customers' needs are met. For instance, if a customer is co-enrolled in Title I and TANF, and receiving transportation assistance through TANF, the Title I program deducts the amount received through TANF from the Title I transportation stipend.

3) Various partners often serve as training sites for SCSEP participants and coordinate with program managers to ensure participants' training needs are met. SCSEP asks the Host Agency to sign an agreement to assist the participants in learning skills to prepare them for the workforce, and also asks the host agency supervisors to provide feedback on how the participants are working out and if there are skills that need to be worked on.

12. COST SHARING OF SERVICES (WIOA Sec. 121 (c)(2)(A)(ii)) (WIOA Final Rules §678.755 and §678.760) (Tennessee MOU/IFA Instructions Page 7) If additional space is needed, please include an attachment referencing this section.

- *To complete this section, see the Individual AJC Budget Template instruction sheet – Attachment IV*
- *For the purposes of this section (12), only provide a narrative explanation of cost sharing services*

The operating budget of the one-stop service delivery system is the financial plan to which the one-stop partners, CLEOs, and LWDB in the local area have agreed in this MOU that will be used to achieve the goal of delivering services in the local area. To achieve this, each partner completed a budget for each AJC per the TDLWD Workforce Services MOU / IFA Guidance. These individual budgets were then consolidated into a master budget that consists of costs that are specifically identified in the statute (Section 12 Attachment).

Infrastructure costs, defined in WIOA sec. 121(h)(4), include non-personnel costs such as:

- 1) Rental of facilities.
- 2) Utilities and maintenance.
- 3) Equipment (including assessment-related and assistive technology).
- 4) Technology to facilitate access to the One-Stop, including planning and outreach activities.
- 5) Costs of the use of the common AJC identifier such as signage and supplies.

Additional costs include:

- 1) Applicable career services as described in WIOA sec. 134(c)(2).
- 2) Shared operating costs and shared services, described in WIOA sec. 121(i), that are related to the operation of the one-stop delivery system, but do not constitute infrastructure costs, such as initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, referrals to partners, and business services. These costs may include personnel expenses for shared Welcome Function staff.
- 3) Direct costs, as described in 2 CFR 200.413, including costs identified specifically with a particular final objective, such as a federal award, or other internally or externally funded activity, or that can be directly assigned to such activities relatively easily with a high degree of accuracy (i.e. Title I Individual Training Accounts).

In accordance with WIOA Section 121(h), the following programs offering services in Northwest TN are required to contribute to infrastructure costs per the TDLWD Workforce Services MOU / IFA Guidance:

- 1) WIOA Title I Adult, Dislocated Worker, and Youth
- 2) WIOA Title II Adult Education and Literacy
- 3) WIOA Title III Wagner Peyser
- 4) Title IV Vocational Rehabilitation
- 5) Activities authorized under Title V of the Older Americans Act of 1965
- 6) Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006
- 7) Chapter 2 of Title II of the Trade Act of 1974
- 8) Chapter 41 of Title 38, United States Code
- 9) Employment and training activities carried out under the Community Services Block Grant Act
- 10) Programs authorized under State unemployment compensation laws
- 11) Part A of Title IV of the Social Security Act

Actual costs will be billed rather than estimates or budgeted amounts. The one-stop operating budget will be periodically reconciled against actual costs incurred and adjusted accordingly. Line item budgets may be adjusted between reconciliations as needed. This reconciliation will ensure that the budget reflects a cost allocation methodology that demonstrates how infrastructure costs are charged to each partner in proportion to the partner's use of the one-stop center and relative benefit received.

To determine each partner's expected contribution to infrastructure costs, Northwest TN utilized the Infrastructure Funding Agreement (IFA) template provided by the TDLWD (Section 12 Attachment). As agreed upon by the partners, the contribution per partner may be based on (1) Full-Time Equivalent (FTE), (2) Square Footage, and / or (3) Number of Customers Served. The IFA includes the below information in order to identify each partner's contribution:

- 1) A listing of all partners present in the local area
- 2) Whether the partners are physically located within an AJC or accessible through direct linkage
- 3) The infrastructure, additional, shared-direct, and direct costs of all partners and centers
- 4) The allocation base for all costs
- 5) The number of staff, weekly staff hours, office payment ratio, and number of offices for each partner
- 6) The assigned square footage for each partner and the square footage shared amongst partners
- 7) Direct costs by center
- 8) Total partner contributions by allocation base
- 9) Total partner contributions by cost category

13. DURATION/AMENDMENT/APPEAL PROCEDURES (WIOA Sec. 121 (c)(2)(A)(v)) (WIOA Final Rules §678.500(b) (5)) (Tennessee MOU/IFA Instructions Page 8) If additional space is needed, please include an attachment referencing this section.

Describe the duration of the MOU

Describe amendment procedures, including annual negotiation of infrastructure and shared system costs to address the following:

- *The amount of notice a partner agency must provide the other partners to make amendments*
- *The procedures for informing other partners of the pending amendment*
- *The circumstances under which the local partners agree the MOU must be amended*
- *The procedures for amending the MOU to incorporate the final approved budget on an annual basis*
- *The procedures for terminating the MOU or a specific partner's participation in the MOU*
- *The process for resolving any disputes that evolve after the agreement is reached*
- *The appeals process for any disputes that evolve after the agreement is reached*
- *Process must follow the directives in WIOA678.500(b)(5)*

NOTE: Ensure the MOU reflects the most recent date as amendments are approved

The duration of this MOU shall commence July 1, 2019 and expire either in three years, or upon amendment, modification, or termination.

Amendment / Modification:

All modifications must be in writing and approved by the LWDB. When a partner wishes to modify the MOU, the partner must first provide written notification thirty (30) days in advance of the proposed change to the LWDB Chair (or designee) and outline the proposed modification(s). Upon notification, the LWDB Chair (or designee) must ensure that discussions and negotiations related to the proposed modification take place with Partners in a timely manner and as appropriate. Amendment or modification of the MOU only requires the parties to review and agree to the elements of the MOU that changed. Depending upon the type of modification, this can be accomplished through email communications of all the Parties. If the proposed modification is extensive and is met with opposition, the LWDB Chair (or designee) may need to call a meeting of the Parties to resolve the issue. Upon agreement of all Parties, a modification will be processed. If determined that a Partner is unwilling to agree to the MOU modification, the LWDB Chair (or designee) must ensure that the dispute resolution process described in the Section 4 Attachment is followed. All decisions resulting from the execution of the dispute resolution process shall be considered final.

The LWDB Chair (or designee) must immediately circulate the MOU modification and secure partner signatures within four (4) weeks. The modified MOU will be considered fully executed once all signatories have reviewed and signed. The modification may be signed in counterparts, meaning each signatory can sign a separate document as long as the LWDB Chair (or designee) acquires signatures of each party and provides a complete copy of the modification with each party's signature to all the other parties.

If the modification involves substitution of a party that will not impact any of the terms of the agreement, it can be accomplished by the original party and the new party entering into an MOU that includes the LWDB, wherein the new party assumes all of the rights and obligations of the original party. Upon execution, the LWDB Chair (or designee) presents the agreement as a proposed modification to the MOU.

Annually, the infrastructure and shared system costs will be reviewed annually and re-negotiated as necessary to amend the MOU to incorporate the final approved budget. To accomplish this, partners will follow the below process:

- 1) Notification of Partners: The LWDB Executive Director (or designee) will notify all parties in writing that it is necessary to review the infrastructure and shared system costs and will provide all applicable documents along with a timeline for the review process.
- 2) Preliminary Review: All parties will be provided sufficient time to review the document(s) and raise any questions or concerns regarding any proposed changes to the budget.

- 3) Negotiations Meeting: The LWDB Executive Director (or designee) will arrange for all parties to meet if deemed necessary by any of the parties, or an electronic meeting may be held if appropriate.
- 4) Revised Draft Budget: The LWDB Executive Director (or designee) will submit a revised draft budget based on discussions at the negotiations meeting, and additional formal or informal meetings as needed, to all parties for review and final comments.
- 5) Final Review and Comment: All parties will review the final revised draft budget and submit comments to the LWDB Executive Director (or designee) by the specified deadline.
- 6) Signatures Obtained: The final draft budget will be routed to all parties for signatures by the LWDB Executive Director (or designee).

Failure to reach agreement on infrastructure costs will result in application of a state funding mechanism per 20 CFR 678.730, in which case the Governor, through assistance of the State Workforce Development Board, will make the final determination of each required partner's proportionate share of infrastructure costs. Per the TDLWD's TN WIOA Infrastructure Cost Sharing Guidelines for LWDBAs, any required partner may appeal the Governor's determination, in writing via registered mail, no later than the 21st day from the date of receipt of the notice of denial or revocation, on the basis of a claim that the determination is inconsistent with (1) the proportionate share requirements of 20 CFR 678.735(a) or; (2) the cost contribution caps described in 20 CFR 678.735(c) and 678.738.

Other circumstances in which the MOU may be amended include to amend the name of the procured One-Stop Operator and the addresses of the American Job Centers.

Termination:

Any party may request to terminate its inclusion in this MOU by following the modification process identified in the Modification Process section above. In the event of termination, the parties to the MOU must convene within thirty (30) days after the breach of the MOU to discuss the formation of the successor MOU. At that time, allocated costs must be addressed.

This MOU will remain in effect until the end date specified in the Effective Period section shown above unless:

- 1) All parties mutually agree to terminate this MOU prior to the end date.
- 2) Federal oversight agencies charged with the administration of WIOA are unable to appropriate funds or if funds are not otherwise made available for continued performance for any fiscal period of this MOU succeeding the first fiscal period. Any party unable to perform pursuant to MOU due to lack of funding shall notify the other parties as soon as the party has knowledge that funds may be unavailable for the continuation of activities under this MOU.
- 3) WIOA is repealed or superseded by subsequent federal law.
- 4) Local area designation is changed under WIOA.
- 5) A party breaches any provision of this MOU and such breach is not cured within thirty (30) days after receiving written notice from the LWDB Chair (or designee) specifying such breach in reasonable detail. In such event, the non-breaching party(s) shall have the right to terminate this MOU by giving written notice thereof to the party in breach, upon which termination will go into effect immediately.

14. RENEWAL PROVISIONS (WIOA Sec. 121(c)(2)(A)(v)) (WIOA Final Rules §678.500(b)(6)) (Tennessee MOU/IFA Instructions Page 8) If additional space is needed, please include an attachment referencing this section.

Provide the process and timeline in which MOU will be reviewed, including:

- *Explain the renewal process, which must occur at a minimum of every three years*
- *Describe the required renewal process if substantial changes occur before the MOU's three-year expiration date*

NOTE: Ensure the MOU reflects the most recent date as renewals are approved

Renewal of an MOU requires all parties to review and agree to all elements of the MOU and resign the MOU. Substantial changes, such as changes in one-stop partners, or a change due to the election of a new CEO, will require renewal of the MOU. Non-substantive changes to the MOU, such as minor revisions to the budget or adjustments made due to the annual reconciliation of the budget, do not require renewal of the MOU.

To renew the MOU, either at the end of the three-year period or if substantial changes occur before the MOU's three-year expiration date, the parties to this MOU agree to follow the below process:

- 1) Notification of Partners: The LWDB Executive Director (or designee) will notify all parties in writing that it is necessary to renew and execute the MOU and will provide all applicable policies and preceding MOU documents, as applicable, including a timeline for the renewal process.
- 2) Preliminary Review: All parties will be provided sufficient time to review the existing MOU to identify potential changes and submit them to the LWDB Executive Director (or designee) prior to the negotiations meeting.
- 3) Negotiations Meeting: The LWDB Executive Director (or designee) will arrange for all parties to meet to review the draft MOU and proposed changes within thirty (30) days of the notification.
- 4) Revised Draft MOU: The LWDB Executive Director (or designee) will submit a revised draft MOU based on discussions at the negotiations meeting, and additional formal or informal meetings as needed, to all parties for review and final comments within thirty (30) days following the negotiations meeting.
- 5) Final Review and Comment: All parties will review the revised draft MOU and submit comments to the LWDB Executive Director (or designee) within fourteen (14) days.
- 6) Signatures Obtained: The final draft MOU will be routed to all parties for signatures by the LWDB Executive Director (or designee) within forty-five (45) days of the release of the revised draft MOU.

The LWDB Chair (or designee) will ensure the MOU reflects the most recent date as renewals are approved.

15. ADDITIONAL LOCAL PROVISIONS (OPTIONAL) (WIOA Sec. 121(c)(2)(B)) (WIOA Final Rules §678.500(c)) (Tennessee MOU/IFA Instructions Page 8) If additional space is needed, please include an attachment referencing this section.

No additional local provisions have been identified.

16. ADDITIONAL PARTNERS (WIOA Sec. 121 (b)(2)) (Tennessee MOU/IFA Instructions Page 8) If additional space is needed, please include an attachment referencing this section.

The Native American Indian Association (NAIA) of Tennessee, administering WIOA Native American programs in TN, has been included as an additional partner to the MOU. NAIA offers individuals who are Native American Indian (or a descendant), Native Hawaiian, or an Alaska Native AND unemployed or underemployed, services that can help them get the skills needed to enter a rewarding career in one of today's high-growth, in-demand fields. NAIA offers classroom training assistance to help cover the cost of tuition, books, supplies, and fees. Individuals receive one-on-one career counseling and needs assessment to determine any additional services NAIA may provide. Upon completion of training, NAIA also provides job search and placement assistance.

17. OTHER CONTRIBUTIONS (TEGL 16-16) (Tennessee MOU/IFA Instructions Page 8) If additional space is needed, please include an attachment referencing this section.

- *Describe contributions made to the one-stop system through other avenues, such as donations made by a non-partner entity*
- *Document third party in kind contributions made to supplement the operation of the American Job Center*

No contributions have been made to the one-stop system by non-partner entities.

18. NON-DISCRIMINATION & EQUAL OPPORTUNITY (WIOA Section 188) (Tennessee MOU/IFA Instructions Page 9) If additional space is needed, please include an attachment referencing this section

- *Describe how all partner staff will comply fully with all non-discrimination requirements*

The parties to this MOU agree that they will comply fully with the non-discrimination and equal opportunity provisions of: (1) Workforce Innovation and Opportunity Act Section 188, (2) Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq), (3) Nontraditional Employment for Women Act of 1991, (4) Civil Rights of 1964 Title VI (as amended), (5) Rehabilitation Act of 1973 Section 504 (as amended), (6) Age Discrimination Act of 1967 (as amended), and (7) Education Amendments of 1972 Title IX (as amended). Parties must also adhere to requirements imposed by, or pursuant to, regulations implementing these laws – including but not limited to 29 CFR 37-38.

All partners agree that they will not discriminate in their employment practices or services on the basis of gender, gender identity and/or expression, age, race, religion, national origin, disability, veteran's status, or on the basis of any other classification protected under state or federal law. Partners assure that they have policies and procedures in place to address these issues, and that such policies and procedures have been disseminated to their employees and otherwise posted as required by law. All partners will also cooperate with compliance monitoring that is conducted to ensure that all AJC programs, services, technology, and materials are physically and programmatically accessible and available to all. Additionally, staff members will be trained to provide services to all, regardless of range of abilities, mobility, age, language, learning style, or comprehension or education level.

In accordance with the WIOA Final Rules, the decision as to which entity will be responsible for ensuring accessibility to the One-Stop Service Delivery system is ultimately the LWDB's to make.

19. PRIORITY of SERVICE (TDLWD Veteran Priority of Service Policy) (WIOA Section 134(c)(3)(E) (Tennessee MOU/IFA Instructions Page 9) If additional space is needed, please include an attachment referencing this section

- *Describe how each partner staff will comply with the priority of service requirements set forth in the Veteran Priority of Service Policy as well as priority of service outlined in WIOA section (c)(3)(E)*

All parties to this MOU certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service for qualified U.S. Dept. of Labor job training programs, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the Title I Adult program, as required by 38 U.S.C. sec. 4215 and its implementing regulations and guidance, and WIOA sec. 134(c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low income individuals, basic skills deficient youth, and English language learners.

The LWDA's priority of service policy is posted within the AJCs and on the system's website. Veterans or their eligible spouses are identified at the point of entry into the AJC through the Virtual One-Stop (VOS) Greeter or in registering on Jobs4TN/VOS. Individuals identifying as a veteran or eligible spouse are asked to complete Military Service Form LB-1118. In accordance with the TDLWD Veteran Priority of Service Policy, any individual self-identifying as a veteran or eligible spouse is provided immediate priority in the delivery of TDLWD-funded employment, training, and placement services, excluding those that require a commitment, such as classroom training, by the partner staff administering the service.

20. AUTHORITY AND SIGNATURES (WIOA Final Rules §678.500(d)) (Tennessee MOU/IFA Instructions Page 10) If additional space is needed, please include an attachment referencing this section.

- *Include a statement that the individuals signing the MOU have authority to represent and sign on behalf of their program under WIOA*

By signing his / her name below, the signatory certifies he / she has read the information contained within this MOU and its attachments and all questions have been discussed and answered satisfactorily.

Additionally, signing this document certifies the signatory's understanding of the terms outlined herein and agreement with the:

- 1) MOU,
- 2) Operating Budget, and
- 3) Infrastructure Funding Agreement (IFA)

By signing this document, the signator certifies that he / she has the legal authority to bind the respective agency the terms of the above named documents, and that this MOU expires either:

- a) In three years, or
- b) Upon amendment, modification, or termination.

F. Procurement Policies and Procedures

Purchasing and Procurement

The Northwest Tennessee Workforce Board (NWTNWB), the fiscal agent for the Northwest Local Workforce Development Area (LWDA) follows the below guidelines to procure goods and/or services:

- (1) Small Dollar Purchases - Non-recurring purchases totaling less than \$10,000, cumulatively in expense or revenue, may be made without documenting any quotes or proposals from multiple vendors.
- (2) Informal Solicitations - Purchases totaling less than \$50,000 in expense or revenue may be made based upon written, telephone or electronic bids. For purchases totaling \$10,000 - \$49,999.99, bids must be solicited from at least three (3) Responsive/Responsible Bidders/Proposers.
- (3) Formal Solicitations - A formal solicitation process shall be used when the estimated aggregate total of the expense or revenue is \$50,000 or more, including renewal terms of multi-year awards. The types of formal solicitations include 1) Request for Information (RFI); (2) Invitation to Bid (ITB)/Request for Quotation (RFQ); and (3) Request for Proposals (RFP). For competitive procurement of goods, an ITB/RFQ is appropriate, and in general, a purchase order may be used to finalize the purchase. For competitive procurement of services, an RFP is more appropriate, and a purchase order is generally not sufficient to serve as the written contract for the services.
- (4) Non-Competitive Procurements - (A) Contracting with Another State/Governmental Entity. Personal, professional and consultant service contracts may be obtained by non-competitive negotiation when the contractor is a State Agency, a political subdivision of the state, or any other public entity in Tennessee, or an entity of the federal government. (B) Sole Source and Proprietary Purchases. Whenever specifications are not so worded or designed to provide for competitive bidding, a Sole Source or Proprietary Purchase may be allowed. A Sole Source Purchase is available only from a single Supplier; a Proprietary Purchase allows for a competitive procurement process to be used that specifies a particular good or service. Written justification for Sole Source or Proprietary Purchases must be submitted in writing for approval by the Executive Director and additional documentation may also be required as a part of the request.
- (5) Federal and State Guidelines - All procurement policies follow Federal and State guidelines and fiscal staff are trained on allowable and unallowable costs. All purchases are made in accordance with Workforce Services Policy- WIOA (Allowable and Disallowed Costs, Including Food) and Workforce Services Policy- Workforce Services (Property Management) – WIOA.

Appropriate Use of Funds

The NWTNWB receives funds from a variety of sources. Most of the funds received are for specific, limited purposes or are subject to restrictions by a governing body. The NWTNWB uses all funds, regardless of type, in a manner consistent with applicable federal and state laws and regulations, NWTNWB policies, and other restrictions or designations governing their use.

Funds received by the NWTNWB may be expended for ordinary and reasonable business-related expenses that support the NWTNWB's mission. Business-related expenses are routine, operational in nature, and easily documented as NWTNWB missions-based. They include staff salaries, office

equipment and supplies, office operation and maintenance. Business expenses also include expenditure for goods and services that help to build, strengthen, and promote relationships with groups and individuals. These may include travel and meals in accordance with NWTNWB policy.

The following standards should guide the expenditure decision:

- (1) For business meetings and hosting functions, the approving NWTNWB official must exercise prudent judgment to ensure that the commitment of NWTNWB funds is appropriate, essential, and supports the public service mission.
- (2) The expenditure should not be personal in nature.
- (3) For employees, the expenditure should not be used as additional compensation (the IRS considers gift cards or gift certificates “cash equivalents” to be treated as additional compensation).

Prudent use of funds is the responsibility of every NWTNWB employee. Employees who spend NWTNWB fund inappropriately, as defined in this policy, as well as managers who approve such expenditures, will reimburse the NWTNWB, and may also be subject to disciplinary action.

Prohibited Transactions

No personal items shall be purchased through NWTNWB funds for any employee or any relative of any employee. No employee responsible for initiating or approving requisitions shall accept or receive, directly or indirectly, from any person, firm or corporation to whom any contract may be awarded, by rebate, gift or otherwise, any money or anything of value whatsoever, or any promise, obligation or contract for future awards or compensation. Whenever any contract is awarded contrary to the provisions of these policies and procedures, the contract shall be void and of no effect, and if the violation was intentional, the employee responsible for the purchase shall be liable for any state funds paid contrary to these policies and procedures.

Gift Cards

The IRS considers gift cards and certificates as cash or cash equivalent fringe benefits and would be considered taxable income to an employee. Additionally, NWTNWB-funded expenditures for gift cards or gift certificates to employees as a token of appreciation for their work are not acceptable per IRS regulations. Therefore, gift cards or gift certificates should never be purchased for employees with NWTNWB funds. The use of gift cards as a means of providing support services and / or incentives for eligible participants is allowable.

Code of Ethics in Procurement and Contracting

The purpose of this policy is to provide specifications for the code of ethics in procurement and contracting, and shall be applicable to all employees who are primarily responsible for the purchase of goods or services for the NWTNWB. Employees must discharge their duties and responsibilities fairly and impartially, and should maintain a standard of conduct that will inspire public confidence in the integrity of the NWTNWB.

General Standards of Ethical Conduct

- (1) Any attempt to realize personal gain through public employment, inconsistent with the responsible discharge of that public employment, is a breach of public trust.

- (2) Employees shall base all purchases on the principle of competitive bidding consistent with policies of the NWTNWB.
- (3) Employees shall grant all competitive bidders equal consideration, regard each transaction on its own merits, and foster and promote fair, ethical and legal trade practices.
- (4) Employees shall avoid misrepresentation or sharp practices and demand honesty in sales representations whether offered through the medium of a verbal or written statement, and advertisement, or a sample product.
- (5) Employees shall be receptive to competent counsel from colleagues and be willing to submit any major controversy through the appropriate appeals processes.
- (6) Employees shall afford prompt and courteous reception insofar as conditions permit to all who call on legitimate business missions.
- (7) Employees shall not use without consent the original designs developed by a vendor for competitive purposes.

Conflict of Interest

It shall be a breach of ethical standards for any employee, in the performance of his or her official duties, to participate directly or indirectly in any proceeding or application; request for ruling or determination, claim or controversy; or other matter pertaining to any contract, or subcontract, and any solicitation or proposal thereof, in which to his or her knowledge:

- (1) He or she or any member of his or her immediate family has a substantial financial interest; or
- (2) A business or organization in which he or she or any member of his or her immediate family has a substantial financial interest as an officer, director, trustee, partner or employee, is a part; or
- (3) Any other person, business, or organization with whom he or she or a member of his or her immediate family is negotiating or has an agreement concerning prospective employment is a party.
- (4) The determination of whether a substantial financial interest exists shall be based upon the criteria identified in NWTNWB Conflict of Interest Policy.

Direct or Indirect participation shall include but not be limited to involvement through decision, approval, disapproval, recommendation, preparation of any part of a purchase request, influencing the content of any specification or purchase standard, rendering of advice, investigation, auditing or in any other advisory capacity.

Gratuities

It shall be a breach of ethical standards for any employee or former employee to solicit, demand, accept, or agree to accept from another person, a gratuity or an offer of employment, in connection with any decision, approval, disapproval, recommendation, preparation of any part of a purchase request, influencing in the content of any specification or purchase stand, rendering of advice, investigation, auditing or in any other advisory capacity in any proceeding or application, request for ruling or other determination, claim or controversy, or other particular matter, pertaining to any contract or subcontract and any solicitation or proposal thereof.

Contemporaneous Employment Prohibited

It shall be a breach of ethical standards for any employee who is involved in procurement to become or

be, while such an employee, the employee of any party contracting with the particular governmental body by which the employee is employed.

Allowable and Disallowable Costs

The NWTNWB complies with all federal, state, and local regulations, policies, and guidance regarding the appropriate use of program funds, including the below policies.

Workforce Services Policy- WIOA (Allowable and Disallowed Costs, Including Food)

Effective Date: February 10, 2017; Duration: Indefinite

Subject: This policy explains the criteria to consider an expense allowable or disallowed, in addition to establishing necessary and reasonable criteria. The policy also addresses the purchase of food and beverages using public funds.

Purpose: This policy provides guidance on allowable and disallowed WIOA program costs (including food and beverage expenses in the context of a "working lunch", at conferences, and during travel). This policy will also define, and differentiate between, external and Internal customers and provide instances where state employees, subgrantee employees, and service providers fall into both categories. The policy also outlines guidance for employment generating activities under WIOA.

Scope: Office of the Governor, Title I- Adult, Dislocated Worker, and Youth Programs; Title II - Adult Education and Family Literacy Act Program(AE); Title III- Wagner-Peyser Act Program (WP); Title IV - Vocational Rehabilitation Program (VR); Tennessee Department of Labor and Workforce Development (TDLWD); Division of Workforce Services (WFS); Tennessee Department of Economic and Community Development (ECD); Tennessee Department of Education (TNED); Tennessee Department of Human Services (DHS); State Workforce Development Board (SWDB); Regional Planning Council (RPC); American Job Center (AJC); One-Stop Operator (Operator); Workforce Innovation and Opportunity Act (WIOA); Chief Local Elected Official (CLEO); Local Workforce Development Boards (LWDB); Local Workforce Development Areas (LWDA); other Workforce System Sub-Recipients (Subrecipients); Workforce System Partners (Partners).

References: WIOA Section 107; WIOA Section 129(c)(2); WIOA Section 134(c)(3); Final Rule 683.245; Final Rule 683.710(b)(4); Final Rule 683.290(a); Final Rule 683.290(b); Tennessee Central Procurement Policy Number 2013-007; Tennessee Policy Number 2016-007(7.1.1); Department of Finance and Administration Policy 8 - Comprehensive Travel Regulations; Tennessee Workforce Services Property Policy; 2 CFR 200.404(a); 2 CFR 200.435(4)(g); 2 CFR 200.474; 20 CFR 683.235; 2 CFR Sec. 301-74.11; 2 CFR 200.403; 29 CFR 97.22; Buy American Act; State of Tennessee Code of Conduct.

Definitions (Tennessee Central Procurement Policy Number 2013-007):

- (1) Allocable Cost is a cost to a particular award or other cost objective if the goods or services involved are chargeable or assignable to the award or cost objective in accordance with relative benefits received.
- (2) Award is any money, loans, non-cash assistance, granted to the State (from the federal government), or granted by the State to a person or legal entity for furnishing by the State of assistance, whether financial or otherwise, to any person or entity to support a program authorized by law.

- (3) Contractor is an entity that receives a contract as defined in the US OMB's Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards as "a legal instrument by which a non-federal entity purchases property or services needed to carry out the project or program under a federal award. The term as used in this part does not include a legal instrument, even if the non-federal entity considers it a contract, when the substance of the transaction meets the definition of a federal award or subaward."
- (4) Subrecipient is a non-federal entity that receives an award from a pass-through entity to carry out part of a federal or state program; this does not include an individual that is a beneficiary of such a program. A subrecipient may also be a recipient of other federal awards directly from a federal awarding agency.

General Guidelines: Expenditures of WIOA Title 1-B funds are allowable only for those activities permitted by the WIOA regulations. For the Adult and Dislocated Worker programs, allowable activities include basic career, individualized career, and training services. Basic career and individualized career services are described in the WIOA Title 1-B Workforce Investment Activities and Providers. Training services are described in WIOA Title 1-B Use of Funds for Employment and Training Activities Section 134. In addition, allowable activities include youth services that are provided as a requirement of the WIOA Title 1-B Section 129 Use of Funds for Youth Workforce Investment Activities.

Allowable Costs (Per CFR 97.22): Local Workforce Development Areas (LWDAs) and subrecipients must comply with the federal allowable cost principles that apply to their organization. The reasonability of costs shall be determined in accordance with the following cost principles:

(a) limitation on use of funds. Grant funds may be used only for:

- (1) The allowable costs of the grantees, subgrantees and cost-type contractors, including allowable costs in the form of payments to fixed-price contractors; and
- (2) Reasonable fees or profit to cost-type contractors but not any fee or profit (or other increment above allowable costs) to the grantee or subgrantee.

(b) Applicable Cost Principles. For each kind of organization, there is a set of Federal principles for determining allowable costs. Allowable costs will be determined in accordance with the cost principles applicable to the organization incurring the costs. The following chart lists the kinds of organizations and the applicable cost principles.

For the costs of a—	Use the principles in—
State, local or Indian tribal government	OMB Circular A-87 (as codified at 2 CFR part 225).
Private nonprofit organization other than an (1) institution of higher education, (2) hospital, or (3) organization named in OMB Circular A-122 (as codified at 2 CFR part 230) as not subject to that circular	OMB Circular A-122 (as codified at 2 CFR part 230).
Educational institutions	OMB Circular A-21 (as codified at 2 CFR part 220).
For-profit organization other than a hospital and an organization named in OMB Circular A-122 (as codified at 2 CFR part 230) as not subject to that circular	48 CFR part 31, Contract Cost Principles and Procedures, or uniform cost accounting standards that comply with cost principles acceptable to the Federal agency.

[53 FR 8069, 8087, Mar. 11, 1988, as amended at 72 FR 37104, July 9, 2007]

Factors affecting Allowability of Costs (Per CFR 200.403): Except where otherwise authorized by statute, costs must meet the following general criteria in order to be allowable under Federal awards:

- (1) Be necessary and reasonable for the performance of the Federal award and be allocable thereto under these principles.
- (2) Conform to any limitations or exclusions set forth in these principles or in the Federal award as to types or amount of cost items.
- (3) Be consistent with policies and procedures that apply uniformly to both federally-financed and other activities of the non-Federal entity.
- (4) Be accorded consistent treatment. A cost may not be assigned to a Federal award as a direct cost if any other cost incurred for the same purpose in like circumstances has been allocated to the Federal award as an indirect cost.
- (5) Be determined in accordance with generally accepted accounting principles (GAAP), except, for state and local governments and Indian tribes only, as otherwise provided for in this part.
- (6) Not be included as a cost or used to meet cost sharing or matching requirements of any other federally-financed program in either the current or a prior period. See also §200.306 Cost sharing or matching paragraph (b).
- (7) Be adequately documented. See also §§200.300 Statutory and national policy requirements through 200.309 Period of performance of this part.

Questions to Consider When Utilizing WIOA Funds

Reasonability of the cost:

- (1) Do I have the capacity to use what I am purchasing? (Subrecipient must provide a narrative on efficient and effective use when requesting WIOA funds and draw-downs from TDLWD)
- (2) Did I pay a fair rate?
- (3) Do I have documentation to support a fair rate was paid? (documentation must be submitted)
- (4) If I were asked to defend this purchase, would I be comfortable doing so?

Necessary:

- (5) Is this item or service needed to meet grant goals?
- (6) Is this the minimum amount I need to spend to meet my need?
- (7) Repetition and frequency
- (8) Costs are similar to that which would be incurred by a reasonable and prudent person

Technical Assistance Meetings and Conferences

The cost of meetings and conferences (examples could include: lodging, facilities, food, beverages, materials, and supplies) where the primary purpose is to provide technical assistance and is necessary and reasonable for successful performance under the federal award is allowable.

Outreach costs

Examples could include flyers, brochures, banners, and other promotional material associated with promoting WIOA program services, including One-Stop location information and participant recruitment at job fairs. In the local area are considered allowable costs.

Procurement Restrictions

- (1) WIOA Title 1-B funds must be expended on only American-made equipment and programs as required by the Buy American Act.

- (2) Sub-awards or contracts with parties that are debarred, suspended, or otherwise excluded from or ineligible for participation in federal programs or activities are prohibited.

Disallowed Costs

All costs associated with an unallowable activity are considered disallowable costs, regardless of their permissibility under other circumstances. Examples of unallowable activities include, but are not limited to:

- (1) Any legal expenses incurred for the prosecution of claims against the government are unallowable. This includes appeals to the Administrative Law judge of disallowed costs or other claims and civil actions where the federal government is a defendant {2 CFR 200.435(4)(g)}.
- (2) The costs of a construction or purchase of facilities or buildings or other capital expenditures for Improvements to land or buildings, are unallowable for all WIOA Title 1-B programs (20 CFR 683.235), except with prior written approval from the U.S. Department of Labor (20 CFR 683.235). See Tennessee Workforce Services WIOA Property Management Policy.
- (3) Public service employment, except when authorized under Title I of WIOA.
- (4) Employment-generating activities, investment in revolving loan funds, capitalization of businesses, investment in contact bidding resource centers, economic development activities or similar activities. An exception is made only for those employer outreach and job development activities directly related to participants.
- (5) The wages of incumbent workers during participation in economic development activities provided through the state workforce system.
- (6) Foreign travel and first-class airline tickets
- (7) Employment or training programs for sectarian activities. This section does not prohibit the provision of services by faith-based organizations, unless those services are sectarian in nature.
- (8) Expenses prohibited under any other federal, state, or local law or regulation.
- (9) Costs of entertainment, including amusement, diversion, and social activities and any costs directly associated with such costs (such as tickets to shows or sports events, meals, lodging, rentals, transportation, and gratuities) are unallowable (2 CFR 200.438).

Salary and Bonus Restrictions Using WIOA Funds

In instances where funds awarded under WIOA Title I or the Wagner-Peyser Act pay only a portion of the salary or bonus, the WIOA Title I or Wagner-Peyser Act funds may only be charged for the share of the employee's salary or bonus attributable to the work performed on the WIOA Title I or Wagner-Peyser Act grant. The restriction applies to the sum of salaries and bonuses charged as either direct costs or indirect costs under WIOA Title I and the Wagner-Peyser Act (Final Rule 683.290(b)).

Internal and External Customer Definitions

Food and beverages are an allowable expense using WIOA funds when technical assistance is being provided between two parties, namely State administrative staff members in a meeting with subgrantees, and/or service delivery staff, or during conferences where the majority of Intended invitees are external but share common goals in program delivery. The spirit or purpose of the event must be in accordance with activities that incorporate progressive development of the WIOA program.

External customers: Participants, employers and/or board members are considered external customers. Professional colleagues would normally be considered individuals outside of the organizations influence but sharing common interests and goals of the organization.

Internal customers: Employees and subrecipients are considered internal customers.

State Administrative Staff/Local Subgrantee Staff as Internal vs. External Customers: Below are three examples to help differentiate state employees, subgrantee employees, and service providers as either external or internal customers:

Example One: There is a meeting where 30 employers are invited and 10 state and/or local administrative staff members, and/or local subgrantee staff, are in attendance to offer technical information to the proceedings. In this case the employer attendees are considered to be external customers. This is an example of an allowable cost.

Example Two: There is a meeting during regular business hours (not lunch hours) where 5 WIOA partner staff is discussing, debating, and planning activities with 10 state administrative staff members in attendance. In this case the state or local subgrantee staff attendees are the majority of the attendees and considered internal customers. Purchase of food with WIOA funds is not allowable in this scenario.

Example Three: State administrative staff and/or local subgrantee staff are giving technical assistance to service delivery staff and providing lunch is reasonable and necessary due to heavy traffic that would hinder productivity. This is an example of an allowable cost.

Example Four: WIOA funds may not be utilized on expenses associated with staff holiday gatherings or social gatherings. Gatherings of this nature that may include a "technical assistance" component are not permitted in regards to utilization of WIOA funds, as the main purpose of the event is not technical assistance. While a technical assistance component may be present, the atmosphere of a gathering (renting a facility, buffets, etc.) is not within the confines of necessary and reasonable, if the technical assistance time is much less than the social or networking time.

In example one food costs are allowable because employers are considered to be the attendees. In example two food costs are unallowable because state administrative staff is considered to be the attendees. In example three food costs are allowable so long as they are reasonable and necessary, which is true due to the burden of time that traffic and logistics would impose productivity (e.g. during a conference).

Reasonable costs per person must be in accordance with the per diem rate allowed by the State (See Tennessee Department of Finance and Administration Policy 8 - Comprehensive Travel Regulations).

Contributions and Donations

Public funds cannot be used to sponsor third-party events (such as a Chamber of Commerce event). Sponsorship costs of contributions and donations (including, but not limited to: cash, property, and services) from the non-Federal entity to other entities, are unallowable (2 CFR 200.434(a)).

Furthermore, sponsoring events such as purchasing/sponsoring tables, paying to have entity's name placed on event material, or purchasing tickets to an event (considered entertainment) would be considered a donation. When making determinations on the number of staff to send to events/functions, as well as determining if the fees/costs associated with attendance are appropriate or

allowable, management should abide by the necessary and reasonable standards as outlined in page 3 of this policy.

Are employment generating activities, or similar activities, allowable under Title I of the Workforce Innovation and Opportunity Act?

WIOA Title I funds must not be spent on employment generating activities, investment in revolving loan funds, capitalization of businesses, investment in contract bidding resource centers, economic development activities, or similar activities, unless they are directly related to training for eligible individuals. For purposes of this prohibition, employer outreach and job development activities are directly related to training for eligible individuals. These employer outreach and job development activities may include, but are not limited to:

- (1) Contacts with potential employers for the purpose of placement of WIOA participants;
- (2) Participation in business associations (such as Chambers of Commerce), joint labor management committees, labor associations, and resource centers; or
- (3) WIOA staff participation on economic development boards and commissions, and work with economic development agencies to provide information about WIOA programs.

See Final Rule 683.245 for further guidance on additional allowable employer outreach activities.

When participating in employer outreach activities, as defined in Final Rule 683.245, management must ensure that the participation is:

- (1) Necessary and reasonable;
- (2) Directly related to placing eligible individuals in training;
- (3) Directly related to placing WIOA participants into employment; and
- (4) Furthering the delivery of WIOA services.

In addition, management must ensure that any funds spent on employer outreach activities meet allowable costs standards.

Food and Beverages

The cost of food and beverages will not be considered an allowable cost unless the cost serves a public purpose. Alcoholic beverages are disallowed under any circumstances ((2 CFR 200.423 and Tennessee Policy Number 2013-007(7.1.1)).

Food Provided During Conferences: Costs of meetings and conferences, the primary purpose of which is the dissemination of technical information, are allowable. This includes costs of meals if the cost is of a type generally recognized as ordinary and necessary for the operation of the non-Federal entity or the proper and efficient performance of the Federal award (2 CFR 200.404(a)).

Agencies sponsoring a conference may provide light refreshments to agency employees attending an official conference. Light refreshments for morning, afternoon, or evening breaks are defined to include, but are not limited to: coffee, tea, milk, juice, soft drinks, donuts, bagels, fruit, pretzels, cookies, chips or muffins (41 CFR Sec. 301-74.11).

Food During Travel: Furthermore, costs incurred by employees and officers for travel, including subsistence and incidental expenses, must be considered reasonable and otherwise allowable only to the extent such costs do not exceed charges normally allowed by the non-federal entity. Costs for meals during travel must justify that: Participation of the individual is necessary to the federal award; and the costs are reasonable and consistent with the non-federal entity's established travel policy (2 CFR 200.474).

Working Lunches: The cost of a "working lunch", with external customers and other colleagues, is only considered reasonable and necessary when there is adequate documentation for the necessity of having a meeting during a meal time instead of during normal business hours. This validating documentation should specify:

- (1) Which employment, training, and administration-related subjects (e.g. technical assistance components) were discussed;
- (2) Include a list of participants; and
- (3) Dated, itemized meal cost receipts.

Each local board and each grant recipient shall make readily accessible reports concerning its operations and expenditures (WIOA Section 185(c)(1)).

TAG Chapter 11-4 Allowable Costs

This guidance referencing WIA will be utilized until WIOA updates are published.

This chapter provides general guidance on defining allowable costs, discusses the criteria and conditions such as prior approval, and discusses specific types of costs that have been addressed either in the cost principles or in authorizing regulations, or grant agreements. It contains the following sections:

- Cost Principles: Allowable vs. Unallowable
- Selected Items of Cost
- Specific WIA Requirements
- Other Program Regulations and Grant Agreement Terms
- Attachment II-4-1-Summary of Cost Items.

Additionally, a discussion of match and leveraged resources can be found in Appendix F.

COST PRINCIPLES: ALLOWABLE VS. UNALLOWABLE

The criteria contained in the cost principles provide the basic guidance on determining whether costs are allowable in the ETA-funded programs covered by this TAG. It is important that grantees be aware that the cost principles are designed to offer guidance on determining allowability of costs and should be used as the first source of reference. It is possible that the cost principles may not make mention of an item, but that does not necessarily dictate that such a cost would be automatically allowed or prohibited. The cost should be treated consistently with the standards provided for similar or related costs. If a cost is not specifically treated within the applicable cost principles or regulations governing allowable costs (e.g., Appendix B to 2 CFR Part 225), then the general cost principles of the applicable circular or regulations are used to determine whether the cost is allowable. The cost principles are discussed in detail in Chapter II- 3, Cost Principles.

It is important for all grantees to be familiar with the applicable cost principles, the appropriate ETA program regulations and grant agreement terms for the ETA grants that they have been awarded. Costs may be allowable per cost principles, allowable per the cost principles but with conditions, or allowable per cost principles but unallowable per the ETA regulations or grant agreement. Similarly, some costs are allowable but only with prior approval of either the Grant Officer (for non-formula direct grantees), or the Governor, or her/his designee (for formula grantees). The following examples attempt to delineate commonly incurred costs as they would apply to a particular type of grantee or subgrantees, state or local government, nonprofit organization, institution of higher education, or commercial organization. The discussion in this chapter focuses mainly on direct costs, not indirect costs. A discussion of indirect costs takes place in Chapter II-8, Cost Allocation and Cost Pooling.

Travel: Reasonable travel costs necessary to effectively manage the grant, provide oversight, and measure program effectiveness are allowable. Air travel, when necessary, should be obtained at the lowest possible customary standard (coach or equivalent fare). All cost principles treat these costs as allowable.

Training: An ETA-funded grantee's professional development and training costs are allowable. Under WIA, these are also called "capacity building" costs. Consistent with the "necessary and reasonable" provision, grantees should ensure that training is relevant to the specific ETA-funded program or results in increasing the effectiveness of staff working on an ETA-funded program.

General Government Expenses: Grantees should take great care to avoid charging general government expenses to an ETA-funded grant. The costs of chief executives, legislatures (including city and county councils), judiciary and prosecutors, and public safety (fire and police) are unallowable unless provided otherwise in the grant. These costs are specifically treated in 2 CFR Part 225.

Public Outreach and Advertising: Grantees should be very familiar with how their applicable cost principles treat these costs. Costs associated with public outreach, community relations, or efforts to publicize the ETA-funded program(s) in order to generate participation are viewed by the cost principles as allowable within certain limitations. However, any public relations costs that solely promote the organization, or are not directly related to the ETA program providing the funding, are considered unallowable. The cost principles also contain specific requirements and prohibitions related to the use of advertising and advertising media. Determining the appropriateness of the cost and allowability for programs would also be a key requirement for One-Stop operations. The cost principles are quite specific on the conditions under which public relations costs are allowable, and partner programs may have other restrictions in their particular authorizing legislation or regulations.

Interest: Grantees should be familiar with how their respective cost principles addresses interest expenses, as differences exist across the cost principles. Generally, interest on borrowed capital is unallowable. However, interest on payments for equipment bought on time payments is allowable as a direct cost under certain conditions. Again, grantees should review the guidance in their relevant cost principles.

Pre-Award Costs: Unless authorized in writing by the Grant Officer (for direct grantees only and to the extent they would have been allowable if incurred post-award), pre-award costs cannot be charged to an ETA grant. Pre-award costs are not authorized for formula grantees.

Capital Assets Costs: Capital assets are non-current assets (assets that are not available or cannot be made available to finance current operations). Capital assets are the result of capital expenditures and include (but are not limited to) land, buildings, and equipment. Expenditures for land or building improvements as well as building and equipment repairs or maintenance expenditures that increase the value of a capital asset or increase its estimated useful life are identified as capital expenditures in Federal regulations. 2 CFR Part 225 Appendix B, Item 15 provides the guidelines on the allowability of expenditures for capital assets, guidelines on conditions, and applicable prior approval requirements. The costs of capital leases are treated in the same manner. The following are requirements for capital expenditures:

- (1) 2 CFR Part 225 requires the approval of the grantor agency for capital expenditures. This approval authority has been delegated to the states for the formula grants.
- (2) To the extent that state procedures for state organizations are sufficient to define the allowability of ETA capital asset acquisition costs and do not inappropriately constrain non-state organizations, the state's policy is applicable to non-state governmental subgrantees.

There is similar language in 2 CFR Part 220 and Part 230 related to capital expenditures.

Leasing: Interest costs associated with capital leases and other lease-purchase arrangements are allowable so long as they are reasonable and allocable to the grant pursuant to the specific criteria identified in applicable cost principles. Lease-purchase arrangements for real property, however, are unallowable under WIA programs. Permissible lease costs of real property are limited to operating leases, not capital leases. The cost principles now require capital expenditures be expensed in the period in which it is acquired. This may impact the allowability of interest charges.

Start-Up Costs: Costs associated with the start-up of businesses are not considered allowable under the provisions of Section 181 (e) of the WIA. Start-up costs associated with entrepreneur training would also fall under this prohibition. This prohibition will also apply to the start-up costs of an agency that would provide services to WIA clients. However, the purchase of equipment (with appropriate prior approval) will continue to be an allowable cost. Additional examples of unallowable activities are contained in WIA and other program regulations.

The above examples are but a few of the specific items of cost that are addressed in the cost principles or the program regulations. Grantees and subgrantees are urged to become very familiar with their relevant cost principles.

Note: Prior approval authority has been delegated to the Governor for the ETA-funded formula grants. For non-formula direct grantees, prior approval authority remains with the DOL Grant Officer. For subgrantees, approval authority rests with the awarding agency.

SELECTED ITEMS OF COST

Within 2 CFR Part 220, Part 225, and Part 230, and 48 CFR Pmi 31 (for commercial organizations), there is specific discussion of items of cost. Grantees should be familiar with these items and use them as ready references. The attached reference chart (Attachment II-4-1) is a summary of all cost items mentioned in the applicable cost principles. Some of the costs were discussed in the previous section. Note that some of these costs may be indirect. Grantees should also be familiar with the administrative cost limits as outlined in 20 CFR 667.200 et seq. for a full review of administrative costs.

Per the cost principles, some items of cost require pre-approval. As noted above, for competitive grantees, the Grant Officer is the approving authority, and for formula grants, the Governor or her/his designee is the approving authority.

As one can see, some items that are treated in one set of cost principles may not be treated in another. Similarly, some allowable costs are not addressed at all in the cost principles. In addition, some cost items require prior approval, or are allowable per the circular but unallowable by the ETA program regulations.

To the extent possible, these variations of allowability have been indicated in the attached table. Grantees and subgrantees are urged to consult closely with their applicable circular and to be cognizant of their particular program requirements. The table should be a starting reference point in inquiring as to specific items of cost, not a quick reference chart.

SPECIFIC WIA REQUIREMENTS

In addition to the allowable cost provisions of the cost principles, WIA regulations contain a number of provisions related to allowable and unallowable costs and activities. These provisions are listed below:

- (1) Any legal expenses incurred for the prosecution of claims against the government are unallowable. This includes appeals to the Administrative Law Judge of disallowed costs or other claims and civil actions where the Federal government is a defendant. [20 CFR 667.200(c)(6)]
- (2) With four exceptions, the costs of construction or purchase of facilities are unallowable for all WIA Title I programs [20 CFR 667.260]. The exceptions are listed below:
 - a. To meet obligations for access and accommodation under the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act (ADA) of 1990, as amended
 - b. Repairs, renovations, and capital improvements of real property, including State Employment Service Agency (SESA) real property (identified at WIA Section 193), or Job Training Partnership Act (JTPA)-owned property transferred to WIA Title I programs
 - c. Jobs Corps facilities
 - d. To fund construction-related disaster relief projects.

The conditions in the cost principles would apply to the excepted construction costs. In addition, the YouthBuild program, which has a focus on training youth in the construction trades, has additional exceptions regarding acquisition and construction costs.

WIA also prohibits certain activities. All costs associated with an unallowable activity are considered unallowable costs, regardless of their allowability under other circumstances. The prohibited activities are as follows:

- (1) Employment-generating activities, including economic development activities. An exception is made only for those employer outreach and job development activities directly related to participants. Employment-generating activities are addressed in 20 CFR 667.262.
- (2) Public service employment, except to provide disaster relief employment [20 CFR 667.264(a)(2)].
- (3) The wages of incumbent employees participating in Statewide economic development activities [20 CFR 667.264(a)(1)].

- (4) Employment or training programs for sectarian activities. This section does not prohibit the provision of services by faith-based organizations, unless those services are sectarian in nature. [20 CFR 667.266] [29 CFR 37.6(±)(1)]

In the administration of USDOL social service programs:

- (1) No organization may be discriminated for or against on the basis of religious character or affiliation.
- (2) No eligible organization may be denied the opportunity to compete for or receive USDOL and other Federal financial assistance based upon the organization's religious character or affiliation.

Faith-Based and Community Organizations (FBCOs) that receive USDOL support may:

- (1) continue to carry out their religious activities
- (2) keep religious signs or symbols in their facilities
- (3) continue to select their board members (including members of the clergy) and otherwise govern themselves on a religious basis
- (4) offer voluntary religious activities to program participants-keep in mind that no "direct" Federal support can be used for religious activities and these activities must be separate in time or location from Federally supported activities and voluntary for program participants.

Regulatory changes were published in the Federal Register on July 12, 2004, removing barriers to (FBCOs) participation in USDOL social service programs. These relevant changes can be found at:

- New equal treatment regulations (29 CFR Part 2, Subpart D)
- Workforce Investment Act (WIA) nondiscrimination and programmatic regulations (29 CFR 37.6(f); 20 CFR 667.266 and 667.275)
- Job Corps regulations (20 CFR 670.555)
- Job Corps Policy and Requirements Handbook (PRH)-Sections 6.8 (Civil and Legal Rights), 2.2, 3.17, 5.4 and 6.9.

he regulations also prohibit the use of WIA funds for business relocation, if the relocation results in the loss of an employee's job at the original location in the U.S. The use of WIA funds for customized or skill training, on-the-job training, or company-specific job applicant assessments are prohibited for the first 120 days a relocated business operates in the new location. The regulations require that the State develop specific pre-award criteria prior to providing WIA funds to a new or expanding business to ensure compliance with this requirement. [20 CFR 667.268]

There are also specific sanctions for violations of the unallowable activities requirements. The procedures followed by the Grant Officer are discussed further in Chapter 11-12, Audits and Audit Resolution, and are listed in 20 CFR 667.510.

OTHER PROGRAM REGULATIONS AND GRANT AGREEMENT TERMS

Regulations for programs other than WIA may have provisions related to allowable and unallowable costs and activities. For example, Senior Community Service Employment program (SCSEP) regulations (20 CFR 641) include many allowable and unallowable costs provisions such as the ones listed under 20 CFR 641.630 and 20 CFR 641.850. In addition to program regulation, grant agreements may have specific provisions related to allowable and unallowable costs and activities. For example, many grant

agreements have terms that place limitations on the amount of administrative costs that can be expended by grantees. In the case of many types of grants awarded based on an SGA, specific provisions, including allowable activities and cost limitations that will apply to the grants awarded, are contained in the SGA itself.

Summary of Cost Items

KEY

- NT = Not treated in circular
 A = Allowable
 AC = Allowable with conditions
 AP = Allowable with prior approval of either the Grant Officer or Governor
 U = Unallowable
 A/U = Some categories within the particular activity are allowable, while some are not.
 Please consult respective circular for precise explanations.

Note: Some of the costs on this chart are allowable under the circulars and prohibited under WIA or other program-specific regulations. You should refer to the program-specific regulations if you have any questions on allowability of a particular cost. This chart is for reference only.

In addition, when reviewing the provisions related to selected items of cost in the OMB circulars, the cost principles applied in establishing the allowability of certain items of cost apply whether the cost is treated as a direct or indirect cost. Failure to address a particular item of cost is not intended to imply that it is unallowable. Rather, the determination of allowability in each case should be based on the treatment or principles provided for similar or related costs. Note also that, in some instances, different cost items may be similarly named, and there may be some overlap in the cost items treated by the different circulars. Again, this chart is for reference only.

	Cost Item	Circular A-21	Circular A-122	Circular A-87	48 CFR Part 31
1	Accounting systems	NT	NT	A	NT
2	Advertising and public relations	AC	AC/U	AC/U	AC
3	Advisory councils	NT	NT	A	NT
4	Alcoholic beverages	U	U	U	U
5	Alumni/ae activities	U	NT	NT	NT
6	Asset valuations resulting from business combinations	NT	NT	NT	A
7	Audit services	See A-133	See A-133	A	NT
8	Automatic electronic data processing	NT	NT	AC	NT
9	Bad debts	U	U	U	U
10	Bid and proposal costs (See also Item 65)	Item 65	Reserved	Item 65	Item 65
11	Bonding costs	NT	A	A	NT
12	Budgeting	NT	NT	A	NT
13	Civil defense costs	AC	NT	NT	A/U

	Cost Item	Circular A-21	Circular A-122	Circular A-87	48 CFR Part 31
14	Commencement and convocation costs	U	NT	NT	NT
15	Communication costs	A	A	A	NT
16	Compensation for personal services	A/U	A/U	A/U	A/U
17	Contingency provisions	U	U	U	U
18	Cost of money (See also Item 40)	U	U	U	AC
19	Deans of faculty and graduate schools	A	NT	NT	NT
20	Defense and prosecution of criminal and civil proceedings, claims, appeals, and patent infringement	AC/U	AC/U	A/U	U
21	Deferred research and development costs	NT	NT	NT	AC/U
22	Depreciation and use allowances	AC	AC	AC	AC
23	Disbursing service	NT	NT	A	NT
24	Donations and contributions	U	U	U	U
25	Economic planning costs	AC/U	AC/U	AC/U	NT/U
26	Employee morale, health, and welfare costs and credits	A	A	A	U
27	Entertainment costs	U	U	U	U
28	Equipment and other capital expenditures	A/U	AP	AP	AP
29	Executive lobbying costs	U	U	U See Item 42	U
30	Fines and penalties	U	U	U	U
31	Fund-raising and investment management costs (See also Item 40)	NT	NT	U	U
32	Gains and losses on disposition of depreciable property and other capital assets and substantial relocation of Federal programs (See also Item 64)	NT	NT	A	A
33	General government expenses	NT	NT	U	NT
34	Goods/services for personal use	U	U	NT	NT
35	Goodwill	NT	NT	NT	U
36	Housing and personal living expenses	U	AC/U	NT	NT

	Cost Item	Circular A-21	Circular A-122	Circular A-87	48 CFR Part 31
37	Idle facilities and capacity	NT	AC/U	AC/U	AC/U
38	Independent research and development	NT	Reserved	NT	AC
39	Insurance and indemnification	AC	AC	AC	A
40	Interest, fund-raising, and investment management costs	A/U	A/U	A/U	U
41	Labor relations costs	AC	AC	NT	AC
42	Lobbying	U	U	U	U
43	Losses on other sponsored agreements/contracts	U	U	U	U
44	Maintenance and repair costs	A	A	A	A
45	Manufacturing and repair costs	NT	NT	NT	A
46	Manufacturing and product engineering costs	NT	NT	NT	A
47	Material costs	A	A	A	A
48	Meetings and conferences	NT	A	See Item 2	See Item 2
49	Memberships, subscriptions, and professional activity costs	A/U	A/U See also Item 2	A/U See also Item 2	NT
50	Motor pools	NT	NT	A	NT
51	Organization costs	NT	AP	NT	U
52	Other business expense	NT	NT	NT	A
53	Overtime, extra-pay shift, and multi-shift premiums	NT	AC	AC	See also Item 16
54	Page charges in professional journals	NT	A	NT	NT
55	Participant support costs	NT	A	NT	NT
56	Patent costs	A	A/U	NT	A/U
57	Plant protection costs	NT	NT	NT	A
58	Plant reconversion costs (See also Item 68)	NT	NT	NT	U
59	Plant security costs	U	A	NT	NT
60	Pre-agreement costs (See also Item 61)	U	NT	NT	NT
61	Pre-award costs	NT	AP	U (formula)/AP	NT
62	Pre-contract costs (See also Item 61)	NT	NT	NT	AP
63	Professional services costs	A	A	A	A
64	Profits and losses on disposition of plant equipment/other capital assets	A	A	See Item 32	See Item 32

	Cost Item	Circular A-21	Circular A-122	Circular A-87	48 CFR Part 31
65	Proposal costs (See also Item 10)	AC	Reserved	AC/AP	AP
66	Publication and printing costs	NT	A/U	A	NT
67	Rearrangement and alteration costs	A	A	A	NT
68	Reconversion costs (See also Item 58)	A	A	A	NT
69	Recruiting costs	A/U	A/U	See Item 2	A
70	Relocation costs	AC	AC	NT	A/U
71	Rental costs of buildings and equipment	AC	AC	AC	AC
72	Royalties and other costs for use of patents	A	A	NT	A
73	Sabbatical leave costs	A	NT	NT	NT
74	Scholarships and student aid costs	A	NT	NT	NT
75	Selling and marketing	U	U	NT	A/U
76	Service and warranty costs	NT	NT	NT	A
77	Severance pay	AC	AC	AC	AC
78	Special tooling and special test equipment costs	NT	NT	NT	A
79	Specialized service facilities	AC	AC	NT	NT
80	Student activity costs	U	NT	NT	NT
81	Taxes	AC	AC	AC	AC
82	Termination costs	NT	AC	NT	A/U
83	Trade, business, technical, and professional activity costs	AC	AC	AC See also Item 49	AC
84	Training and education costs	AC	AC	AC	AC
85	Transportation	AC	AC	NT	AC
86	Travel costs	AC	AC	AC	AC
87	Termination costs applicable to sponsored agreement (See also Item 82)	AC	NT	NT	NT
88	Trustees	AC	AC	NT	NT
89	Under recovery of costs under Federal agreements	U	U	U	U

Purchasing Procedures

The following procedures are adopted as minimum standards for the NWTNWB to purchase materials, supplies, equipment, and services. The purchasing procedures are designed to inform the staff of details connected with procurement and to afford budget control for all functional areas. Each person who will require goods and services to accomplish their objective should become familiar with these instructions. Duties are properly segregated between employees responsible for purchasing, accounts payable, and cash disbursements. There are always two signatures on each purchase prior to submitting the information to the Chief Officer and Executive Director for payment. Once entered into the system for payment, the Director of Finance reviews the invoice for proper coding before approving it for payment.

Except as specifically provided in this policy or guidelines, the authority of the Executive Director pursuant to these policies and procedures shall not include the purchase or lease of real property or insurance, without approval of the NWTNWB, when the estimated aggregate total of the expense or revenue is \$50,000 or more, data processing equipment over \$249,999.99, or purchases for capital outlay projects from any fund source whatsoever. Goods and services may be procured without competitive bidding only if such purchases are justified in writing and approved by the Executive Director as required by NWTNWB policies and guidelines, except for Small Dollar purchases as allowed.

In cases where the NWTNWB policies and procedures do not address a specific procedure for purchase of a particular item, the Department of General Services' rules and regulations will govern, if applicable. The Executive Director may delegate approval authority as specified in this policy to their designees. Time periods specified in the policy shall be calculated by excluding the first day and including the last, unless the last day is a Saturday, a Sunday, or a legal holiday, and then it shall also be excluded.

Procurement Cards

The NWTNWB procurement card is used for small dollar, \$1,000 and under, purchases, without a purchase order, and for purchases over \$1,000 with a purchase order. It may be utilized as follows:

- (1) Limited group travel expenses (excursions and meals)
- (2) Purchases from local vendors for perishable items
- (3) Bank Services
- (4) Hotels and Motels
- (5) Airlines
- (6) Conference Registrations involving travel

Procurement card restrictions include the following:

- (1) Sales Tax (effective November 8, 2017)
- (2) Cash
- (3) Tax Payments, Fines and Court Costs
- (4) Bail and Bond Payments

Procurement Card Limits and Statements

- (1) Each transaction limit is \$1,000.00 or less without a purchase order.

- (2) Split transactions to the same vendor that total over \$1,000.00 to avoid issuing a Purchase Order are not allowed.
- (3) The credit limit is \$7,500 to \$15,000 depending on limits set on the card at the time of issuance.
- (4) Each card account will be issued a monthly statement from the bank.

Record Keeping

Each cardholder is responsible for maintaining a record monthly purchases applied to his/her procurement card. Within 5 business days of the purchase, all supporting documentation should be sent to the NWTNWB fiscal staff. Upon receipt of the procurement card statement from the bank, the Financial Coordinator will reconcile the charges on the statement to their record of purchases. The reconciled statement should be initialed by the Financial Coordinator and forwarded to the Quality Coordinator for review and a selection of a sample of transactions to monitor. The Quality Coordinator issues a monitoring report of any corrective action needed, and initials both the statement and reconciliation. The statement is then reviewed and approved by both the Director of Finance and Executive Director.

Problem Resolution

In the event the cardholder encounters a problem with a charge by the vendor, the cardholder should contact the vendor and attempt to resolve the problem. If unable to resolve, contact the Director of Finance or Executive Director within 30 days after the close of the billing cycle. The Director of Finance or Executive Director will issue a dispute and notify the cardholder when resolved.

Lost Card

Immediately contact the bank, available 24 hours a day, 7 days a week. Contact the Director of Finance or Executive Director and your immediate supervisor. The Director of Finance or Executive Director will initiate steps to close the card

Purchase Orders

Purchases less than one thousand dollars (\$1,000.00) may be procured via direct invoice to the purchasing card. All purchases one thousand dollars (\$1,000.00) and greater must be procured by entering a Purchase Order in QuickBooks with the written approval of the Executive Director or Director of Finance. Any employee found to have violated this policy may be held responsible for the purchase and shall be liable for any state funds paid contrary to this policy.

American Job Center Purchases

When making purchases for the American Job Centers (AJCs), fiscal staff review the request to determine if the item will be shared amongst partners in order to properly allocate the cost. Each partner is required to contribute to the operating costs as described in the Infrastructure Funding Agreements. Shared costs are identified and agreed upon at partner meetings and are proportionately distributed based on full-time equivalent, FTE, (communication, advertising, supplies, etc.) or square footage (utilities, building maintenance, lease, etc.). Proportionate share, cost allocation methodologies, and any additional considerations are determined and costs are billed to partners on a monthly basis. Actual costs are billed rather than estimates or budgeted amounts. Periodically, space, FTE, and any other contributing factors are reviewed to determine if the IFA needs to be modified. Fiscal staff also attend appropriate trainings, as offered, in order to ensure compliance with the Uniform guidance.

Contractors

The NWTNWB may contract with various agencies, in accordance with WIOA Legislation and Tennessee Department of Labor and Workforce Development (TDLWD) policies, in order to select a One-Stop Operator, provider(s) of Title I services, and / or employers for programs such as On-the-Job Training (OJT) Grants, and “Buy-out” classes. When awarding contracts through a competitive process, such as Title I sub-contracts, the NWTNWB researches potential bidders, issues a Request for Proposal, receives proposals, reviews, and then awards competitive grants to providers based on identified scoring criteria. Once it is determined that funds can be allocated, the NWTNWB has authorized administrative staff to initiate agreements or contracts with employers or appropriate community organizations.

Consistent with WIOA Sections 107(d)(10) and 121(d) and the Workforce Services Policy regarding One-Stop Delivery and Design System, paragraph (D) of the Local Board Responsibilities section, and in accordance with the Regional Planning Council, the NWTNWB, with the agreement of the chief elected officials for the local area, shall designate or certify one-stop operators as described in section 121(d)(2)(A). In order to conduct a competitive process for the selection of a one-stop operator in accordance with 121(d)(2)(A), the Board, with the agreement of the CEOs, shall issue a Request for Proposals for a designated time period, with public notice being provided through print media and / or electronic means, and with potential bidders being notified of the release by email. Proposals received shall be reviewed by a committee approved by the Board and CEOs. The review committee shall make a recommendation to the Board for selection of the Operator. The selected Operator shall enter into a contract with the Board and CEOs as developed by the fiscal agent.

Procurement Procedures

§ 200.318 General procurement standards.

- (a) The [non-Federal entity](#) must use its own documented procurement procedures which reflect applicable [State](#), local, and tribal laws and regulations, provided that the procurements conform to applicable Federal law and the standards identified in this part.
- (b) Non-Federal entities must maintain oversight to ensure that [contractors](#) perform in accordance with the terms, conditions, and specifications of their [contracts](#) or purchase orders.
- (c)
 - (1) The [non-Federal entity](#) must maintain written standards of conduct covering conflicts of interest and governing the actions of its employees engaged in the selection, award and administration of [contracts](#). No employee, officer, or agent may participate in the selection, award, or administration of a [contract](#) supported by a Federal award if he or she has a real or apparent conflict of interest. Such a conflict of interest would arise when the employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in or a tangible personal benefit from a firm considered for a [contract](#). The officers, employees, and agents of the [non-Federal entity](#) may neither solicit nor accept gratuities, favors, or anything of monetary value from [contractors](#) or parties to subcontracts. However, non-Federal entities may set standards for situations in which the financial interest is not substantial or the gift is an unsolicited item of nominal value. The standards of conduct must provide for disciplinary actions to be applied for violations of such standards by officers, employees, or agents of the [non-Federal entity](#).

(2) If the [non-Federal entity](#) has a parent, affiliate, or subsidiary organization that is not a [state](#), [local government](#), or [Indian tribe](#), the [non-Federal entity](#) must also maintain written standards of conduct covering organizational conflicts of interest. Organizational conflicts of interest means that because of relationships with a parent company, affiliate, or subsidiary organization, the [non-Federal entity](#) is unable or appears to be unable to be impartial in conducting a procurement action involving a related organization.

(d) The [non-Federal entity](#)'s procedures must avoid acquisition of unnecessary or duplicative items. Consideration should be given to consolidating or breaking out procurements to obtain a more economical purchase. Where appropriate, an analysis will be made of lease versus purchase alternatives, and any other appropriate analysis to determine the most economical approach.

(e) To foster greater economy and efficiency, and in accordance with efforts to promote cost-effective use of shared services across the Federal Government, the [non-Federal entity](#) is encouraged to enter into [state](#) and local intergovernmental agreements or inter-entity agreements where appropriate for procurement or use of common or shared goods and services.

(f) The [non-Federal entity](#) is encouraged to use Federal excess and surplus [property](#) in lieu of purchasing new [equipment](#) and [property](#) whenever such use is feasible and reduces project costs.

(g) The [non-Federal entity](#) is encouraged to use value engineering clauses in [contracts](#) for construction projects of sufficient size to offer reasonable opportunities for cost reductions. Value engineering is a systematic and creative analysis of each [contract](#) item or task to ensure that its essential function is provided at the overall lower cost.

(h) The [non-Federal entity](#) must award [contracts](#) only to responsible [contractors](#) possessing the ability to perform successfully under the terms and conditions of a proposed procurement. Consideration will be given to such matters as [contractor](#) integrity, compliance with public [policy](#), record of past performance, and financial and technical resources. See also [§ 200.213](#) Suspension and debarment.

(i) The [non-Federal entity](#) must maintain records sufficient to detail the history of procurement. These records will include, but are not necessarily limited to the following: rationale for the method of procurement, selection of [contract](#) type, [contractor](#) selection or rejection, and the basis for the [contract](#) price.

(j)

(1) The [non-Federal entity](#) may use a time and materials type [contract](#) only after a determination that no other [contract](#) is suitable and if the [contract](#) includes a ceiling price that the [contractor](#) exceeds at its own risk. Time and materials type [contract](#) means a [contract](#) whose cost to a [non-Federal entity](#) is the sum of:

(i) The actual cost of materials; and

(ii) Direct labor hours charged at fixed hourly rates that reflect wages, general and administrative expenses, and profit.

(2) Since this formula generates an open-ended [contract](#) price, a time-and-materials [contract](#) provides no positive profit incentive to the [contractor](#) for cost control or labor efficiency. Therefore, each [contract](#) must set a ceiling price that the [contractor](#) exceeds at its own risk. Further, the [non-Federal entity](#) awarding such a [contract](#) must assert a high degree of oversight in order to obtain reasonable assurance that the [contractor](#) is using efficient methods and effective cost controls.

(k) The [non-Federal entity](#) alone must be responsible, in accordance with good administrative practice and sound business judgment, for the settlement of all contractual and administrative issues arising out of procurements. These issues include, but are not limited to, source evaluation, protests, disputes, and claims. These standards do not relieve the [non-Federal entity](#) of any contractual responsibilities under its contracts. The [Federal awarding agency](#) will not substitute its judgment for that of the [non-Federal entity](#) unless the matter is primarily a Federal concern. Violations of law will be referred to the local, [state](#), or Federal authority having proper jurisdiction.

[[78 FR 78608](#), Dec. 26, 2013, as amended at [79 FR 75885](#), Dec. 19, 2014; [80 FR 43309](#), July 22, 2015]

§ 200.319 Competition.

(a) All procurement transactions must be conducted in a manner providing full and open competition consistent with the standards of this section. In order to ensure objective [contractor](#) performance and eliminate unfair competitive advantage, [contractors](#) that develop or draft specifications, requirements, statements of work, or invitations for bids or requests for proposals must be excluded from competing for such procurements. Some of the situations considered to be restrictive of competition include but are not limited to:

- (1) Placing unreasonable requirements on firms in order for them to qualify to do business;
- (2) Requiring unnecessary experience and excessive bonding;
- (3) Noncompetitive pricing practices between firms or between affiliated companies;
- (4) Noncompetitive [contracts](#) to consultants that are on retainer [contracts](#);
- (5) Organizational conflicts of interest;
- (6) Specifying only a “brand name” product instead of allowing “an equal” product to be offered and describing the performance or other relevant requirements of the procurement; and
- (7) Any arbitrary action in the procurement process.

(b) The [non-Federal entity](#) must conduct procurements in a manner that prohibits the use of statutorily or administratively imposed [state](#), local, or tribal geographical preferences in the evaluation of bids or proposals, except in those cases where applicable Federal statutes expressly mandate or encourage geographic preference. Nothing in this section preempts [state](#) licensing laws. When contracting for architectural and engineering (A/E) services, geographic location may be a selection criterion provided its application leaves an appropriate number of qualified firms, given the nature and size of the project, to compete for the [contract](#).

(c) The [non-Federal entity](#) must have written procedures for procurement transactions. These procedures must ensure that all solicitations:

- (1) Incorporate a clear and accurate description of the technical requirements for the material, product, or service to be procured. Such description must not, in competitive procurements, contain features which unduly restrict competition. The description may include a statement of the qualitative nature of the material, product or service to be procured and, when necessary, must set forth those minimum essential characteristics and standards to which it must conform if it is to satisfy its intended use. Detailed product specifications should be avoided if at all possible. When it is impractical or uneconomical to make a clear and accurate description of the technical requirements, a “brand name or equivalent” description may be used as a means to define the performance or

other salient requirements of procurement. The specific features of the named brand which must be met by offers must be clearly stated; and

(2) Identify all requirements which the offerors must fulfill and all other factors to be used in evaluating bids or proposals.

(d) The [non-Federal entity](#) must ensure that all prequalified lists of persons, firms, or products which are used in acquiring goods and services are current and include enough qualified sources to ensure maximum open and free competition. Also, the [non-Federal entity](#) must not preclude potential bidders from qualifying during the solicitation period.

[[78 FR 78608](#), Dec. 26, 2013, as amended at [79 FR 75885](#), Dec. 19, 2014]

§ 200.320 Methods of procurement to be followed.

The [non-Federal entity](#) must use one of the following methods of procurement.

(a) Procurement by [micro-purchases](#). Procurement by [micro-purchase](#) is the acquisition of [supplies](#) or services, the aggregate dollar amount of which does not exceed the [micro-purchase](#) threshold ([§ 200.67](#) Micro-purchase). To the extent practicable, the [non-Federal entity](#) must distribute [micro-purchases](#) equitably among qualified suppliers. [Micro-purchases](#) may be awarded without soliciting competitive quotations if the [non-Federal entity](#) considers the price to be reasonable.

(b) Procurement by small purchase procedures. Small purchase procedures are those relatively simple and informal procurement methods for securing services, [supplies](#), or other [property](#) that do not cost more than the [Simplified Acquisition Threshold](#). If small purchase procedures are used, price or rate quotations must be obtained from an adequate number of qualified sources.

(c) Procurement by sealed bids (formal advertising). Bids are publicly solicited and a firm fixed price [contract](#) (lump sum or unit price) is awarded to the responsible bidder whose bid, conforming with all the material terms and conditions of the invitation for bids, is the lowest in price. The sealed bid method is the preferred method for procuring construction, if the conditions in [paragraph \(c\)\(1\)](#) of this section apply.

(1) In order for sealed bidding to be feasible, the following conditions should be present:

- (i) A complete, adequate, and realistic specification or purchase description is available;
- (ii) Two or more responsible bidders are willing and able to compete effectively for the business; and
- (iii) The procurement lends itself to a firm fixed price [contract](#) and the selection of the successful bidder can be made principally on the basis of price.

(2) If sealed bids are used, the following requirements apply:

- (i) Bids must be solicited from an adequate number of known suppliers, providing them sufficient response time prior to the date set for opening the bids, for local, and tribal governments, the invitation for bids must be publicly advertised;
- (ii) The invitation for bids, which will include any specifications and pertinent attachments, must define the items or services in order for the bidder to properly respond;
- (iii) All bids will be opened at the time and place prescribed in the invitation for bids, and for local and tribal governments, the bids must be opened publicly;

(iv) A firm fixed price [contract](#) award will be made in writing to the lowest responsive and responsible bidder. Where specified in bidding documents, factors such as discounts, transportation cost, and life cycle costs must be considered in determining which bid is lowest. Payment discounts will only be used to determine the low bid when prior experience indicates that such discounts are usually taken advantage of; and

(v) Any or all bids may be rejected if there is a sound documented reason.

(d) Procurement by competitive proposals. The technique of competitive proposals is normally conducted with more than one source submitting an offer, and either a fixed price or cost-reimbursement type [contract](#) is awarded. It is generally used when conditions are not appropriate for the use of sealed bids. If this method is used, the following requirements apply:

(1) Requests for proposals must be publicized and identify all evaluation factors and their relative importance. Any response to publicized requests for proposals must be considered to the maximum extent practical;

(2) Proposals must be solicited from an adequate number of qualified sources;

(3) The [non-Federal entity](#) must have a written method for conducting technical evaluations of the proposals received and for selecting recipients;

(4) [Contracts](#) must be awarded to the responsible firm whose proposal is most advantageous to the program, with price and other factors considered; and

(5) The [non-Federal entity](#) may use competitive proposal procedures for qualifications-based procurement of architectural/engineering (A/E) professional services whereby competitors' qualifications are evaluated and the most qualified competitor is selected, subject to negotiation of fair and reasonable compensation. The method, where price is not used as a selection factor, can only be used in procurement of A/E professional services. It cannot be used to purchase other types of services though A/E firms are a potential source to perform the proposed effort.

(e) [Reserved]

(f) Procurement by noncompetitive proposals. Procurement by noncompetitive proposals is procurement through solicitation of a proposal from only one source and may be used only when one or more of the following circumstances apply:

(1) The item is available only from a single source;

(2) The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation;

(3) The [Federal awarding agency](#) or [pass-through entity](#) expressly authorizes noncompetitive proposals in response to a written request from the [non-Federal entity](#); or

(4) After solicitation of a number of sources, competition is determined inadequate.

[[78 FR 78608](#), Dec. 26, 2013, as amended at [79 FR 75885](#), Dec. 19, 2014; [80 FR 54409](#), Sept. 10, 2015]

§ 200.321 Contracting with small and minority businesses, women's business enterprises, and labor surplus area firms.

(a) The [non-Federal entity](#) must take all necessary affirmative steps to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible.

(b) Affirmative steps must include:

- (1)** Placing qualified small and minority businesses and women's business enterprises on solicitation lists;
- (2)** Assuring that small and minority businesses, and women's business enterprises are solicited whenever they are potential sources;
- (3)** Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women's business enterprises;
- (4)** Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women's business enterprises;
- (5)** Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce; and
- (6)** Requiring the prime [contractor](#), if subcontracts are to be let, to take the affirmative steps listed in paragraphs (1) through (5) of this section.

§ 200.322 Procurement of recovered materials.

A [non-Federal entity](#) that is a [state](#) agency or agency of a political subdivision of a [state](#) and its [contractors](#) must comply with section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at [40 CFR part 247](#) that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds \$10,000 or the value of the quantity acquired during the preceding fiscal year exceeded \$10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

[[78 FR 78608](#), Dec. 26, 2013, as amended at [79 FR 75885](#), Dec. 19, 2014]

§ 200.323 [Contract](#) cost and price.

(a) The [non-Federal entity](#) must perform a cost or price analysis in connection with every procurement action in excess of the [Simplified Acquisition Threshold](#) including [contract](#) modifications. The method and degree of analysis is dependent on the facts surrounding the particular procurement situation, but as a starting point, the [non-Federal entity](#) must make independent estimates before receiving bids or proposals.

(b) The [non-Federal entity](#) must negotiate profit as a separate element of the price for each [contract](#) in which there is no price competition and in all cases where cost analysis is performed. To establish a fair and reasonable profit, consideration must be given to the complexity of the work to be performed, the risk borne by the [contractor](#), the [contractor's](#) investment, the amount of subcontracting, the quality of its record of past performance, and industry profit rates in the surrounding geographical area for similar work.

(c) Costs or prices based on estimated costs for [contracts](#) under the Federal award are allowable only to the extent that costs incurred or cost estimates included in negotiated prices would be allowable for the [non-Federal entity](#) under Subpart E - Cost Principles of this part. The [non-Federal entity](#) may reference its own cost principles that comply with the Federal cost principles.

(d) The cost plus a percentage of cost and percentage of construction cost methods of contracting must not be used.

§ 200.324 Federal awarding agency or pass-through entity review.

(a) The non-Federal entity must make available, upon request of the Federal awarding agency or pass-through entity, technical specifications on proposed procurements where the Federal awarding agency or pass-through entity believes such review is needed to ensure that the item or service specified is the one being proposed for acquisition. This review generally will take place prior to the time the specification is incorporated into a solicitation document. However, if the non-Federal entity desires to have the review accomplished after a solicitation has been developed, the Federal awarding agency or pass-through entity may still review the specifications, with such review usually limited to the technical aspects of the proposed purchase.

(b) The non-Federal entity must make available upon request, for the Federal awarding agency or pass-through entity pre-procurement review, procurement documents, such as requests for proposals or invitations for bids, or independent cost estimates, when:

- (1) The non-Federal entity's procurement procedures or operation fails to comply with the procurement standards in this part;
- (2) The procurement is expected to exceed the Simplified Acquisition Threshold and is to be awarded without competition or only one bid or offer is received in response to a solicitation;
- (3) The procurement, which is expected to exceed the Simplified Acquisition Threshold, specifies a "brand name" product;
- (4) The proposed contract is more than the Simplified Acquisition Threshold and is to be awarded to other than the apparent low bidder under a sealed bid procurement; or
- (5) A proposed contract modification changes the scope of a contract or increases the contract amount by more than the Simplified Acquisition Threshold.

(c) The non-Federal entity is exempt from the pre-procurement review in paragraph (b) of this section if the Federal awarding agency or pass-through entity determines that its procurement systems comply with the standards of this part.

- (1) The non-Federal entity may request that its procurement system be reviewed by the Federal awarding agency or pass-through entity to determine whether its system meets these standards in order for its system to be certified. Generally, these reviews must occur where there is continuous high-dollar funding, and third party contracts are awarded on a regular basis;
- (2) The non-Federal entity may self-certify its procurement system. Such self-certification must not limit the Federal awarding agency's right to survey the system. Under a self-certification procedure, the Federal awarding agency may rely on written assurances from the non-Federal entity that it is complying with these standards. The non-Federal entity must cite specific policies, procedures, regulations, or standards as being in compliance with these requirements and have its system available for review.

§ 200.325 Bonding requirements.

For construction or facility improvement contracts or sub contracts exceeding the Simplified Acquisition Threshold, the Federal awarding agency or pass-through entity may accept the bonding policy and requirements of the non-Federal entity provided that the Federal awarding agency or pass-through

[entity](#) has made a determination that the [Federal interest](#) is adequately protected. If such a determination has not been made, the minimum requirements must be as follows:

- (a) A bid guarantee from each bidder equivalent to five percent of the bid price. The “bid guarantee” must consist of a firm commitment such as a bid bond, certified check, or other negotiable instrument accompanying a bid as assurance that the bidder will, upon acceptance of the bid, execute such contractual documents as may be required within the time specified.
- (b) A performance bond on the part of the [contractor](#) for 100 percent of the [contract](#) price. A “performance bond” is one executed in connection with a [contract](#) to secure fulfillment of all the [contractor](#)'s [obligations](#) under such [contract](#).
- (c) A payment bond on the part of the [contractor](#) for 100 percent of the [contract](#) price. A “payment bond” is one executed in connection with a [contract](#) to assure payment as required by law of all persons supplying labor and material in the execution of the work provided for in the [contract](#).

200.326 [Contract](#) provisions.

The [non-Federal entity](#)'s [contracts](#) must contain the applicable provisions described in Appendix II to Part 200 - [Contract](#) Provisions for [non-Federal Entity Contracts](#) Under Federal Awards.

Appendix II to Part 200 - Contract Provisions for Non-Federal Entity Contracts Under Federal Awards

In addition to other provisions required by the Federal agency or non-Federal entity, all contracts made by the non-Federal entity under the Federal award must contain provisions covering the following, as applicable.

- (A) Contracts for more than the simplified acquisition threshold currently set at \$150,000, which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by [41 U.S.C. 1908](#), must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate.
- (B) All contracts in excess of \$10,000 must address termination for cause and for convenience by the non-Federal entity including the manner by which it will be effected and the basis for settlement.
- (C) Equal Employment Opportunity. Except as otherwise provided under [41 CFR Part 60](#), all contracts that meet the definition of “federally assisted construction contract” in [41 CFR Part 60-1.3](#) must include the equal opportunity clause provided under [41 CFR 60-1.4\(b\)](#), in accordance with [Executive Order 11246](#), “Equal Employment Opportunity” ([30 FR 12319](#), 12935, 3 CFR Part, 1964-1965 Comp., p. 339), as amended by [Executive Order 11375](#), “Amending [Executive Order 11246](#) Relating to Equal Employment Opportunity,” and implementing regulations at [41 CFR part 60](#), “Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor.”
- (D) Davis-Bacon Act, as amended ([40 U.S.C. 3141- 3148](#)). When required by Federal program legislation, all prime construction contracts in excess of \$2,000 awarded by non-Federal entities must include a provision for compliance with the Davis-Bacon Act ([40U.S.C. 3141- 3144](#)) as supplemented by Department of Labor regulations ([29 CFR Part 5](#), “Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction”). In accordance with the statute, contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay wages not less than once a week. The

non-Federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency. The contracts must also include a provision for compliance with the Copeland "Anti-Kickback" Act ([40 U.S.C. 3145](#)), as supplemented by Department of Labor regulations ([29 CFR Part 3](#), "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States"). The Act provides that each contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency.

(E) Contract Work Hours and Safety Standards Act ([40 U.S.C. 3701- 3708](#)). Where applicable, all contracts awarded by the non-Federal entity in excess of \$100,000 that involve the employment of mechanics or laborers must include a provision for compliance with [40U.S.C. 3702](#) and [3704](#), as supplemented by Department of Labor regulations ([29 CFR Part 5](#)). Under [40 U.S.C. 3702](#) of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of [40 U.S.C. 3704](#) are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

(F) Rights to Inventions Made Under a Contract or Agreement. If the Federal award meets the definition of "funding agreement" under [37 CFR § 401.2](#) (a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that "funding agreement," the recipient or subrecipient must comply with the requirements of [37 CFR Part 401](#), "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the awarding agency.

(G) Clean Air Act ([42 U.S.C. 7401- 7671q](#).) and the Federal Water Pollution Control Act ([33 U.S.C. 1251- 1387](#)), as amended - Contracts and subgrants of amounts in excess of \$150,000 must contain a provision that requires the non-Federal award to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act ([42 U.S.C. 7401- 7671q](#)) and the Federal Water Pollution Control Act as amended ([33 U.S.C. 1251- 1387](#)). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).

(H) Debarment and Suspension (Executive Orders 12549 and 12689) - A contract award (see [2 CFR 180.220](#)) must not be made to parties listed on the government-wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at [2 CFR 180](#) that implement Executive Orders 12549 ([3 CFR part 1986](#) Comp., p. 189) and 12689 ([3 CFR part 1989](#) Comp., p. 235), "Debarment and Suspension." SAM Exclusions contains the names of

parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than [Executive Order 12549](#).

(I) Byrd Anti-Lobbying Amendment ([31 U.S.C. 1352](#)) - Contractors that apply or bid for an award exceeding \$100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by [31 U.S.C. 1352](#). Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.

(J) See [§ 200.322](#) Procurement of recovered materials.

[[78 FR 78608](#), Dec. 26, 2013, as amended at [79 FR 75888](#), Dec. 19, 2014]

Contracts and Agreements

The purpose of the policy is to outline requirements and procedures for processing contractual documents other than employment contracts. Services to be performed under any agreement or contract shall not be commenced and payment for such services shall not be made until an agreement/contract is executed in accordance with this policy and all requirements are met. The same policies and procedures also apply to contract/agreement amendments and addendums.

Only the Executive Director and those individuals who are specifically authorized in writing by the Executive Director through published policies, procedures or other authorizing documents have the authority to enter into agreements/contracts as agents of the NWTNWB. No other employees except those expressly identified in policy shall sign contracts without prior written approval.

Approvals

The following agreements/contracts shall be expressly subject to the approval of the Executive Director in accordance with NWTNWB policies and guidelines:

- (1) those involving or related to the purchase or lease of real property or data processing
- (2) the purchase of insurance or agreements providing insurance or other benefits for employees
- (3) the purchase of professional personal, or consultative services
- (4) purchases related to capital outlay projects

The Executive Director or his/her designee is the final approving authority for any agreement/contract; except that the approval of the Executive Director or designee shall be required for agreements/contracts with foundations or similar not-for-profit organizations, and hardware and software contracts as specified herein requiring the Executive Director's approval under other policies and guidelines.

Once the contract has been received and reviewed for compliance by the fiscal department, it will be routed for the Executive Director's approval; then forwarded to the vendor for approval if not signed initially.

No agreement/contract will be accepted with signatures by the vendor and/or procuring party dated after the requested start date of the agreement/contract.

Preparation of Agreements and Contracts

Before entering into an agreement/contract, funds must be available in the current year's budget. If funds are not available, a budget revision must be processed prior to payment of the agreement/contract. The initiating staff requiring or providing personal, professional, or consultant services is responsible for the preparation of the agreement/contract.

All necessary signature approval lines shall be prepared by the initiating staff, including lines for the corporation or individual and the Executive Director of NWTNWB. Signature approval lines for the Northwest Tennessee Workforce Board should be prepared when necessary.

If the other party or contractor is a corporation, its name must be stated in the agreement/contract exactly as it appears in its charter. The person signing on behalf of the corporation must have legal authority to do so, and his/her title/position shall be shown on the signature page.

The Executive Director may delegate his/her authority to sign agreements/contracts only if such delegation is specifically permitted in NWTNWB policy or if the delegation is specifically approved in writing by the Executive Director.

The staff requiring an agreement/contract must initiate the process sufficiently in advance to allow final approval before services are rendered. Agreements/Contracts must be submitted to the Executive Director a minimum of two (2) weeks prior to the desired service. Scanned copies of agreements/contracts are acceptable. Sufficient time must be allowed so that an executed contract is in place prior to any services being performed under the contract. Extreme caution should be used in preparation of agreements/contracts to ensure all provisions comply with NWTNWB guidelines. NWTNWB Legal Counsel has stated possible personal liability in not adhering to state law.

Legal questions relating to an agreement/contract will be referred to the NWTNWB Legal Counsel by the Executive Director.

Add the following language to any contract in which contractor is serving as a service provider handling "covered accounts", that is, any consumer account involving multiple transactions or multiple payments in arrears: " Service provider/Contractor shall have and maintain throughout the term of this agreement an identity theft prevention program for new and existing accounts which complies with the FTC regulations known as Red Flags Rule."

Routing Agreements and Contracts for Approval

After preparation of an agreement/contract, the staff shall forward a copy of the agreement/contract to the Executive Director. Once it has been determined that the agreement/contract is complete, it will be approved by the Executive Director and then forwarded to the vendor for signature if not already obtained.

One (1) copy of all executed contracts, original or scanned copy, shall be maintained by the fiscal department. An electronic copy is located on the shared drive and / or in QuickBooks.

Standard Guidelines

No agreement/contract of any nature which requires the expenditure of funds by NWTNWB shall extend beyond the end of the fiscal year and / or grant period in which it is entered into unless expressly subject to the condition that the organization shall have the right to terminate the agreement/contract

at the end of any fiscal year in the event that sufficient funds are not appropriated and/or budgeted for continuation of the agreement/contract. Contracts may be renewed up to a total period of five (5) years.

No agreement/contract of any nature shall be entered into which contains one or more of the following:

- (1) Provisions requiring the NWTNWB to pay for taxes, late penalties, liquidated damages, incidental or consequential damages, etc.
- (2) Payment of travel/per diem expenses in excess of maximum limitations set forth in NWTNWB policy.
- (3) Provisions designating the governing law of a state other than Tennessee.
- (4) Provisions requiring the NWTNWB to make advance deposits or payments, except those expressly allowed by the NWTNWB.
- (5) Provisions requiring the NWTNWB to purchase or obtain liability insurance, performance bond, or property insurance.
- (6) Provisions requiring the NWTNWB to insure, indemnify, or hold harmless any party from claims, which may arise out of the agreement or be brought by third parties.
- (7) Provisions requiring the NWTNWB to obtain or pay for outside labor of persons not employed by the NWTNWB are prohibited unless such cost is included as part of the total contract price.
- (8) Provisions requiring the NWTNWB to consent to the arbitration by a third party of claims arising out of or relating to the agreement.
- (9) Disclaimer of vendor's liability for incidental, liquidated, exemplary, or consequential damages.
- (10) Disclaimer by vendor of express or implied warranties of merchantability and fitness for a particular purpose.
- (11) Limitation on dollar amount of damages recoverable by the NWTNWB from vendor.
- (12) Unless vendor provides shipment insurance protecting the NWTNWB's interest, passing of risk of loss or title to NWTNWB before delivery and/or installation of products.
- (13) Right of vendor to enter NWTNWB's premises without notice to remove equipment or product upon alleged default by the NWTNWB.
- (14) Award of attorney's fees to vendor in the event of legal action against NWTNWB.
- (15) Consent to jurisdiction in courts outside Tennessee. Provisions requiring the NWTNWB to pay late charges, finance charges, collection costs, or interest in excess of that provided under Tennessee Prompt Pay Act (T.C.A. Section 12-4-701 et seq.).
- (16) Term of the agreement/contract longer than five (5) calendar years.
- (17) Provisions requiring the NWTNWB to keep vendor's information confidential (Tennessee Open Records Act, T.C.A. Sections 10-7-503-10-7-506).
- (18) Provisions requiring the NWTNWB to carry or maintain commercial or general liability insurance.
- (19) Provisions requiring the survival of paragraphs upon termination of the agreement/contract when those paragraphs are not in accordance with NWTNWB Policies and Guidelines.

Only the Executive Director can approve applications for all grants from agencies or organizations, acceptance of the award of the grant, and enter into agreements confirming grants, provided that where matching funds or services in lieu of funds are required by the NWTNWB. No applications shall be made unless the operating budget provides the funds and/or resources necessary for the project. The Executive Director is further authorized to accept the award of a grant and enter into agreements

confirming grants; further provided that the acceptance of grants and agreements confirming the award of grants shall be subject to the standard guidelines listed above.

In any agreement/contract which requires participation by an applicant, participant, or employee of the NWTNWB in a program or activity conducted in whole or in part by any other person or organization or which facilitates, permits or considers participation by such persons as part of or equivalent to a program or activity of the NWTNWB, the NWTNWB shall require the person or organization to agree that no person shall, on the basis of sex, race, color, religion, handicap, veteran status, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under the program or activity. Breach of this provision shall be cause for termination of the agreement.

All agreements, contracts, and subcontracts shall contain all necessary non-discrimination requirements provided by Federal or State laws and regulations.

All agreements/contracts not expressly requiring the approval of the Executive Director may become effective upon the approval of the President of the NWTNWB or his/her designee, subject to the general requirements of this policy. In the event there is any question as to whether an agreement or contract shall be submitted for the approval of the Executive Director or the General Counsel, the agreement or contract should be routed to the fiscal office.

The Executive Director may direct that copies of any and all agreements/contracts entered into by the NWTNWB be submitted for informational and record-keeping purpose or to ensure compliance with this policy and may direct that certain or all agreements/contracts of the NWTNWB be submitted for prior review and approval when deemed necessary to ensure such compliance. In addition, the Executive Director may require annual reports on the type and number of agreements/contracts entered into by the NWTNWB, with additional information when necessary.

When the Executive Director is absent and a situation arises where an agreement or application must be submitted prior to his/her return, the authorized signatory will be allowed to approve for the Director.

Requests for Payment

After the service has been performed and an invoice has been received by the Financial Coordinator, the fiscal department must approve the invoice. The contract number must be referenced on the invoice. At no time will the contractor receive payment before the service has been completed and an invoice has been received by the fiscal department. For payments to individuals, information required for the preparation of Form 1099 must be included with the contract.

Payment made to non-employees for personal services are not subject to any deductions. Neither is it required that these payments be included on Form W-2. Internal Revenue Service regulations do require, however, that consultant fees, etc., be reported on Form 1099. The Social Security number and the home (not business or educational institution) mailing address of each individual must be provided on the check in order that they may be reported on Form 1099. Form 1099 will be prepared and submitted at year-end by the NWTNWB and will indicate the total payments that have been made to an individual or group during the preceding year.

Definitions

Catering Contract: a contract for any dollar amount issued for any catered event or meeting.

Service Contract: a contract that is issued for any service (and/or good) provided to NWTNWB at a negotiated cost equal to or greater than \$1,00.00. This includes personal, professional and consulting services.

Payment of Invoices

Invoices should be sent to the NWTNWB office via US mail, fax, email or hand delivery within 30 days from the date of the invoice or the date the goods or services were received, whichever is later. This will allow 15 days to process the approval and payment to comply with the Tennessee Prompt Payment Act. Note: payment of invoices within 15 days is contingent upon the availability of funding due to the minimum 14-day waiting period for payment of requested funds from the TDLWD.

Invoices will be paid only upon confirmation of receipt. Invoices will not be paid from statement. All statements received directly by staff should be sent to the fiscal department for follow-up of unpaid items.

Cost Reimbursement Contracts are to be invoiced monthly, or for OJT's, at the completion of the training hours. Below are the steps in reviewing and approving for payment.

- (1) An invoice, along with supporting documentation, is submitted to NWTNWB for payment.
- (2) The invoice is forwarded to the contract manager for their review and approval, if applicable.
- (3) Once the contract manager has made their initial review of the invoice, they sign off and return it to the fiscal department to be processed for payment.
- (4) All supporting documentation is reviewed and verified by at least one fiscal staff. If any discrepancies are found, the contract manager is contacted so the necessary corrections can be made.
- (5) Once the invoice has been reviewed by all parties and is ready to be processed for payment, the Financial Coordinator enters the invoice into QuickBooks.
- (6) The Director of Finance and / or Executive Director will review the invoice for accuracy and approve for payment by signing the check. The members of the Board of Directors of the NWTNWB are also authorized to sign as a second signature.

Vendors expect the NWTNWB to make prompt payment of its obligations. In certain circumstances, state law provides for interest to be paid to vendors in cases of late payments.

G. Title VI Training

NW Tennessee
Workforce Board, Inc.

Discrimination and Harassment
Prevention

What You Should Know

208 N. Mill Ave.
Dyersburg, TN 38024
731-286-3585
speer@nwtworks.org

Agenda

- D Discrimination and Harassment Overview
- D Disability Discrimination and Harassment, ADA reasonable accommodation
- D Religious Discrimination and Harassment, religious accommodation
- D NWTN Workforce Board Policies
- D Complaint Resolution Process
- D Review of Responsibilities

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Compliance

Technical assistance, investigation, and recommendations regarding the following policies:

- Discrimination and Harassment
- Affirmative Action
- Inclusive Language
- Open Searches

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Title IX

- Title IX prohibits all forms of discrimination on the basis of sex.
- Sexual harassment is considered to be a form of sex discrimination.
- Failure to effectively respond to harassment is considered "deliberate indifference," and a violation of Title IX.

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Title IX Compliance

The Board has designated **Laura Speer**, Director of Performance and Compliance, EO Officer, as the Title IX Coordinator to ensure Title IX compliance for the Board

Because sexual assault is considered to be a severe form of sexual harassment, an alleged victim may wish to file a sexual harassment complaint with the Title IX Coordinator.

The Title IX Coordinator is responsible for ensuring a non-discriminatory office environment that is free from harassment.

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Discrimination and Harassment: Applicable Laws

State and federal law prohibit **discrimination** and **harassment** based on a "protected class" in the workplace and in the educational environment.

Federal law defines protected classes as **sex (including pregnancy and related medical conditions), race, color, religion, age (40 and over), national origin, genetic information, disability, and veteran status** in the workplace and in education.

Tennessee state law in addition to the federal protected classes includes **gender identity** and **sexual orientation**.

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Discrimination

Discrimination is conduct that can include a broad spectrum of **disparate treatment** directed toward an individual or group of individuals **based on a protected class** that **adversely affects their employment or education**.

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Harassment

Harassment is **unwelcome** conduct that is based on race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information. Harassment becomes unlawful where **1)** enduring the offensive conduct becomes a condition of continued employment, or **2)** the conduct is severe or pervasive enough to create a work or educational environment that a reasonable person would consider intimidating, hostile, or abusive.

Anti-discrimination laws also prohibit harassment against individuals in **retaliation** for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or lawsuit; or opposing employment practices that they reasonably believe discriminate against individuals.

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Examples of Discriminatory Conduct

- Negative personnel action (e.g., hiring, firing, promotions, discipline, evaluations against someone **because of their protected class**)
- Treating someone different because of a serious medical condition
- Advertising a position as particularly wanting to hire a female (or male)
- Failing to provide an otherwise reasonable accommodation for disability or religious beliefs

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Examples of Harassing Conduct

If unwelcome, the following acts may constitute harassment if based on a protected class:

- Taunts, threats, or intimidation due to protected status
- Written or electronic communications that are derogatory or threatening (i.e. via social media, email, or text messaging)
- Graffiti directed towards a protected group
- "Slang" or language that has taken on a derogatory or negative meaning against a protected group

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Sexual Harassment Is

Any unwelcome sexual advance;

Request for sexual favors

OR

Verbal or physical conduct of a sexual nature that is severe or pervasive enough to create a hostile or intimidating work or educational environment.

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Forms of Sexual Harassment

- **Quid Pro Quo**— actions by a supervisor, instructor or manager that condition the receipt of a benefit upon sex, or punish a person for not accepting sexual advances.
- **Hostile Environment**— actions by others that create an abusive work/academic environment. This can be verbal or non-verbal.

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Examples of Quid Pro Quo Harassment

- Better work or educational conditions in exchange for a sexual relationship.
- Reduced or diminished work or educational conditions when a sexual relationship is refused.
- Using physical or psychological coercion to force a sexual relationship, or as retaliation for refusal.

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Hostile Environment

- Can result from physical contact, verbal comments, non-verbal actions or a combination of these.
- Must reach a certain level of severity or pervasiveness to be considered sexual harassment.
- "Lower-level" conduct should be addressed before the pervasive standard is reached.

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Hostile Environment: Physical Conduct

- Touching any part of another person's body – especially in a suggestive manner
- Back rubs, neck or shoulder "massages"
- Sexually suggestive or lewd gestures
- Cornering, trapping or blocking another's path
- Stalking or following another person
- Attempted or actual sexual assault

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Hostile Environment: Verbal Comments

- Remarks about physical characteristics, appearance or attractiveness
- Remarks about sexual activity
- Sexual jokes, comments or innuendos
- Repeated requests for dates
- Propositions of any type

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Hostile Environment: Non-Verbal Actions

- Displays with sexually explicit or graphic content
- Sexual letters, notes, emails, facebook postings
- Unwanted personal gifts or attention
- Obscene gestures, ogling, leering
- Exposing oneself

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When is it Harassment?

Conduct will be considered sexual harassment when:

- 1) It is unwelcome to the recipient or observer (subjective standard); **AND**
- 2) A reasonable person would find the same conduct to create a hostile environment (objective standard).

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Sexual Violence

- Sexual Violence is a form of **sexual harassment**.
- Sexual harassment including sexual violence, if perpetrated by an employee, can affect the work or educational environment.

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Disability Discrimination

- Employees with real or perceived mental or physical disabilities have the right to be free from discrimination or harassment
- Qualified individuals (i.e., persons otherwise able to perform work) with disabilities may request accommodations to enable them to work or continue their studies
- An accommodation:
 - Must be reasonable
 - Cannot cause undue hardship or fundamentally alter an academic program
- The accommodation process is interactive and requires communication from all parties

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When is it a Reasonable Accommodation request?

An employee tells his supervisor, "I'm having trouble getting to work at my scheduled starting time because of medical treatments I'm undergoing."

This is a request for a reasonable accommodation.

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When is it a Reasonable Accommodation request?

An employee who is required to stand to complete the duties of his position regularly becomes fatigued because of serious medical condition. The employee requests a stool to reduce fatigue.

This is a request for a reasonable accommodation.

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Documentation of Disability

- Documentation of the disability may be required in order to receive accommodations.
 - Employees must contact their supervisor or Human Resource Services and provide documentation to initiate the accommodation process.
- Medical documentation is confidential.

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Religious Discrimination and Harassment

- Title VII of the Civil Rights Act

- Prohibits institutions from discriminating against individuals because of their religion in hiring, firing, and other terms and conditions of employment (including harassment).
- Requires institutions to reasonably accommodate the religious practices of an employee or prospective employee, unless to do so would create an undue hardship.

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Definition of Religion

- The EEOC defines "religion" to include moral or ethical beliefs about right and wrong that are sincerely held with the strength of traditional religious views.
- Religious discrimination also includes discrimination against someone because s/he is an atheist.

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Accommodating Religious Practices and Expression

Examples of religious accommodations employers may be required to provide:

- Leave for religious observances
- Providing time and/or place to pray
- Allowing the wearing of religious garb
- Permitting time-off during a mourning period for a deceased relative
- Accommodating certain hairstyles or grooming habits
- Honoring dietary requirements during meetings or training sessions where meals are served

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Board Discrimination and Harassment Policy Objectives

The Board is committed to providing a work environment that is inclusive and free from all forms of discrimination, harassment, and retaliation.

Board Discrimination and Harassment Policy:

- Prohibits harassment, discrimination, and retaliation.
- Prevents harassment, discrimination, and retaliation.
- Promotes a working environment that is welcoming to all.
- Stops inappropriate behavior before it progresses.

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Board Policy and Protected Classes

Board Policy covers more protected classes than state or federal law:

- Race or color
- Ethnicity
- Sex
- Pregnancy
- Religion
- National origin
- Physical or mental disability
- Age
- Genetic information
- Marital status
- Sexual orientation
- Gender identity
- Status as a U.S. veteran

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Who is Covered by the Policy?

- Everyone is covered under Board Policy
- If the basis for the alleged discrimination and/or harassment is a protected class it is prohibited conduct, even if the people involved are among the same protected class
- Everyone is in a protected class

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Complaint Resolution

Board employees have two mechanisms for resolving complaints of harassment or discrimination: **Informal** (this is where a supervisor is likely to play a role) or **Formal** (typically handled by central administration).

Whichever process is used, it is important that Board officials **do something** to respond to a concern of discrimination or harassment. When in doubt of what to do, contact the EO Officer.

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Informal Complaint Resolution - Steps

Informal: a person may contact the supervisor with authority over the accused

- The supervisor should listen to the concern and explore resolution with the person who brought it forward and determine the desired outcome.
- The supervisor **must notify the EO Officer if he or she receives a complaint or concern**. This is not a breach of confidentiality – the EO Officer **must** be informed of the complaint.
- Supervisors **must consult** with the EO Officer on next steps and potential resolution.

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Informal Complaint Resolution-Steps

- A supervisor shall not impose discipline against an accused person without first consulting with the appropriate office.
- Supervisors should attempt to resolve complaints within three weeks.
- The supervisor **must notify the EO Officer of the resolution to the complaint**.
- Reinforce/Reiterate the prohibition against **retaliation** to all parties.
- **Follow up** with the complainant.

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Non - Specific Complaints

What if an employee tells a supervisor or the Board of concerns about harassment and discrimination, but will not disclose names or specific facts.

Does the Board have to proceed?

- Yes, to the **extent possible**. However, if necessary facts or circumstances are not shared there may be little that can be done to resolve the complaint.

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Formal Complaint Resolution

Formal: a person may also file a formal complaint, which may result in an investigation and discipline.

The accused is notified of the complaint:

- In all other cases involving employees, EO Officer will follow procedures outlined in the **Discrimination and Harassment Policy**.

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Complaint Process

- Confidential initial meeting (intake meeting)
- Determine whether investigation is warranted
- Interviews with third-party witnesses
- Interview with respondent
- Review of documentation/data analysis
- Resolution if appropriate
- Finding

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Retaliation

Retaliation is **prohibited** both by law and Board policy.

Elements of Reprisal:

- Participation in the **complaint process** or opposition to a discriminatory employment practice
- Adverse action against complainant
- Causal connection between the protected activity and the adverse action

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Harassment Prevention - Employees' Responsibilities

- Employees are expected to maintain an environment that is free from harassing activity.
- Keep your behavior professional.
- Follow Board policy and know where to find the policy and resources.
- Don't mix personal and professional communications – cause for misinterpretations.
- Don't tolerate misbehavior by others – address it by letting someone know.
- Seek assistance promptly if you are the target of or observe behavior that you believe qualify as harassment.
- Do not invade another individual's personal space.
- Do not touch anyone without their permission.

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If You Experience Harassment

Any employee who believes that he/she is victim of discrimination or unwelcome harassment can file a complaint about the situation as soon as possible.

Y Report conduct

You may contact the EO Officer at 731-286-3585 or you may file a complaint at any point with the appropriate office or supervisor of the accused.

Additional Options for responding include (If you feel comfortable):

- Y Tell the harasser the conduct is unwelcome
- Y Keep a record of the conduct
- Y State that you will report the conduct if it continues

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Supervisors' Responsibilities: Harassment-free environment

- Be proactive; monitor workplace behaviors
- Treat all complaints seriously and confidentially
- Respond immediately (consult with the EO Officer)
 - Take prompt, effective action when faced with concerns
 - Stop the current behavior, prevent future problems
- Advise against retaliation
- Report complaints to the EO Officer or applicable office
- Regularly distribute the Discrimination and Harassment Policy
- Do not engage in behavior that may be viewed as retaliatory or obstructive to the complaint process
- Document, document, document!

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Supervisors' Responsibilities: Harassment-free environment (cont.)

- Set example (supervisors and managers are role models) "walk the talk"
- Be accessible (have an "open door policy")
- Communicate regularly with staff (reiterate policies in meetings)
- Enforce respect and civility in the workplace
- Be receptive and responsive to requests for accommodations
- Know where to find the policy and resources
- Expand recruitment efforts through outreach
- Maintain accurate Position Descriptions (use valid selection criteria)
- Use diverse interview panels in the hiring process

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Thank You. We hope you find this resource helpful.

*Please visit
<https://vimeo.com/6123163> to
view a short video.*

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Workforce Board

TITLE VI TRAINING

Training:	Title VI Training	Date:	11/04/2019 to
Facilitator:	Online Training	Place/Room:	Online

Name	Title	Company	Phone
Laura Speer	Director of Performance/Compliance/EEO	NWTNWB	731-286-3585 ext. 403
LeAnn Lundberg	Director of Facilities and Computer Services	NWTNWB	731-334-5100
Derrick Quinn	Compliance Officer	NWTNWB	731-334-5839
Gina Johnson	Assistant Director of Finance & Administrative Services	NWTNWB	731-334-5101
Jennifer Bane	Executive Director	NWTNWB	731-334-5102
Ginger Powell	Deputy Director	NWTNWB	731-286-3585 ext. 409
Lana Burchfield	Public Information Specialist	NWTNWB	731-334-5107
Terry Williams	Finance Coordinator	NWTNWB	731-286-3585 ext. 410
Theresa Ethridge	Business Service Representative	NWTNWB	731-334-5115
Maleia Evans	Business Service Representative	NWTNWB	731-286-3585 ext. 414
Lana Woods	Business Service Representative	NWTNWB	731-882-1162

TITLE VI TRAINING

Training:	Title VI Training	Date:	11-04-2019
Facilitator:	Online Training	Place/Room:	Online

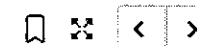
Name	Title	Company	County	Phone
Talitha Joyce	Career Advisor	Mid Cumberland	Gibson	731-784-5221
Jaclyn Marshall	Career Advisor	Mid Cumberland	Obion	731-884-3868
Peggy Cook	Career Advisor	Mid Cumberland	Weakley	731-364-0100
George Girard	Career Advisor	Mid Cumberland	Henry	731-641-1020
Erica Nance	One Stop Operator	Mid Cumberland	Dyer	731-286-7700

West TN Regional Equal Opportunity Training

Title I	Connie Wright	crwright@dsc.edu	731-352-8573	3-Oct
	Wilma Capps	capps@dsc.edu	731-286-7700	3-Oct
	Renee Mitchell	fmithchell@dsc.edu	731-784-5221	3-Oct
	Sara Cooper	secooper@dsc.edu	731-784-5221	3-Oct
	Natalie Dunning	ndunning@dsc.edu	731-641-1020	3-Oct
	Connie Eiskant	ceiskant@dsc.edu	731-253-8171	3-Oct
	Amanda Tibbs	tibbs@dsc.edu	731-364-0100	3-Oct
	Katie Treece	kltreece@dsc.edu	731-784-5221	3-Oct
	Kelcey Coble	krcoble@dsc.edu	731-286-2600	4-Oct
	Olivia Capps	ocapps@mysdsc.edu	731-286-7700	4-Oct
	Rebecca Acred	acred@dsc.edu	731-784-5221	4-Oct
	Marcia Fields	mlfields@dsc.edu	731-784-5221	4-Oct
	Catherine Vandyke	cnvandyke@dsc.edu	731-784-5221	4-Oct
	Jeannie Mathis	mathis@dsc.edu	731-784-5221	4-Oct
Welcome Staff	Peggy Cook	cook.peggy@odlemanagement.com	731-364-0100	3-Oct
	George Girard	girard.george@odlemanagement.com	731-641-1020	4-Oct
	Crystal Fuller	fuller.crystal@odlemanagement.com	731-352-8573	4-Oct
	Talith Joyce	joyce.talitha@odlemanagement.com	731-784-5221	3-Oct
	Laura Delgadillo	delgadillo.laura@odlemanagement.com	731-286-7700	3-Oct
	Jaclyn Marshall	marshall.jaclyn@odlemanagement.com	731-784-5221	4-Oct
	Erica Nance	nance.eric@odlemanagement.com	731-286-7700	4-Oct
Workforce Essentials	Rhonda Davis	rdavis@workforceessentials.com	731-433-9446	4-Oct
	Donna Dildine	ddildine@workforceessentials.com	731-514-0468	4-Oct
	Kristen Havener	khavener@workforceessentials.com	731-334-5110	4-Oct
	Shelia Gilliland	sgilliland@workforceessentials.com	731-377-5421	4-Oct
	Jamee Floyd	jfloyd@workforceessentials.com	731-882-4875	4-Oct
	Jessica Jones-Young	jyoung@workforceessentials.com	731-434-9859	4-Oct
Title III	Dayton Roberts	dayton.roberts@tn.gov	731-352-8574	4-Oct
	Rachel Ellis	rachel.ellis@tn.gov	731-352-8572	3-Oct
	LaKeisha Matthews	lakeisha.matthews@tn.gov	731-352-8638	3-Oct
	Clay Cunningham	clay.cunnungham@tn.gov	731-352-8573	4-Oct
	Johnny Polk	johnny.polk@tn.gov	731-660-8187	4-Oct
	Karen Davison	karne.davison@tn.gov	731-660-8186	4-Oct
	Bea Baltimore	delia.baltimore@tn.gov	731-286-7700	3-Oct
	Trudy Kindle	trudy.kindle.tn.gov	731-286-7700	3-Oct
	Dianne Ward	elizabeth.ward@tn.gov	731-286-7700	4-Oct
	Gina Abbott	gina.abbott@tn.gov	731-286-7700	4-Oct
Adult Education	RaSha Higdon	tom.stolarick@gmail.com	731-501-9894	4-Oct
	Tom Stolarick	rashaadulted77@gmail.com	731-415-5892	4-Oct
	Angela Hollingsworth	angela.hollingsworth@wcsk12tn.net	731-044-9135	4-Oct
Vocational Rehab	Sonia Byrd	sonia.byrd@tn.gov	731-286-7700	4-Oct



TBR Policy



Tennessee Board Of Regents Policy Statement

TBR non-harassment and discrimination policies stipulate that:

- The TBR System does not discriminate against students, employees, or applicants for admission or employment on the basis of **race, color, religion, creed, national origin, sex, sexual orientation, gender identity/expression, disability, age, status as a protected veteran, or genetic information.**

Applicable TBR Policies:

- [Equal Employment Opportunity and Affirmative Action- 5:01:02:00](#)
- [Discrimination & Harassment - Complaint & Investigation Procedure : P-080](#)

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Laws Applicable To The Workplace

State and federal laws prohibit discrimination and harassment based on a “protected class” in the workplace and in the education environment.

- TN Human Rights Act – State law.
- Title VII of Civil Rights Act of 1964 and Americans with Disabilities Act (ADA), as amended – Federal law.

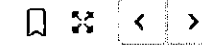
Protected Classes (Groups)

Protected classes is a characteristic of a person which cannot be targeted for discrimination. Under state and federal laws, these classes include sex, race, color, religion, age (40 and over), national origin, genetic information, disability, and veteran status.

TBR/DSCC policies also cover sexual orientation and gender identity/expression as protected classes.



What is Unlawful Harassment and Discrimination?



Defining Unlawful Harassment And Discrimination

The terms **discrimination** and **harassment** are often used loosely by individuals experiencing tension or conflict in the workplace. However, employees must be able to distinguish between bad behavior that falls under a personnel matter versus that that rises to the level of *unlawful* harassment or discrimination.

These terms are defined as follows:

1. **Discrimination** is conduct that can include a broad spectrum of different treatment directed toward an individual or group of individuals **based on a protected class** that **adversely affects their employment**.
2. **Harassment** is **unwelcome** conduct that is **based on a protected class**. Unwelcome means that the harassing conduct was not solicited or invited and is regarded as undesirable or offensive.

If any employee believes that they have been subjected discrimination or unwelcome harassment should contact their Equity Officer about the situation as soon as possible. The Equity Officer at DSCC is Sheila Gillahan, Director of Human Resources. She may be reached at gillahan@dsc.edu or 286-3316.

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What Is Unwelcome Behavior?

Unwelcome means that the harassing conduct was not solicited or invited and is regarded as undesirable or offensive.

For example, telling off-color jokes concerning race, sex, or disability might be considered unwelcome to an individual.

It is important to note that harassment is subjective. What might be acceptable to one individual might be offensive and unwelcome to another.

An individual **does not** have to verbalize their objection to the behavior in order for it to be **unwelcome**.

Two Basic Types Of Harassment

Prohibited workplace harassment may take one of two forms:

1. **"Quid pro quo"** harassment occurs when employment decisions or treatment are based on submission to or rejection of unwelcome conduct, or
 2. The conduct is **severe** or **pervasive** enough to create a work environment that a reasonable person would consider the same conduct to be intimidating, hostile, or abusive. This would be considered a **hostile work environment**.
-

Quid Pro Quo Harassment

Under "Quid Pro Quo" Harassment:

- The harasser must be in a **position of authority**, and
- The subject of the harassment must participate in the behavior or risk an **adverse employment action** such as termination.

For example, a supervisor requires a direct report to participate in religious activities in order to keep their position with the organization.

What Is Hostile Work Environment?

A hostile environment can result from the **unwelcome** conduct of supervisors, co-workers, outside vendors, contractors, or anyone else with whom the subject of the conduct interacts on the job, and the unwelcome conduct renders the workplace atmosphere **intimidating, hostile, or offensive**.

Examples of behaviors that may contribute to an unlawful hostile environment include:

- Open discussions about sexual activities.
 - Unnecessary touching.
 - Commenting on physical attributes.
 - Displaying sexually suggestive or racially insensitive pictures.
 - Using demeaning or inappropriate terms or epithets.
 - Using crude language.
 - Engaging in hostile physical conduct.
-

When Conduct Creates An *Unlawful* Hostile Work Environment

To constitute *unlawful* harassment, conduct must be **unwelcome** and **based on a protected class**.

When determining if harassment creates a hostile work environment, the conduct must be either:

1. **Severe** - one incident that a reasonable person would consider to be unusually offensive or abusive - i.e., unwelcome physical contact of a sexual nature or
 2. **Pervasive** - small incidents over a period of time - i.e., frequent open conversations in common spaces using derogatory terms about a protected class.
-

Americans With Disabilities Act Of 1990 (ADA)

The ADA protects current and former employees and applicants from discrimination based on disability status.

The ADA considers an employee or job applicant to have a disability based on a number of criteria including if the impairment or condition **substantially limits a major life activity**. Examples of major life activities include, but are not limited to, seeing, hearing, communicating, and concentrating.

Reasonable Accommodations

Employees with actual (or perceived) mental or physical disabilities have the right to be free from discrimination and harassment. An example of this would be denying training to an employee as a result of their disability status.

In addition to being in a work environment that is free from harassing behavior, qualified individuals (i.e., persons otherwise able to perform a job) with disabilities may request **accommodations** to enable them to work.

An accommodation:

1. Must be **reasonable**.
 2. Cannot cause **undue hardship** to the employer or **fundamentally alter the position**.
-

The Interactive Process

The reasonable accommodation process is interactive and requires communication from all parties.

Employees must contact their supervisor or designated department to officially initiate the **interactive process**.

Documentation of the disability may be required in order to receive accommodations; however, all medical documentation is confidential and should be filed separate from personnel files.

Sexual Harassment

Sexual Harassment is any **unwelcome** sexual advance, request for sexual favors, or verbal or physical conduct of a sexual nature that is **severe or pervasive** enough to create a hostile or intimidating environment.

Quid Pro Quo Sexual Harassment - "This For That"

Quid pro quo sexual harassment generally results in a tangible employment decision based upon the employee's acceptance or rejection of unwelcome sexual advances or requests for sexual favors.

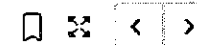
This kind of harassment is committed by a supervisor or someone who can effectively make or recommend formal employment decisions (such as termination, demotion, or denial of promotion) that will affect the victim.

Hostile Environment Based On Sex

Hostile Environment can result from physical contact, verbal comments, non-verbal actions of a sexual nature, or a combination of these. These acts, however, must be unwelcome and reach a level of **severity** or **pervasiveness** in order to be considered sexual harassment.



Examples of Sexual Harassment



What Does It Look Like?

The following is a non-exhaustive list of acts that could be considered sexual harassment:

1. Unsolicited back rubs, neck, or shoulder massages.
2. Cornering, trapping, or blocking another person's path.
3. Remarks about physical characteristics, appearance, or attractiveness.
4. Sexual jokes, comments, or innuendos.
5. Repeated requests for dates.
6. Displays of sexually explicit or graphic content.
7. Unwanted personal gifts or attention.
8. Sexual emails, texts, or posts on social media.

If any employee believes that they have been subjected to any of these or similar acts, they should contact their Equity Officer about the situation as soon as possible. The Equity Officer at DSCC is Sheila Gillahan, Director of Human Resources. She may be reached at gillahan@dsc.edu or 286-3316.

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What Is Title VI?

Title VI of the Civil Rights Act of 1964 prohibits discrimination based on **race, color, religion, sex, and national origin** in any program that receives **federal financial assistance**. This includes state agencies and educational institutions

TBR has two general guidelines related to compliance with Title VI:

- G-125: Process for Filing Title VI Complaints
 - G-130: Limited English Proficiency
-

How Does It Apply To DSCC?

Generally, DSCC employees might encounter potential issues in the provision of services to the public, such as community-based educational or support programs.

Student claims of harassment or discrimination based on race, color, religion, sex, or national origin would fall under Title VI. However, **workplace** claims of harassment or discrimination would *mostly likely* fall under Title VII as opposed to Title VI.

Examples of prohibited behaviors based on **race, color, religion, sex, or national origin** include:

- Denying benefits.
 - Restricting participation.
 - Providing services in a different manner.
 - Restricting service to particular times for groups.
-

What Is Limited English Proficiency?

Title VI requires entities to provide meaningful access to programs, activities, and services to individuals that have Limited English Proficiency ("LEP").

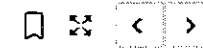
- LEP individuals do not speak English as their primary language and have a limited ability to communicate in English.

LEP individuals cannot be denied or provided with a lesser form of service because of an inability to understand English. (i.e. – providing service only one day a week for specific language speakers).

The DSCC Human Resources Office and the Student Services Office have contact information to aid an individual who has a limited ability to communicate in English. Please contact Sheila Gillahan (286-3316) or Larenda Fultz (286-3234) if you are aware of an individual who needs assistance.



Filing a Complaint



How To File A Complaint

Employees who feel harassed, or are aware of potential incidents of harassment, **do not have to confront the harasser in order to file a complaint!** If an individual does not feel safe doing so, they can report the harassment to any supervisor or to one of the following individuals:

Director of Human Resources/Title IX Coordinator

Ms. Sheila Gillahan
1510 Lake Road
Dyersburg, TN 38024
Eller Administration Building - Room 231
gillahan@dsc.edu
731-286-3316

Dean of Student Services

Ms. Larenda Fultz
1510 Lake Road
Dyersburg, TN 38024
Dyersburg Campus
Student Center - Room 123
fultz@dsc.edu
731-286-3234

Under the policy, supervisors are **required** to report complaints harassment and discrimination. These reports cannot be kept private or confidential.

Complaints must be brought within **365 days** of the last date of the alleged discriminatory act/behavior. However, please note that complaints that fall under Title VI must be filed within **180 days**.

DSCC Policy: 06:07:02:03 - Discrimination and Harassment - Complaint and Investigation Procedure

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The Investigative Process

The investigative process typically includes:

- Interviews with the party bringing the complaint and the accused.
- Relevant individuals who may have knowledge of the alleged harassment.
- Review of other evidence such as documentation (i.e., emails, text messages, etc.).

An investigation requires disclosing facts on a need-to-know basis; therefore, **confidentially cannot be guaranteed**. Complaining parties should understand that information will be disclosed only on a need-to-know basis with appropriate parties, but complete confidentiality cannot be promised.

The policy allows **sixty (60) calendar days** for investigation and resolution of a complaint; however, there can be an extension beyond this limit if there are issues such as difficulty reaching witnesses or the complexity of the complaint.

Informal Resolution

The policy allows that, at any point during the investigative process, the parties in the complaint may agree to attempt to informally resolve the complaint. **Both** parties must agree to attempt informal resolution and **either** party can end the process at any time. If informal resolution is attempted and not successful, the investigation will resume.

What Is Retaliation?

Federal and state laws, as well as TBR and DSCC policies, **strictly prohibit retaliation** in any way against an individual for reporting harassment or participating in an investigation of harassment. In fact, individuals can be held liable for retaliation even if an investigation showed that harassment did not occur.

Retaliation includes any **adverse action** taken against an employee for **filing a complaint or participating in a harassment or discrimination investigation**.

Acts of retaliation can lead to disciplinary action up to, and including, termination.

Who Must Follow TBR and DSCC Policies

All DSCC employees, students, and applicants for admission or employment are covered by the harassment and discrimination policy and are required to follow the provisions of the policy.

Supervisors, managers, and administrators must follow and enforce these policies. These individuals are also accountable for harassment and discrimination that **they knew, or should have known has/had taken place.**

Employees and students also do not have to tolerate harassment by visitors, contractors, or hosts for a program associated with DSCC. Even if the individual is a not an employee of DSCC does not remove DSCC's obligation to ensure an environment free from harassment and discrimination.

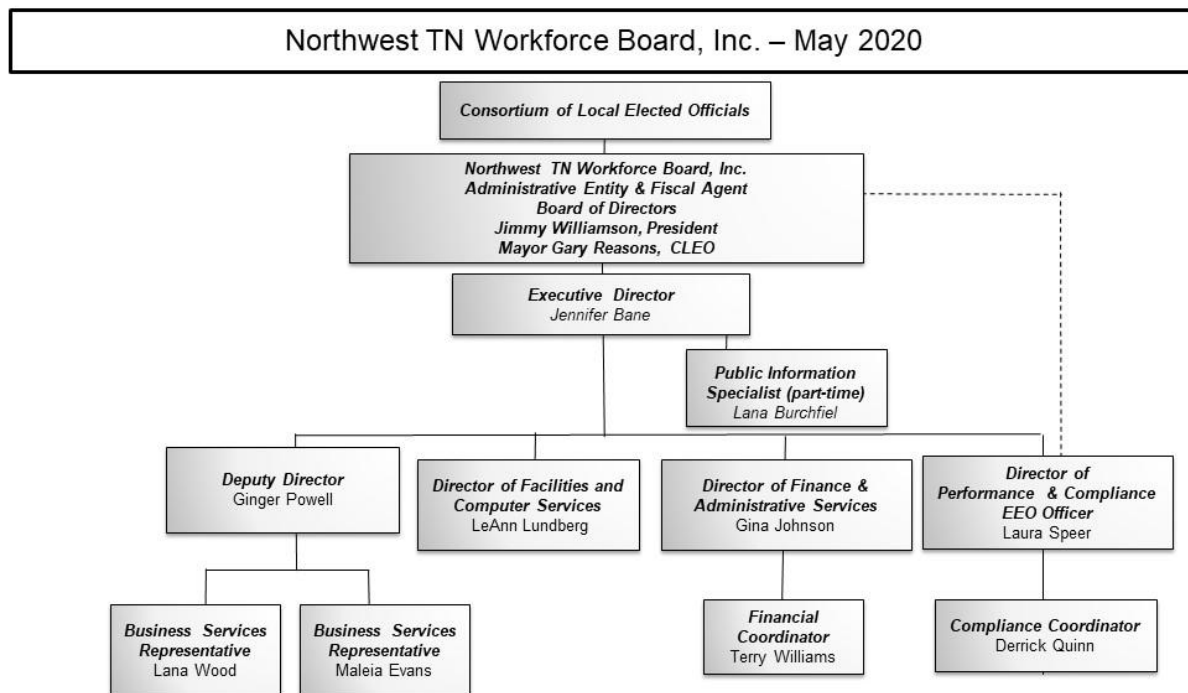
What You Need To Remember About Workplace Harassment

- Members of the same protected class can harass individuals in that same protected class. It's the behavior that counts—not the protected class of the participants.
 - A person can feel harassed even if they are not the intended target of the behavior.
 - While not all harassing behavior meets the standard of illegal conduct, any workplace harassment is inappropriate and **should not be tolerated**.
-

Tools For A Respectful Workplace

- THINK BEFORE YOU SPEAK!
 - Do not mix personal and professional communications which can lead to misinterpretations.
 - Do not touch anyone without their permission.
 - Consider how you would react if the same behavior were directed toward your spouse, significant other, or family member.
 - Avoid behavior that demeans, degrades, abuses, or shows disrespect to any individual.
 - Recognize that the same remarks or gestures that seem acceptable to some people may be embarrassing, offensive, or unwanted by others.
 - Ask yourself how you would feel if your behavior were captured on video, reported in print, or highlighted on the nightly news.
 - Seek assistance promptly if you are the target of or observe behavior that you believe qualifies as harassment.
 - Respect everyone!
-

H. Organizational Chart



West Tennessee Program Year 2020 – 2022 Regional Plan

Northwest, Southwest, and Greater Memphis
Local Workforce Development Areas



Open for Public Comment June 12 – 26, 2020

Submit comments or questions in writing to:

Northwest Tennessee Workforce Board

Attn: Jennifer Bane

208 N. Mill Ave.

Dyersburg, TN 38024

jbane@nwtntworks.org

*Any comments received in relation to the content of the Program
Year 2020 - 2022 plan will be addressed within the plan prior to
submission to the TN Department of Labor and Workforce Development.*

EXECUTIVE SUMMARY

The Workforce Innovation and Opportunity Act (WIOA) of 2014 requires local and regional planning – a broad strategic approach to planning focused on the overarching vision, goals, and alignment, and shared responsibilities within the local area and region. Each Local Workforce Development Board and its respective Chief Local Elected Official (CLEO) must prepare a local plan and must collaborate with other local workforce development boards and CLEOs within the respective planning region to prepare a regional plan. The regional plan includes the establishment of regional service strategies, development and implementation of sector initiatives, collection and analysis of labor market information, coordination of administrative costs, transportation and other support services, and services with regional economic development services and providers, and the establishment of an agreement concerning how the planning region will collectively negotiate and reach agreement with the Governor on local levels of performance for, and reporting on, the WIOA accountability measures.

The Combined State Plan, which aspires for a results-driven skills development system providing the opportunity for the State’s jobseekers, workers, and businesses to sustain economic viability and self-sufficiency, provides background on the relationship between the state plan, regional plans, and local plans. The State of Tennessee’s Workforce Vision is to increase the competitive position of Tennessee business through the development of a high skilled workforce. The guiding principles include:

- Clear Connection to Current Industry/Employers
- Clear Pipeline Development Infrastructure
- Clear Integration with Economic Development
- Outcome Visibility- Clear Data/Reporting and Predictive Analysis

To achieve the State’s vision, the following five key objectives developed by the State Workforce Development Board have been adopted by the Regional Planning Council for West TN:

1. Create an Integrated Intake System to Efficiently Deliver Services
2. Create a Shared Vision for Supporting Tennesseans with the Greatest Number of barriers to Enter the Workforce
3. Create a Trained Workforce to Meet Current Industry Needs
4. Create New Dashboards to Measure the Effectiveness of the Integrated Workforce Strategy
5. Create a Simple and Effective Engagement Experience for All Candidates

The plan includes an analysis of economic conditions, employer needs and the regional workforce for the 21 counties in the West TN regions. Top middle-skill level occupations in West TN by Industry Sector include Healthcare, Transportation and Warehousing, Manufacturing and Business Services – Professional, Scientific, and Technical Services. Skill level gaps are addressed, as well as, the need for “soft skills” such as active listening, speaking, reading comprehension, critical thinking and social perceptiveness. The plan also addresses employment and population trends and job creation. According to the Combined State Plan, while the population in the state grew, to 6,770,010 in 2018; a .91% increase from 2017, and in the Middle and East Regions, the population in West TN decreased by 132 or 0.01% during the same time period. As of 2019, the region's population declined by 0.6% since 2014, falling by 9,286. The population is expected to decrease by another 0.1% between 2019 and 2024, losing another 2,162 individuals. Much of the loss is expected in the key working age range of 45 to 64 years old with 25,571 individuals, or 26% of the population in this age range, being lost, posing potential concerns regarding labor supply. The attached Economy Overview shows jobs increased by 5.8% in the West from 755,171 to 798,666 between 2014 and 2019, falling short of the national growth rate of 7.6% by 1.8%. As the number of jobs increased, the labor force participation rate also increased from 55.7% to 58.8% between 2014 and 2019. As of 2019, 515,539 individuals (aged 15+) of the 1,251,617 working age population are not in the labor force, equaling 41.2%.

EXECUTIVE SUMMARY

A primary focus of the plan is strategies for service integration, including support of the Governor's Drive to 55 initiative, as we prepare workers for in-demand industry sectors and occupations. By offering education and training services such as needs-based scholarships, transportation stipends, on-the-job training and incumbent worker grants and apprenticeship programs, the West TN Region provides support for both new hires and current workers in need of re-training. While West TN has many strengths and opportunities, such as abundance of training institutions and new Rural Development Programs; we also recognize we have weaknesses and threats, such as a lack of skills (both specific occupational and soft skills) and lack of adequate funding for workforce services.

The Plan addresses a key element to the success of workforce initiatives in the region – collaboration and coordination of services and resources between partners. Through Infrastructure Funding Agreements and Memorandums of Understanding, partners work to reduce duplication of services, improve effectiveness and streamline services to assure alignment and integration of education, workforce and economic development. These agreements include co-enrollment of participants and a focus on providing outreach and opportunities for target populations with multiple barriers to employment.

The below Program Year 2020-2022 Local Plan and Regional Plan for the West Tennessee region represent the Southwest, Northwest, and Greater Memphis Local Workforce Development Area's Workforce Development Board's efforts to maximize resources and to coordinate these resources with other state and local programs in the local workforce development area and throughout the West Tennessee region to achieve the State's vision and key objectives.

Partner involvement in providing, analyzing and agreeing on supply and demand data

The West TN RPC consists of representatives of the core partner programs of the Workforce Innovation and Opportunity Act (WIOA), including Temporary Assistance for Needy Families (TANF), as well as representatives from the Local Workforce Development Boards (LWDBs), career and technical education (CTE) from secondary and postsecondary, economic development, and corrections / re-entry. Many of the representatives have served since the initiation of the RPC and have continuously provided, analyzed, and agreed on supply and demand data, including targeted industries, occupations, and skills as outlined below. The RPC meets monthly throughout the planning process and quarterly at all other times to ensure partner involvement. In addition to gathering partner feedback through meetings, and utilizing available local data through Economic Modeling Systems Inc. (EMSI), the RPC also utilized data from Tennessee's 2020-2023 Combined State Plan which was developed in conjunction with the core partners, as well as representatives of CTE, TANF, Employment and Training programs under the Supplemental Nutrition Assistance Program (SNAP E&T), work programs under the Food and Nutrition Act of 2008, Trade Adjustment Assistance (TAA), Jobs for Veterans State Grants Program, Unemployment Insurance, Senior Community Service Employment Program (SCSEP), employment and training activities carried out by the Department of Housing and Urban Development, Community Services Block Grant, and Reintegration of Ex-Offenders programs. Lastly, Executive Directors and / or Regional Directors in West TN reached out individually to partners in their local areas to confirm agreement with the information presented throughout this plan.

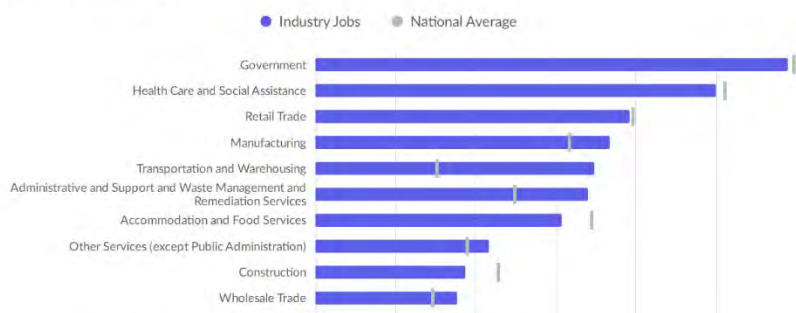
Economic conditions: existing and emerging in-demand industry sectors and occupations

Existing and In-Demand Industries: According to the 2020-2023 Combined State Plan and as shown in the attachment, West Tennessee (TN) LWDA's Top 10 Industries Based on Employment, among 3-digit industry codes, two of the three LWDA's, Southwest (SW) and Northwest (NW), count educational services among their top industries. Among the other top-employing industries in the region were food services and drinking places (second for NW and SW and third largest for Greater Memphis-GM) and hospitals (ranking third or fourth, except for NW). Another top-ranking industry is ambulatory healthcare, ranking fourth, fifth, and sixth in the LWDA's. In Southwest, this is the highest paid industry among the top ten. Unique in the top 10 in Southwest were fabricated metal product manufacturing (3,256 employees) and machinery manufacturing (3,011), with average weekly wages of \$1,009 and \$965, respectively. Ranked tenth in Northwest was another manufacturing industry, electrical equipment, appliance, and components manufacturing, paying the highest weekly wage (\$1,176) among their top industries. Couriers and messengers, employing 28,193 workers, was unique in the list to Greater Memphis. It was their highest paid industry, followed by ambulatory services. In total, the top ten 3-digit industries across each

LWDA account for 12,988 establishments, 374,189 jobs, and an average weekly wage of \$834.63, or an annualized income of \$43,400.93, with Health Care being seen as a prominent industry across all three areas.

In looking at jobs by 2-digit industry codes for the 21 counties in West TN combined, the attached EMSI Economy Overview shows Government, Health Care and Social Assistance, Retail Trade, Manufacturing, and Transportation and Warehousing as the top five industries by jobs in West

Largest Industries



TN. When looking at projected growth by industry between 2019 and 2024, the top five industries become Transportation and Warehousing, Health Care and Social Assistance, Government, Accommodation and Food Services, and Construction, while Manufacturing falls into sixth place.

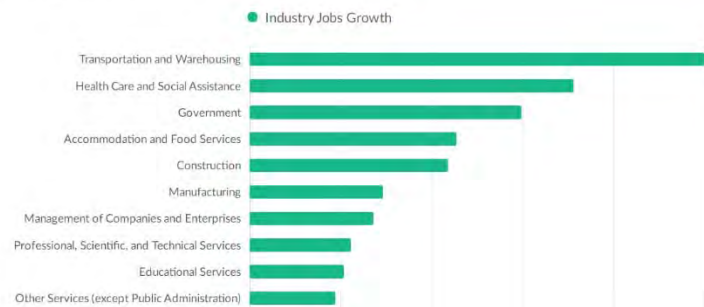
Top Industry LQ



Many of these sectors are also included among the industries with the highest location quotients in the region with Transportation and Warehousing, Administrative and Support and Waste Management and Remediation Services, Wholesale Trade, Manufacturing, and Other Services (except Public Administration) as the top five.

With Health Care and Social Assistance ranked eight, and Professional, Scientific, and Technical Services ranked 17th, these two industries may need to be a particular focus for the region as the current concentration in the region does not appear to be in line with expected growth, signaling a potential gap in the needed workforce. Although Manufacturing (1st), Health Care and Social Assistance (3rd), and Transportation and Warehousing (4th) are among the two five industries by Gross Regional Product in West TN, none are in the top five industries by earnings, with Manufacturing being 6th, Transportation and Warehousing 7th, and Health Care and Social Assistance 12th.

Top Growing Industries



Replacement Jobs: The industries expected to see the largest number of replacement jobs, based on the percentage of the industry's current workforce aged 55+ include Agriculture, Forestry, Fishing and Hunting (40%), Mining, Quarrying, and Oil and Gas Extraction (31%) Real Estate and Rental and Leasing (31%), Other Services, except Public Administration (30%), and Finance and Insurance (28%).

Mature Sectors: Included in the largest industries, but not in the growing industries, and therefore considered to be mature yet relevant, are Retail Trade and Administrative and Support and Waste Management and Remediation Services, Information, and Mining, Quarrying, and Oil and Gas Extraction. While the Information and Mining, Quarrying, and Oil and Gas Extraction industries are relatively low in the region in terms of jobs and location quotient, Retail Trade is ranked as the 3rd largest and 6th highest by location quotient while Administrative and Support and Waste Management and Remediation Services is ranked as the 6th largest and 2nd highest by location quotient.

Emerging Sector: Listed as 7th on the list of top industries by growth, the Management of Companies and Enterprises sector is listed as only the 15th largest sector in the region and 13th on the list of industries by location quotient, indicating the sector may be an emerging sector in the region.

Target In-Demand Sectors: Based on the above data, and accounting for a focus on growing sectors, private, rather than public, sector employment, and middle-skill jobs with self-sufficient wages, the RPC and partners have identified the top in-demand industry sectors as:

1. Transportation and Warehousing
2. Health Care and Social Assistance
3. Manufacturing
4. Professional, Scientific, and Technical Services

Existing and In-Demand Occupations: The largest occupations in the region by number of jobs include several positions within the in-demand industry sectors including Transportation and Material Moving

Largest Occupations



(2nd), Production (5th), Healthcare Practitioners and Technical (6th), Installation, Maintenance, and Repair (9th), and Personal Care and Service (10th). Transportation and Material Moving (1st), Personal Care and Service (3rd), Healthcare Practitioners and Technical (6th), and Installation, Maintenance, and Repair (10th) occupations are also amongst the top

growing occupations in the region. Transportation and Material Moving (1st), Production (3rd), Healthcare Practitioners and Technical (4th), and Installation, Maintenance, and Repair (5th) occupations are also amongst the occupations with highest location quotients in the region.

Healthcare Practitioners and Technical (7th) and Installation, Maintenance, and Repair (9th) occupations were also among the top ten occupations by median hourly earnings in 2018. Transportation and Material Moving (1st), Healthcare Practitioners and Technical (2nd), Installation, Maintenance, and Repair (9th), and Production (10th) occupations were also among the top posted occupations by unique average monthly postings.

Top Growing Occupations



Top Occupation LQ



Replacement Jobs: The occupations expected to see the largest number of replacement jobs, based on the percentage of the industry's current workforce aged 55+ include Legal Occupations (32%), Community and Social Service Occupations (30%), Management Occupations (29%), Building and Grounds Cleaning and

Maintenance Occupations (29%) and Farming, Fishing, and Forestry Occupations (27%).

Mature Occupations: Included in the largest occupations, but not in the growing occupations, and therefore considered to be mature yet relevant, are Production and Building and Grounds Cleaning and Maintenance occupations. While Building and Grounds Cleaning and Maintenance occupations are relatively low in the region in terms of jobs, they are relatively high in location quotient (9th) while Production occupations are ranked 5th in terms of jobs and 3rd by location quotient.

Emerging Occupations: Ranked in the top ten growing occupations, Personal Care and Service (3rd), Business and Financial Operations, (5th) and Construction and Extraction (7th) occupations, are not as

ECONOMIC AND WORKFORCE ANALYSIS

highly ranked in terms of largest occupations by number of jobs or by location quotient (LQ), indicating they may be emerging occupations in the region. Personal Care and Service occupations are ranked 10th by jobs and 12th by LQ with Business and Financial Operations occupations ranked 12th by jobs and 18th by LQ, and Construction and Extraction occupations ranked 11th by jobs and 15th by LQ.

Target In-Demand Occupations: Based on the above data, and accounting for the area's target sectors, a focus on growing occupations, private, rather than public, sector employment, and middle-skill jobs with self-sufficient wages, the RPC and partners have identified the top in-demand occupations per sector as listed in the attachment, *Top Occupations by Top Industry Sectors*. The top five target in-demand occupations for the target sectors are listed in the following section, along with employment needs.

In addition to target occupations among top sectors, several other in-demand occupations exist. According to the attached *In Demand Occupations to 2026* reports for each of the local areas in West TN, target in-demand occupations across the region by degree level and associated skills also include:

Job Title	Personal Skills:		Math Skills	Service Skills	Persuasion Skills	Science Skill	Computer		Repairing Skills	Artistic/Creative Abilities
	Reading (English)	Writing					Programming Skills	Skills		
Master's degree										
Education Administrators, Elementary and Secondary School										A
Nurse Practitioners			m							A
Bachelor's degree										
Elementary School Teachers, Except Special Education			m			m				A
General and Operations Managers			m			m				
Registered Nurses			m			m				
Secondary School Teachers, Except Special and Career/Technical Education			m			m				A
Medical and Health Services Managers			m			m				
Middle School Teachers, Except Special and Career/Technical Education										A
Accountants and Auditors										
Financial Managers										
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products			m							A
Special Education Teachers, Kindergarten and Elementary School			m							A
Industrial Engineers										
Market Research Analysts & Marketing Specialists				m		m	m			
Sales Managers										
Administrative Services Managers			m							
Postsecondary non-degree award										
Licensed Practical and Licensed Vocational Nurses			m			m				
High school diploma or equivalent										
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products			m							
Industrial Machinery Mechanics	m		m	m	m	m	m			
Electricians				m	m	m				
First-Line Supervisors, Mechanics, Installers, Repairers										
First-Line Supervisors of Non-Retail Sales Workers										
Production, Planning, and Expediting Clerks			m	m	m					
Property, Real Estate, and Community Association Managers			m							
Transportation, Storage, and Distribution Managers										

Employment needs of employers in existing and emerging in-demand industry sectors and occupation

To understand and meet the needs of employers, Business Services Team members, across partner programs, connect with area employers by participating in regional economic development groups comprised of training providers, Chambers of Commerce, plant managers, and economic developers to

determine high-growth jobs and industries that are adding substantial jobs to the local economy. Business Services Team members and other AJC partner staff also utilize labor market information to identify and meet employer needs, particularly in the identified in-demand occupations. The attached Top Occupations by Top Industry Sectors Report indicates the occupations most in-demand for the Transportation, Professional, Scientific, and Technical Services (i.e. Business Services), Healthcare and Manufacturing industries, including the typical entry level education and work experience required, along with the typical amount of on-the-job training needed.

Health Care & Social Assistance: The top five in-demand occupations include Home Health Aides, Medical Assistants, Nursing Assistants, Personal Care Aides, and Registered Nurses. These occupations account for 4,173 annual openings, 7,647 new jobs by 2028, and an average hourly wage of \$15.69 with Registered Nurses being the highest at \$30.78 per hour and Personal Care Aides being the lowest at \$9.65 per hour. Two of the occupations typically require a High School Diploma or equivalent at entry, two others require postsecondary non-degree awards, and one, Registered Nurses, typically requires a bachelor's degree, although associate's degrees allow for entry into the occupation. None of the occupations typically require work experience upon entry.

Advanced Manufacturing: The top five in-demand occupations include Customer Service Representatives, General and Operations Managers, Machinists, Maintenance and Repair Workers, General, and Sales Representatives. These occupations account for 4,175 annual openings, 2,530 new jobs by 2028, and an average hourly wage of \$24.44 with General and Operations Managers being the highest at \$53.49 per hour and Customer Service Representatives being the lowest at \$15.98 per hour. Four of the occupations typically require a High School Diploma/equivalent at entry and General and Operations Managers, typically requires a bachelor's degree as well as five years or more of experience.

Transportation and Logistics: The top five in-demand occupations include Customer Service Representatives, General and Operations Managers, Heavy Tractor-Trailer Truck Drivers, Light Truck or Delivery Services Drivers, and Sales Representatives. These occupations account for 5,802 annual openings, 2,891 new jobs by 2028, and an average hourly wage of \$26.43 with General and Operations Managers being the highest at \$53.49 per hour and Customer Service Representatives being the lowest at \$15.98 per hour. Three of the occupations typically require a High School Diploma or equivalent at entry and one, one a postsecondary non-degree award, and one, General and Operations Managers, typically requires a bachelor's degree as well as five years or more of experience.

Business Services: The top five in-demand occupations include Customer Service Representatives, Financial Managers, General and Operations Managers, Management Analysts, and Market Research Analysts and Marketing Specialists. These occupations account for 3,411 annual openings, 3,121 new jobs by 2028, and an average hourly wage of \$37.53 with General and Operations Managers being the highest at \$53.49 per hour and Customer Service Representatives being the lowest at \$15.98 per hour. One of the occupations typically requires a High School Diploma or equivalent at entry while the other four typically require a bachelor's degree. Two of those four also typically require five years or more of experience and one requires less than five years of experience.

Knowledge and skills needed to meet the employment needs of the employers in the region

Skill gaps arise in the Tennessee economy due to insufficient education levels compared to projected education levels needed, shortages of skilled workers in traditional occupations in rural and lower-income areas of the state, lack of "soft skills" and emotional intelligence on the part of workers in critical skill areas described above, lack of trained workers in areas of employer expansion or where the workforce is aging and retiring, and lower levels of skill attainment by those incarcerated who are now entering the workforce.

The 2016 column in the table below shows the most important skills in the 2016 workforce. The assignment of skills and importance ranking to occupations are based on scientifically-designed employer surveys by occupational analysts at the U.S. Department of Labor. When occupations are

Critical Skills for Projected Employment to 2026

Skills	2016 Employment	2026 Employment	Employment Increase 2016-2026
Active Listening	666,233	763,733	97,500
Speaking	645,135	744,521	99,386
Reading Comprehension	314,389	361,032	46,643
Social Perceptiveness	284,539	329,929	45,390
Critical Thinking	211,114	250,389	39,275
Monitoring	174,090	200,904	26,814
Service Orientation	158,088	184,808	26,720
Writing	166,790	183,041	16,251
Coordination	139,573	160,605	21,032
Instruction	128,090	143,489	15,399

Source: Tennessee Long Term Projections, Report Manager August 2019

growing, the skills in those occupations will be ranked more highly. The five most critical skills required across occupations based on the estimated employment increases through 2026 include active listening, speaking, reading comprehension, social perceptiveness and critical

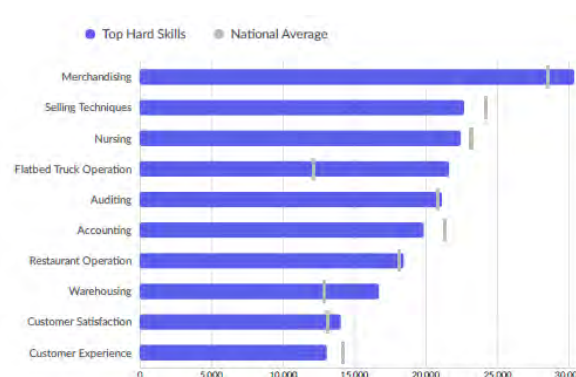
thinking. With the growth in the service industry, especially in leisure and hospitality, food service, and customer service occupations, service orientation has grown in importance.

Additionally, according to the attached EMSI Economy Overview, top in-demand technical skills for the region include merchandising, selling techniques, nursing, flatbed truck operation, and auditing.

Analysis of the regional workforce

Changes in terms of demographics, labor supply, and occupational demand

According to the Combined State Plan, while the population in the state grew, to 6,770,010 in 2018; a .91% increase from 2017, and in the Middle and East Regions, the population in West TN decreased by 132 or 0.01% during the same time period. According to EMSI, as of 2019, the region's population declined by 0.6% since 2014, falling by 9,286. The population is expected to decrease by another 0.1% between 2019 and 2024, losing another 2,162 individuals. Much of the loss is expected in the key working age range of 45 to 64 years old with 25,571 individuals, or 26% of the population in this age range, being lost, posing potential concerns regarding labor supply. Additionally, in the 25 to 29 age range, 13,252 individuals, or 12% of the population in this age range, is expected to be lost from the region. However, the region's 312,018 millennial population (ages 25- 39), is just slightly below the national average for an area its size, 320,851. The area's retiring soon population of 447,618 is about average with the national average for an area its size being 451,758. The area is above the national average, 618,321, in racial diversity for an area its size, with 761,777 racially diverse people. As of 2019, 50.9% of the region's population was White, Non-Hispanic, 40.2% was Black, Non-Hispanic, 4.5% White, Hispanic, 1.9% Asian, Non-Hispanic, 1.5% Two or More Races, Non-Hispanic, and the remaining 1% is comprised of seven other race / ethnicity categories. By 2024, the region is expected to see a 2% decrease in the White, Non-Hispanic population, while the Black, Non-Hispanic population is expected to increase 1% and the White, Hispanic population is expected to increase by 10%.



Current labor force employment and unemployment data, and labor market trends

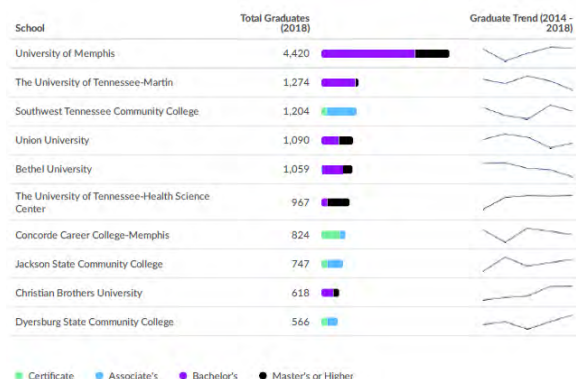
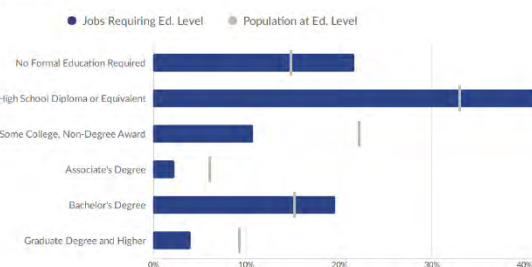
Two MSAs in the West Region, Jackson and Memphis, grew at about two thirds the average rate of growth in employment statewide according to the Combined State Plan. The Jackson MSA alone grew by 1.2% in 2017-2018, a substantial increase from the 0.1 job growth from 2016-2017. The attached

Economy Overview shows jobs increased by 5.8% in the West from 755,171 to 798,666 between 2014 and 2019, falling short of the national growth rate of 7.6% by 1.8%. As the number of jobs increased, the labor force participation rate also increased from 55.7% to 58.8% between 2014 and 2019. As of 2019, 515,539 individuals (aged 15+) of the 1,251,617 working age population are not in the labor force, equaling 41.2%. Of the 736,078 in the labor force, 708,203 or 96.2% were employed. Also, while average unemployment rates declined in all areas, for a state average of 3.5%, the lowest since 1976, the West continues to have the highest unemployment rates, 0.7 percentage points above the state (Combined State Plan). As of February 2020, the region's unemployment rate was 4.5%, down from 6.68% in 2015 (EMSI). Unemployment rates among youth (ages 16 to 24 years old) are also higher in the West at 18.45%, more than five times the overall state rate. According to the Tennessee Economic Analysis for April 2020, the state experienced the highest unemployment rate to date amid the COVID-19 pandemic. With a statewide unemployment rate in April 2020 of 14.7%, an unprecedented increase of 11.4 percentage points from March's 3.3% rate, it is expected the West region will also see a dramatic increase when county data becomes available.

Educational and skill levels of the region's workforce

In the West, 15.1% of the residents possess a bachelor's degree, which is 3.7% below the national average, and 6.0% hold an associate's degree, which is 2.1% below the national average. Also in the west, 14.7% of the population has less than a high school diploma, 33% has only a high school diploma, and 22.1% has some college. Individuals with less than a high school diploma are often at a disadvantage in the labor market due to jobs requiring less than a high school degree often not paying a living wage. In comparison to the required education level of jobs in the region, the population exceeds the positions requiring some college, associate's degrees, and graduate degrees and higher, but falls short at meeting the demand of jobs requiring bachelor's degrees. In 2018, there were 18,188 postsecondary graduates in West TN, a decrease of 1% over the last 5 years. The highest share of these graduates come from Liberal Arts and Sciences/Liberal Studies, Registered Nursing/Registered Nurse, and "Multi-/Interdisciplinary Studies, Other".

Underemployment



The above Critical Skills for Projected Employment to 2026 chart lists critical skills for employers. For the ten skills listed, the largest employment increase is for employment requiring critical thinking (15.69%), again emphasizing the need for the workforce to increase its educational attainment at the bachelor's degree level and in programs emphasizing this skill. Service orientation (14.46 %) and social perceptiveness (13.76%) are the other two skills with the largest increases. These "soft skills" will be important to include in training programs, as well, as important skills in a service economy. Monitoring skills (13.35%) require math skills; the math literacy

at the high school level in Tennessee needs to increase. Reading comprehension (12.92%) is also a critical for Tennessee students and adults in the workforce needing to improve. This is also an important skill need to obtain a high school diploma or equivalent.

ECONOMIC AND WORKFORCE ANALYSIS

Individuals with barriers to employment, including individuals with disabilities

While all regions saw a decrease in poverty between 2015 and 2017, poverty rates are also highest in the West at 20.2%. Of the state's fifteen distressed counties, four, Lake, Lauderdale, Hardeman, and McNairy, are located in the West. Of the state's 24 at-risk counties, eight, Benton, Carroll, Obion, Weakley, Decatur, Hardin, Haywood, and Henderson are located in the West. For the state in 2017, of a labor force of 2,995,200, 6.6% or 197,648 individuals were identified with a disability. Those with a disability made up 13.6% of the unemployed. Of those not in the labor force, approximately 34% of individuals had a disability, demonstrating it can be a significant barrier to employment. In the West, of the 698,612 in the labor force in 2017, 5.2% or 36,176 employed were individuals with disabilities while 1.3% or 9,201 individuals were unemployed with a disability. Of the 242,447 not in the labor force, 33.3% or 80,753 of those not in the labor force have a disability.

Regional Labor Force Data

	East	Middle	West	State
2017 Population	2,386,506	2,761,534	1,560,754	6,708,794
2018 Population	2,404,137	2,805,251	1,560,622	6,770,010
Amount of Change	17,631	43,717	-132	61,216
Percent Change	0.74%	1.58%	-0.01%	0.91%
Annual Average Unemployment Rate 2017 Percent	3.90%	3.20%	4.50%	3.80%
Annual Average Unemployment Rate 2018 Percent	3.60%	3.00%	4.20%	3.50%
Educational Attainment 25 Years and Over (2017) Some College Or Higher - Percent	51.40%	56.50%	53.30%	53.90%
Poverty Estimate, All Ages, Per- cent (2017)Ages, Percent (2017)	17.00%	14.30%	20.20%	16.70%
Percentage of Unemployed with a Disability (2017)	15.40%	13.40%	11.90%	13.60%
Percent of Those Not in the Labor Force with a Disability (2017)	37.00%	31.70%	33.30%	34.10%

Source: U.S. Census, American Community Survey, 2017

WIOA included a renewed focus on those with substantial barriers to employment (SBEs), with categories specifically defined in the WIOA guidelines. Estimates of the number of these individuals by LWDA in West TN are shown below, as stated in the state's WIOA Combined Plan:

Substantial Barriers to Employment

LWDA	Number Of American Indians or Alaskan Natives alone	Population Ages 15-19	Population Ages 20-24	Population Ages 55+	Number Below Poverty	Number With Disability	Number of Single Parent Families
NW	821	16,825	16,461	80,194	45,943	25,844	9,792
SW	219	17,011	16,609	77,379	43,084	22,229	9,877
GM	2,145	72,706	76,106	267,975	192,753	75,840	50,990

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

LWDA	Probation ers and Parolees	Community Correction	Mental Health Court Statistics (FY 2018)	Limited English Speaking	*Foster Care Services - Youth Aged Out	Clients In Recovery Courts (2018)	In School Youth Experiencing Homelessness in 2018	TANF 18 Months From Ending Eligibility Total 2017
NW	2,889	584	0	374	38	98	188	117
SW	2,869	800	0	479	33	54	588	151
GM	13,880	717	34	6,949	160	323	2,631	1,011

* Counties of commitment, not residence.

Sources: Probationers and parolees, Community Corrections: Adam Dawson, Community Supervision Division, TN Department of Correction. Mental Health Court and Recovery Court Statistics: Liz Ledbetter, Recovery Court Administrator, TN Department of Mental Health and Substance Abuse Services. Limited English Speaking: U.S. Census Bureau, American Community Survey, 2017. Foster Care Services: Dave Aguzzi, Office of Independent Living, TN Department of Children's Services, In School Youth Experiencing Homelessness: Hebeh Hindich (2017), Josh Carlson (2018), Data Management Division, TN Department of Education TANF 18 Months for Ending Eligibility: Lakecia Peterson (2017), Tiffany D. Pinson (2018), Division of Family Assistance and Child Support, TN Department of Human Services.

Policy and service implications based on labor market information and special populations

Following the guiding principles of Demand Driven and Workforce Development = Economic Opportunity, West TN uses Labor Market Information and other available data to drive decision making and to invest in initiatives that provide in-demand training and meet employers' needs. Based on the above labor market information, training investments and initiatives in West TN will focus on the identified target sectors and occupations, as well as the special populations identified, which include:

Individuals not in the labor force: as of 2019, 515,539 individuals (aged 15+) of the 1,251,617 working age population are not in the labor force, equaling 41.2%.

Individuals with disabilities: of the 242,447 not in the labor force, 33.3% or 80,753 of those not in the labor force have a disability.

Unemployed Youth: unemployment rates among youth (ages 16 to 24 years old) are higher in the West region at 18.45%, more than five times the overall state rate.

Individuals with less than a high school diploma: 14.7% of the population has less than a high school diploma.

Individuals with some college but no credential: 22.1% of the population has some college but not a credential.

In order to enhance the workforce of West TN, regional initiatives and strategies must focus on special populations such as these in order to bring more individuals into the workforce with the skills needed by employers. Possible initiatives to be considered by the Regional Planning Council include:

- Offering regional job fairs for target populations, such as Youth, individuals with disabilities, justice-involved individuals, etc.
- Utilizing the Mobile American Job Center to bring services to special populations at locations where they are already being served.
- Considering increased On-the-Job Training reimbursements for special populations.
- Increasing coordination between Vocational Rehabilitation and other partners to conduct outreach to individuals with disabilities, including a possible regional strategy of a job board specifically for individuals with disabilities.
- Enhancing services to Vocational Rehabilitation participants through Title I Youth Work Experience and / or Adult and Dislocated Worker Transitional Jobs.
- Increasing coordination between Adult Education and other partners to conduct outreach to individuals without a high school diploma.
- Enhancing services to Adult Education participants through Title I Youth incentives, such as incentives for attending and progressing through classes, and earning a HiSet.
- Partnering with TN Reconnect to conduct outreach to individuals with some college but no credential and co-enrolling them in AJC partner programs when appropriate.
- Assisting employers in enhancing skills of their current workforce through customized training, incumbent worker training, or registered apprenticeships.

Additional service strategies are included in the Strategies for Service Integration section below.

Development and implementation of sector initiatives for in-demand industry sectors and occupations

The RPC meets monthly throughout the planning process and quarterly at all other times to ensure partner involvement in the development and implementation of sector initiatives based on labor market data. In addition to gathering partner feedback through meetings and utilizing available local data through Economic Modeling Systems Inc. (EMSI), the RPC also utilized data from Tennessee's 2020-2023 Combined State Plan which was developed in conjunction with the core partners, as well as representatives of other WIOA partners.

Sectors/industries/occupations/skills that are regional priorities

Accounting for a focus on growing sectors, private, rather than public, sector employment, and middle-skill jobs with self-sufficient wages, the RPC and partners have identified the top in-demand industry sectors, in order of priority based on size and then growth, in the region:

Industry	Size Ranking (by number of jobs)	Growth Ranking (by job growth)	Ranking Among Target Sectors
Health Care and Social Assistance	2 nd	2 nd	1 st
Manufacturing	4 th	6 th	2 nd
Transportation and Warehousing	5 th	1 st	3 rd
Professional, Scientific, & Technical Services	11 th	8 th	4 th

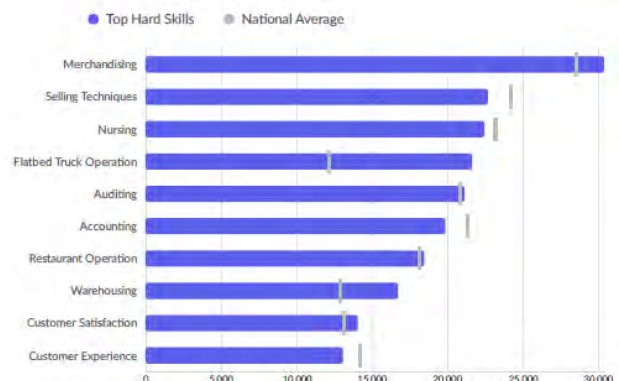
**Higher ranked industries not selected as target sectors are due to public rather than private sector, and lower paying positions.*

Included in the largest industries, but not in the growing industries, and therefore considered to be mature yet relevant, but not target sectors are the Retail Trade and Administrative and Support and Waste Management and Remediation Services, Information, and Mining, Quarrying, and Oil and Gas Extraction industries. Listed as 7th on the list of top industries by growth, the Management of Companies and Enterprises sector is listed as only the 15th largest sector in the region and 13th on the list of industries by location quotient, indicating the sector may be an emerging sector in the region.

Based on the above data, and accounting for the area's target sectors, a focus on growing occupations, private, rather than public, sector employment, and middle-skill jobs with self-sufficient wages, the RPC and partners have identified the top in-demand occupations per sector as listed in the attachment, *Top Occupations by Top Industry Sectors*. The top five target in-demand occupations for the target sectors are listed in the above section along with employment needs. In addition to target occupations among top sectors, several other in-demand occupations exist as shown in the attached *In Demand Occupations to 2026* reports for each of the local areas in West TN and listed in the above section.

Included in the largest occupations, but not in the growing occupations, and therefore considered to be mature yet relevant, are Production and Building and Grounds Cleaning and Maintenance occupations. Ranked in the top ten growing occupations, Personal Care and Service (3rd), Business and Financial Operations, (5th) and Construction and Extraction (7th) occupations, are not as highly ranked in terms of largest occupations by number of jobs or by location quotient (LQ), indicating they may be emerging occupations in the region.

As described in the workforce analysis section above, top in-demand technical skills for the region in order of need include merchandising, selling techniques, nursing, flatbed truck operation, and auditing. In comparison to the required education level of jobs in the region, the population exceeds the positions requiring some college, associate's degrees, and graduate



degrees and higher, but falls short at meeting the demand of jobs requiring bachelor's degrees, indicating bachelor's degrees are among the highest skills needed in the workforce.

Employers engaged and data used to determine the development of sector strategy

In addition to the data listed above from the TN WIOA Combined Plan, WIRED unit, and EMSI, the Board Chair for each of the local areas serves as a private-sector representative on the RPC. Additionally, each of the boards consist of at least 51% private sector representatives from a variety of sectors as listed in the Strategies for Service Integration section, including the target sectors of Manufacturing, Healthcare, Transportation, and Business Services. Economic development representatives, including individuals from the State of TN's Department of Economic Development, and various Chambers of Commerce in the region have been invited to, and have participated in, both local and regional planning sessions to



provide meaningful and strategic input. Business Services Team representatives also continuously stay active in our communities by participating in Chamber events, SHRM meetings, speaking at Rotary, Lions, and Kiwanis meetings, hosting events through Facebook live and Zoom formats, making in-person visits, and connecting via email. This engagement allows for continuous feedback from employers that can be used to adjust sector strategies as needed. Some of the region's employer partners are shown in

the above picture. Also, at the onset of the planning phase, stakeholders from each local workforce board and Chambers of Commerce across the state were asked to complete a brief survey regarding workforce priorities and needs. Many of the survey questions directly related to the current circumstances of COVID-19 and its impacts.

Public-private partnerships that support sector strategies and their role in planning

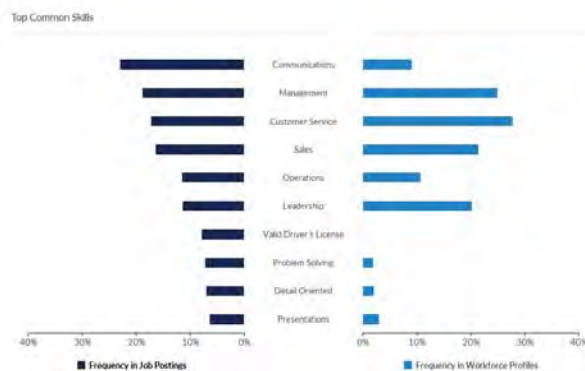
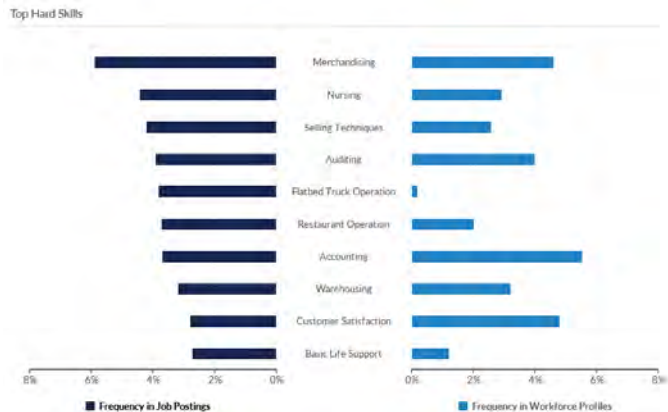
Several public-private partnerships in place support sector strategies and help shape planning. For example, each October Manufacturing Day events are held throughout the region in recognition of National Manufacturing Day. These events allow high school students in the region to tour and / or hear presentations from manufacturers to learn firsthand about career opportunities in the region. The West region also utilized Career Exploration funding under the TDLWD's Youth Demonstration Grants to provide similar events in partnership with private sector employers. For example, the Pathways2Possibilities (P2P): West Tennessee was a unique, interactive, hands-on, career exploration experience designed for 8th graders and older Opportunity Youth, 16-24 years old. The event focused on the healthcare, manufacturing, and transportation and logistics industry sectors and approximately 4,800 8th graders from all public and private schools plus home schooled students from the following West Tennessee counties, within an hour and 15-minute drive from Ripley, were invited to participate: Haywood, Tipton, Lauderdale, Crockett, Dyer, Fayette, Gibson, Hardeman, Lake, Madison and Obion. Partnerships such as these not only provide employers and the workforce system the opportunity to promote regional sectors, but they also provide an opportunity for insight and feedback to be gathered from the prospective workforce. This insight helps guide future sector strategies and shapes plans.

How existing skills of job seekers match the demands of local businesses

To provide insight into the supply and demand of relevant skills, West TN compares the frequency of skills present in job postings against skills present in today's workforce. Along with EMSI's attached job posting analytics, this comparison leverages EMSI's dataset of more than 100M online résumés and profiles all of which have been updated within the last three years. The skills associated with workforce profiles represent workers of all education and experience levels. Of the top 10 hard skills analyzed, six,

or 60% of the skills were found to be present more in the postings than in the profiles or workers. The greatest disparities exist in Flatbed Truck Operation which was present in 4% of postings and 0% in worker profiles. Of the top 10 common skills analyzed, including soft skills such as interpersonal skills, communication, and problem solving, six, or 60%, of the skills were found to be present more in postings than in the profiles, with communications having the largest disparity.

In comparison to the required education level of jobs in the region, the population exceeds the positions requiring some college, associate's degrees, and graduate degrees and higher, but falls short at meeting the demand of jobs requiring bachelor's degrees, indicating bachelor's degrees are among the highest skills needed in the workforce.



Plans for future strategy development for future sectors; next sectors to be targeted

Existing sector strategies and the need for new strategies for future sectors will be reviewed by the RPC at its quarterly meetings. Local boards, One-Stop Operators, and / or Service Providers in West TN will also continue to monitor local labor market trends when:

- (1) approving new providers / programs to the Eligible Training Provider List (ETPL);
- (2) issuing Individual Training Accounts (ITAs) to fund programs on the ETPL; and

- (3) developing On-the-Job Training (OJT) and Incumbent Worker Training (IWT) contracts.

As stated above, listed as 7th on the list of top industries by growth, the Management of Companies and Enterprises sector is listed as only the 15th largest sector in the region and 13th on the list of industries by location quotient, indicating the sector may be an emerging sector in the region. Ranked in the top ten growing occupations, Personal Care and Service (3rd), Business and Financial Operations, (5th) and Construction and Extraction (7th) occupations, are not as highly ranked in terms of largest occupations by number of jobs or by location quotient (LQ), indicating they may be emerging occupations in the region. The RPC will continue to monitor labor market information regarding the identified emerging sector and occupations, engage with appropriate employers, and partner with training providers to develop sector strategies for emerging sectors.

How the areas will work together to ensure regional businesses are served across LWDAs

As the primary customer of the workforce system, services to employers are the primary objective of the region's existing service strategy. Business Services Team members and the RPC's Business Services Sub-Committee assist employers in utilizing AJC services across the LWDAs. In the event that an employer crosses into more than one LWDA, the employer is served jointly, however the location of the company's corporate office will typically determine which LWDA will hold a contract with the employer. Another regional strategy that has been developed is employer service coordination through regional job fairs and other events, such as the regional apprenticeship forum as discussed in the Strategies for Service Integration section.

Analysis of workforce development activities

In support of Tennessee's *Drive to 55 initiative* to have 55% of Tennesseans earn a postsecondary credential by 2025, West TN's strategies to prepare workers for in-demand industry sectors and occupations include:

1. Approve in-demand training opportunities to be included on the statewide Eligible Training Provider List (ETPL) as WIOA fundable programs;
2. Encourage all job seekers to consider these programs as career options by offering assessments, opportunities, and materials noting local employment opportunities with high paying wages;
3. Partner with employers and high schools on career pathway opportunities in employer-driven training programs;
4. Consider options to partner with training providers and neighboring local workforce development areas to "buy" classes offered by training providers so that dislocated workers, adults, disadvantaged youth, individuals with disabilities, and justice involved individuals have an opportunity to train in the high-demand, industry leading occupations without a delay due to a waiting list;
 - a. Create hybrid programs that will allow remote, virtual, and/or on campus opportunities
5. Leveraging assets such as TN Promise, TN Pathways, and TN Reconnect in order to increase capacity and provide integrated services to increase skill development and educational attainment of area residents.

When developing service strategies for the West region, the RPC is cognizant of the workforce strengths and weaknesses that exist including:

Strengths	Weaknesses
• Abundance of training institutions • New rural development programs • Customized training for industries offered through TCATs and local community colleges • Communication and collaboration of partners	• Lack of occupational and soft skills • Lack of funding for workforce services • Lack of broadband • Lack of adult-formatted curriculum for training programs

Strengths and weaknesses will be reviewed at least quarterly by the RPC to evaluate the effectiveness of workforce services. All partners will create action plans that utilize the region's strengths and address key weaknesses. This will help determine new initiatives and programs that best serve regional employers and individuals with barriers.

Existing training programs

Education and training services offered throughout the region may include:

- Needs-Based Scholarships for Postsecondary Training
- Transportation Stipends for Postsecondary Training and Work Experience
- On-the-Job Training and Incumbent Worker Training Grants
- Apprenticeship Programs
- Re-entry, jail, and/or justice involved training program opportunities

Regional employers across West TN assist in driving the need for training programs. Employers that have a large footprint within the region include West TN Healthcare, Baptist Healthcare, FedEx, Tennessee Tractor, and skilled manufacturing industries such as the potential tenant of the Memphis Regional Megasite and Tyson that is locating in Humboldt of the Northwest local workforce area. Training programs are designed to prepare jobseekers to enter and retain employment with these local and regional businesses. In addition to serving on the local boards, private industry leaders often serve on advisory boards and/or committees for training providers to ensure programs are designed to equip students with the necessary knowledge and skills. Starting in September 2020, a goal of the RPC is to incorporate a regional employer at each meeting to speak about their company, workforce and training needs, and how the RPC can best provide support.

All public training providers must adhere to the policies of the appropriate governing agency, the University of Tennessee System or the Tennessee Board of Regents, for new academic programs, which include provisions for meeting employer needs. To remain on the ETPL, providers must submit annually performance reports to the TN Department of Labor and Workforce Development (TDLWD) detailing how programs are performing in credential attainment, employment during the 2nd and 4th quarter after exit, and median earnings.

Before issuing Individual Training Accounts (ITAs) to fund approved programs, staff in the American Job Centers also evaluate the appropriateness of the training for each individual customer's unique situation. Finally, career pathways are developed for targeted industry sectors to ensure successful transitions from secondary, to postsecondary, to employment.

As you may imagine there is always a story behind the data and in West TN it holds true. In 2019, we learned there was a regional decline in population by .6% and in numbers that was nearly 9,200 people. Although the population across the region saw a small decline, however, there was a slight uptick in job attainment by 5.8%. Although there was an increase in job growth across the region, yet, we were short by 1.8% to the national average. Relative to education attainment, West TN 15.1% of residents possess a Bachelor's degree, while 9.1% of residents hold a graduate degree or higher.

Existing service delivery strategies

The West TN region will continue to develop and maintain strong partnerships with local and regional businesses. As the primary customer of the workforce system, services to employers are the primary objective of the West TN region's existing service strategy. The Jobs4TN online system allows employers to access an assortment of services at no cost to the local/regional areas, or employers:

- labor market information from the TN and U.S. Departments of Labor, and the Bureau of Labor Statistics;
- access to thousands of qualified local jobseekers;
- post jobs and automatically screen candidates based on specified criteria; and
- contact candidates directly through the message center.

Staff serving on the Business Services teams and RPC Business Services Sub-Committee assist employers in utilizing these services as well as work-based learning programs such as On-the-Job Training (OJT) and Incumbent Worker Training (IWT) to upgrade the skills of new and existing employees respectively. The sub-committees that work in supporting employers across the region are:

- Business Services
- Job Seekers
- Career Pathways

The RPC developed the goals, strategies, and outcomes for each sub-committee that are to be met with staff support and local presence from employers. Due to the dedication of the sub-committee members and stakeholders, the RPC plans to increase our footprint toward regional strategies. In the next section of this plan (vision, goals, and implementation) we will discuss in greater detail.

During PY 2020, Northwest and Southwest received fast track funds to support employer training opportunities across both local areas. With the generous support from the state, each local area secured dollars to support IWT, OJT, apprenticeship, and other work-related training. These monies were released back in February 2020. Due to the shelter in place order that was instituted in March 2020 it became increasingly difficult for the local areas to spend these funds. As we move into the next program year, as a grand region, we plan to collaborate more and work toward a more robust and comprehensive strategy that will allow us to strengthen the business-focused strategy, in turn, will strengthen our ROI.

On October 31, 2019, the three local workforce areas held the Inaugural West TN AJC Job Fair and Career Expo with 88 employers, training institutions, and community organizations participating and 370 job seekers attending that represented at least 17 counties of the Grand Region. This highlighted the successful Business Services Team strategies and partnerships with local and regional employers. TDOC's

Probation and Parole team was also present at the event and referred many of their clients. Of those individuals that attended, nearly 19% self-identified as justice involved. The event showcased regional career pathways by offering a variety of steppingstone opportunities from basic career development services and workshops, training opportunities with educational institutions, and diverse employment opportunities in in-demand sectors such as healthcare, manufacturing, and transportation. The Tennessee Department of Correction



Statistical Abstract for Fiscal Year 2019 illustrates a positive decline in the recidivism rates of individuals returning back to prison with a 4% reduction and 3% in jails. From 2008 to 2015 there was a 3% decline across the state of individuals involved with the justice system. Moreover, studies provided The RPC will continue to discuss ways to successfully partner to host similar opportunities and future events for justice involved individuals, those with disabilities, and other target populations. Finally, due to the success of this successful event, it will further allow the region to develop and provide effective services, such as workshops and specialized jail programs, to this targeted population of individuals while reducing the rate of recidivism.

New strategies

As new service strategies are needed to provide a more skilled workforce to local and regional employers, the growing popularity of apprenticeships is emerging. Apprenticeships within Tennessee, and in particular rural West TN, have seemingly had a stigma in the past. However, the stigma is quickly changing with the establishment of Apprenticeship TN. The initiative allows employers and the community to learn the positive opportunities and proven success associated with apprenticeships. With the assistance of the new West TN Regional Apprenticeship Director, the RPC will partner with regional employers, such as Tennessee Tractor and others previously mentioned, to determine skillset



needs and work to develop apprenticeship programs to solve training gaps within the workforce. The RPC Business Services Sub-Committee's meetings in the recent months have primarily focused on learning best practices and growing apprenticeship opportunities across the region and each local area. The West Regional Apprenticeship Forum held on February 26, 2020 was well-received by

many employers, educational institutions, and community stakeholders that attended and were surveyed. With their interests of learning more about the initiative and the numerous benefits apprenticeships have in solving retention and other common workforce issues, we believe, more forums will allow us to gain and continue this traction. Moving forward, the RPC Business Services Sub-Committee will be tasked with organizing similar forums at least annually, as well as collaborating to double the amount of registered apprenticeships across the West region over the next year.

The RPC recognizes that a large portion of the region is centered around rural communities and populations. To further serve our at-risk and distressed counties, the two of three local workforce areas are taking advantage of rural initiative funding to provide more in-depth services to the rural populations. The Northwest and Southwest areas both chose to implement and/or expand initiatives for incarcerated and justice involved individuals. The Greater Memphis area also recognizes the importance of their rural counties and chose to use their annual funding allocations to fund any rural initiatives in the communities they serve. In addition, the Mobile American Job Centers are also utilized to reach our target populations and other individuals to provide services such as job search, resume assistance, and other services delivered remotely, as well as facilitate hiring events for employers.

Expansion of regional training opportunities remains a topic that is explored and discussed at the convening of the RPC partners. With the Jackson Chamber and other organizations taking the lead, several of the Northwest and Southwest RPC members are actively involved in the development of a regional workforce training facility that would potentially be built in the Jackson area. While still in the beginning stages, much time and effort has already been put into thinking through the design of the facility and its offerings that will have a large footprint and impact in West TN to assist local and regional employers with specialized programs to fulfill skills needed for in-demand occupations. As the project progresses, the RPC will identify more ways to offer support including labor market data, partnership opportunities for AJC services, and other innovative service strategies.

With the shift to provide services on virtual platforms during COVID-19, the RPC is prepared to discuss the changing environment and be innovative in the expansion of workshops and training offerings. Ideas include virtual team building, virtual communication techniques, virtual technology platforms consisting of WebEx, Zoom, and Skype, virtual interviewing, sanitation and proper use of PPE, and re-opening for businesses. Ways to partner with the region's community colleges' workforce development departments and community organizations, such as TheCo and the Small Business Development Centers, to offer these opportunities will also be considered.

The region is prepared to focus on an influx of dislocated workers and RESEA participants due to permanent job loss as a result of the pandemic. Also, the region will continue to partner and work with

individuals that were released from the justice system pipeline sooner than expected due to the pandemic. Streamlining AJC services for these customers will be a priority in connecting them to in-demand programs offering them a career path forward.

West TN has not identified any service strategies to be curtailed or eliminated based on minimal ROI. Participation rates and costs of services will be continually evaluated by the local areas and brought before the RPC as needed to evaluate the need for adjustments to services.

In order to support state strategies and goals that align education, workforce, and economic development, West TN will continue to leverage training programs offered by local TCATs and community colleges, develop regional career pathways for both youth and adults, and increase interactive career exploration along with work-based learning opportunities. The region takes advantages of initiatives and opportunities through TN Pathways to collaborate with other workforce, education, training, and employer partners. The TN Pathways initiative supports alignment among K-12, postsecondary education, and employers across the state so that students have a clear and guided pathway to gain the knowledge and experience needed to move seamlessly into the workforce. TN Pathways directly supports the Drive to 55 goal to equip at least 55% of Tennesseans with a college degree or certificate by 2025 through:

1. High-quality college and career advisement throughout K-12;
2. Rigorous early postsecondary and work-based learning opportunities in high school; and
3. Seamless vertical alignment between K-12, postsecondary programs, and career opportunities as a result of effective partnerships among school districts, higher education institutions, employers, and community organizations.

West TN continues to partner with the TN Pathways Regional Coordinators to certify high quality career pathways. In the inaugural 2018-2019 school year, 13 pathways in West TN were certified to include various in-demand sectors such as health science and nursing, welding, manufacturing, transportation, construction. Under the direction of the PRCs and Career Pathways Sub-Committee, West TN will also:

- Research labor market information and assist in the engagement of employers in the region to determine current and future hiring needs.
- Host regional career pathway events to fuel engagement and create an environment to share best practices among K-12 districts, postsecondary institutions, and employer partners.
- Partner to organize annual interactive career exploration events for middle and high school students in the grand division with representation from the top five industry sections per Department of Labor & Workforce Development data.
- Collaborate with middle and high schools utilizing career interest platforms, such as Collegefortn.org or YouScience, to develop career exploration activities and programs geared towards interests identified in results
- Coordinate with middle school personnel to understand, develop, and/or enhance career exploration activities for students-to assure programs align with industry needs.
- Facilitate interaction between school administration and employers to provide “real world” workforce expectations of business and industry, including career pathways, work ethic and soft skills.
- Partner regionally with economic development entities and other critical stakeholders, including TN Pathways, to better align education and workforce development activities and policies with regional labor markets, economic growth strategies and employer demand.

- Partner with and leverage resources from other Federally-funded programs, such as Adult Education, Vocational Rehabilitation, Temporary Assistance for Needy Families (TANF), Small Business Development Centers, etc.
- Partner with community-based organizations, since they are key providers of basic skills training, technical skills training, supportive services, and workforce development services in communities across Tennessee.
- Sustain work experience opportunities.

In addition to regular WIOA Youth formula funds, local areas can use other resources, such as Job Corps, and fund matching from private industry

In the fall of 2019, the Northwest and Southwest local workforce areas partnered with TCAT Crump and other leading entities for the Governor's Investment in Vocational Education (GIVE) program. TCAT Crump was awarded two of the 28 GIVE grants that were funded. Each of these two programs focuses on rural communities and in-demand occupations, including transportation and agriculture, while reflecting regional career pathway opportunities that go beyond the invisible boundaries of the local workforce areas. Additionally, Dyersburg State Community College was also awarded a GIVE grant to expand the healthcare pathway that includes both the Northwest and Greater Memphis local areas. All three local areas will continue to collaborate with these partners to provide support as the projects progress.

Beginning in January 2020, various RPC members and stakeholders participated in TN Higher Education Commission (THEC) workforce and education strategy meetings held in each distressed county across the state. Meetings consisted of conversations around CTE program offerings in secondary and postsecondary settings, existing partnerships, employer needs, and creating new initiatives to address gaps that were identified within the workforce and education systems. Some of the observations include dual enrollment opportunities, work-based learning and career exploration events for students, teacher externships, and increased communication and partnerships among schools and employers. THEC plans to schedule follow-up meetings for each of the counties to discuss progress on action items and further facilitate these meaningful conversations. The RPC will continue to find ways to align similar opportunities and provide support to the distressed counties in the West region.

To enhance service delivery across the grand region, our RPC will seek to establish a formal and informal cooperative procedure that will be shared for feedback amongst partners to ensure we align with services for job seekers. Moreover, where applicable, we will seek to provide and offer cross training with staff, offer technical assistance to employers and businesses, and work collaboratively in areas that offer and provide best practices for 21st century service delivery.

Transportation and other supportive services

West TN recognizes the barriers individuals wishing to pursue training and employment services may face including transportation, childcare, affordable housing, and etc. Our network of 23 AJCs offers a wide variety of supportive services that are available to these individuals in order to aide them in their pursuit for a meaningful career and overcome these barriers. The region recognizes these needs are ever changing, especially given our current circumstances with COVID-19. With the shift in education and training being delivered virtually, the need for laptops, computers, and internet service is on the rise. The RPC will continue to be mindful of the needs of customers and discuss appropriate actions that may be taken to better align these supportive services across the region.

Moreover, several rural counties continue to face transportation as one of its largest barriers. In order to combat this continued concern, we would like to explore a potential partnership with car services i.e. Uber, Lyft, and any other ride share that would be interested in creating a partnership with some of our at-risk and/or distressed counties. We believe this service will support local drivers seeking additional income, as well as, job seekers that may have to travel far for work. Because this will be a joint effort across our grand region, we will construct a region wide policy, plan, and partnership.

Regional organizations

Each local area in West TN maintains Memorandums of Understanding (MOUs) with the required AJC partners to define the mutually agreed upon roles and responsibilities of each partner for the operation of the One-Stop Service Delivery system. AJC partner programs providing supportive services throughout West TN may include *Title I Adult, Dislocated Worker, and Youth programs, Job Corps, Trade Adjustment Act, Indian and Native American Programs, State Vocational Rehabilitation programs, Temporary Assistance for Needy Families, and Community Service Block Grant programs*. Examples of support services currently offered by Title I programs in West TN include:

- Test fee stipends to customers seeking to earn a high school equivalency program.
- A one-time payment for work-related expenses such as appropriate work attire, uniforms, tools, medical physicals, background checks, drug screens, industry certifications, driver's license fees, or other employment-related needs are available to Work Experience participants.
- Childcare support in the form of a weekly stipend paid to a licensed daycare facility is available.
- Transportation stipends.

Special attention to transportation support services is needed as this is one of the greatest barriers for many AJC customers. While public transportation is available in the Southwest area of Jackson and in the Greater Memphis area, it is not available in the more rural areas that make up a large portion of the region. Therefore, individuals needing transportation assistance may utilize transportation services available through various community agencies such as Northwest TN Human Resource Agency, Southwest Human Resource Agency, and Delta Human Resource Agency. These mission-driven nonprofits provide transportation services for citizens of the region to ensure access to medical and educational facilities, employment sites, shopping centers, and other businesses and services. Transportation stipends for eligible participants attending an approved training provider and program for occupational skills training is currently available in each of the local areas. Individuals participating in work experience through the Northwest area may also receive a travel stipend for the first 30 days of work experience to offset their gas expenses until they have received one month of pay. The RPC recognizes the Northwest Supportive Service Policy as a best practice across the region. Therefore, discussions are taking place on how we can align toward a regional service strategy.

During the COVID-19 pandemic, economic relief and supportive services are also being provided through various government and community organizations. United Way of West TN has listings of numerous resources available throughout the region relating to childcare, food, utility assistance, virtual learning, and more. In partnership with other community organizations, they have also helped to establish a fund for individuals that may not be eligible for unemployment assistance. Other regional organizations providing childcare and related assistance include TN Department of Human Services (DHS), various Boys & Girls Clubs, and YMCAs. Connections to these resources are provided to AJC customers indicating a need for this assistance.

In the near future, the RPC will increase collaboration with regional organizations and non-profits such as United Way, Goodwill Career Solutions Centers, Boys & Girls Clubs, and other entities to increase

career coaching, support services, and transitional work experience to individuals served by these organizations. Moreover, the RPC will also leverage non-profit roundtable meetings, such as ones in Dyer and Madison County, as a platform to market workforce activities and create new partnerships to break down barriers across West TN's vulnerable populations.

Policies and procedures

As a Basic Career Service, the provision of referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs is available to all customers of the AJCs. Based on customers' needs, staff serving in the Welcome Function make referrals to appropriate agencies for support and other services. Each AJC maintains appropriate contact and other information to facilitate referrals for services. Telephones and computers are also available for customers to access offsite partners. Staff in the AJCs coordinate with partner programs, such as:

- Workforce Essentials, administrator of the Temporary Assistance for Needy Families (TANF) program, or
- Trade Adjustment Act (TAA), for participants receiving transportation assistance from another partner organization.

To enhance the provision of transportation and other supportive services, the RPC will ensure the sharing of best practices for possible replication of programs and services. Additionally, West TN will continue to maximize funding available for supportive services by coordinating services through programs such as TN Promise and TN Reconnect, as well as forms of financial aid such as Lottery scholarships and Pell grants, allowing Title I funding to be awarded to customers for supportive services instead of training services.

West TN will also maximize customers' access to services not available through the AJC. For example, West TN will consider partnering with agencies offering transportation services on behalf of customers who lack means of transportation to coordinate schedules, arrange services, or to potentially fund such services for both individuals and groups. Coaching and mentoring services available through the AJCs and partner programs, such as TN Reconnect, will also be utilized to assist customers in obtaining needed services. Each local area maintains policies and procedures for administering and coordinating support services to ensure funds are spent in a manner that avoids redundancy. Supportive service regional alignment is a task that has been identified for the Job Seeker Sub-Committee, and the RPC will continue to provide oversight and guidance regarding the need for additional support services, policies, and procedures.

Coordination of services with regional economic development services and providers

West TN strives to coordinate efforts with regional economic development services and providers by aligning services, participating in economic development programs, and ensuring residents have the skills and knowledge needed to meet the current and future needs of employers. Economic development representatives, including individuals from the State of TN's Department of Economic Development, and various Chambers of Commerce in the region have been invited to, and have participated in, both local and regional planning sessions to provide meaningful and strategic input.

Economic development organizations or businesses with engagement

Representatives from economic development serves on the local boards, standing committees, and the RPC, and are actively engaged in the planning process. Training providers in the region, including Dyersburg State Community College, Jackson State Community College, Southwest Community College, and various TN Colleges of Applied Technology, supply Chambers of Commerce with education and

STRATEGIES FOR SERVICE INTEGRATION

training data, including current program offerings and completion information, which is used to market the region to prospective industries. Both established and prospective employers can utilize trainings designed with their unique needs in mind. Small Business Development Centers in the region also provide valuable training to existing and potential small businesses. Private business representatives constitute 51% of the local boards, which are charged with coordinating with economic development organizations. Representatives from businesses within the below industries currently serve on a local board in West TN:

• Manufacturing • Education • Social Assistance • Finance, Insurance, and Banking • Healthcare • Staffing Services • Electric Power Distribution • Electrical Contracting	• Recycling • Food Service • Security Services • Legal Services • Non-Profits • Distribution, Transportation & Logistics • Small Businesses including Pest Control, Marketing / Advertising / Public Relations, Agricultural Technology, Plumbing, Construction, Landscaping, Real Estate, Facilities Maintenance, and Retail

Economic development organizations or businesses that declined

Fortunately for West TN, all organizations and businesses invited to serve on the RPC agreed to do so.

Input provided by regional economic development

Local and regional planning guidance was shared with stakeholders and RPC members prior to the RPC meeting held on April 16, 2020. Feedback was requested during and after the meeting from the various partners. Local Elected Officials, LWDB members, local economic developers, partner programs, private businesses, postsecondary institutions, and economic development agencies, including Small Business Development Centers, Chambers, and Development Districts, were invited to participate in the development of the local and regional plans. The information gathered during local and regional planning sessions guided the RPC throughout the remainder of the regional planning process. The RPC Executive Council has met every two weeks during the planning phase of regional planning, via conference call, WebEx, and/or Zoom to discuss feedback and strategy implementation. Each local area in the planning region conducted a local planning session with key stakeholders in the local and regional area, including economic development organizations and businesses. A public comment opportunity and listening session, planned in each area for the week of June 15th, are also made available for both the local and regional plans prior to the submission of the finalized plans. This ensures the public and any interested stakeholders can provide comments and input. Any comments received during this period are addressed prior to submission.

Also, at the onset of the planning phase, stakeholders from each local workforce board and Chambers of Commerce across the state were asked to complete a brief survey regarding workforce priorities and needs. Many of the survey questions directly related to the current circumstances of COVID-19 and its impacts. The results were gathered and compiled by Ernst and Young (EY) for further analysis and recommendations to better guide our planning discussions. Further analysis of the results at the local and regional level ignited meaningful discussions in developing service strategies to better serve the populations in our Grand Region. The West Region vision and goals will be explained further in the Vision, Goals, and Implementation Strategies section below on how we can develop additional regional strategies.

Input incorporated

During the development of the regional plan, the RPC convened members and other stakeholders on a monthly basis to discuss strategies and gain input for the plan submission. All input provided by economic stakeholders and businesses was considered for the purpose of developing the regional plan, along with all survey responses. Items identified as focus areas include, but are not limited to:

- Further development of skilled training programs, such as robotics, automation, and maintenance
- The ability to showcase the regional population's skill sets to prospective employers, such as the Memphis Regional Megasite tenant
- Soft skill development
- Building workforce pipelines and career pathways in partnership with secondary and postsecondary partners
- Development of a regional wage and benefits survey

In addition to input provided for regional planning, a Megasite update from TN ECD is included on the RPC quarterly meeting agenda to learn of recent developments and guide strategies.

As the RPC and Executive Council continue to meet on a quarterly basis, the input will continue to drive strategic brainstorming sessions to better meet the workforce system needs as a region and streamline services.

Coordination of administrative costs

The Executive Council established by the RPC includes the three Executive Directors and three Regional Directors. The Executive Council was established to set goals and establish strategies for the region and will continue to meet on a monthly basis to discuss and monitor progress in the region. Once the goals are set, they will be presented to the RPC. Furthermore, the Executive Council will also monitor strategy outcomes throughout the planning period.

To further promote regionalism, the West Grand Region plans to consider and explore the procurement of a Regional One-Stop Operator (OSO). This concept will be discussed further over the next year with the potential to be effective July 1, 2021. Currently, our vision is for the RPC and its' Executive Council to take the lead in establishing the responsibilities for the potential Regional OSO that would be detailed in the form of a MOU amongst the three local workforce areas. Responsibilities would include the coordination and promotion of West region events, streamlining initiatives, the development of a regional dashboard and quarterly updates to measure the effectiveness of workforce strategies, and other items that would be further defined by the RPC. This approach would allow for a regional presence across the three local areas.

Other relevant considerations that will be explored for coordination of administrative costs may include partnering for grant opportunities, regional planning and projects, employer trainings and other programs, as well as a regional report delivered on an annual basis. Regional strategies and visions that the West Region have considered include:

- Northwest and Southwest have previously discussed ways to utilize dual staff to the board roles, such as fiscal management and communications.
- Northwest and Greater Memphis have explored contracting to deliver reentry programs in Greater Memphis' rural areas.

VISION, GOALS, AND IMPLEMENTATION STRATEGIES

Based upon input from local and regional stakeholders, including business, education, and workforce development stakeholders, the Regional Planning Council (RPC) developed a vision of the workforce boards in West Tennessee. West Tennessee seeks to foster a region where skilled workers contribute to thriving businesses, economic growth, and a high quality of life. To support a healthy regional economy where all West Tennesseans have – or are on a path to – meaningful employment and a family sustaining wage, and where all employers are able to fill jobs in demand.

GOALS

To develop a quality workforce system to meet the needs of area employers and job seekers, thereby supporting, state, regional, and local economic growth by:

- Building employer-led industry sector partnerships focused on better understanding of the skills that employers need and connecting skilled workers to those opportunities.
- Creating career pathways from high school, postsecondary education / training to the workforce.
- Encouraging cross agency and combined efforts to ensure a full continuum of services for the people we serve.
- Eliminating duplication and leveraging dollars to provide more opportunities to the existing and emerging workforce.

The West Tennessee Region is committed to developing a skilled pipeline of workers to meet the needs of business and industry in order to promote sustainable economic growth and global competitiveness. Strategic goals developed by partnerships in the West Tennessee Region intended to promote an educated and skilled workforce, including youth and individuals with barriers to employment including individuals with disabilities are:

- Initiation of Career Pathways Initiatives based on regional demand enhancing value for both jobseekers and the employers by:
 - Developing and utilizing Career Maps;
 - Increasing participation in Youth Apprenticeships;
- Working with Economic and Community Development (ECD) to develop and support workforce strategies that respond to current economic conditions and specific regional needs and customizing services for specific employers.
- Promote educational attainment and credentials that meet the current and future hiring needs of regional employers.
- Host sector-based workshops designed to promote available services to industry leaders and share industry insight to system workforce partners.
- Partner with Tennessee Pathways to promote and expand utilization of Career Pathways in the high-growth industries and work-based learning opportunities by:
 - Engaging Public Schools Career and Technical Education (CTE) to make in-school youth aware of available career pathway opportunities such as Manufacturing Day events;
 - Exploring how youth are exposed to career pathways that are not connected to a CTE Program.
 - Identifying viable career pathways for out-of-school youth, including both high school graduates and non-graduates including career exploration through paid work experiences.
- Continue utilization and understanding of the JOBS4TN System in West Tennessee AJCs and, specifically, how customers receive staff assistance in establishing an individualized career plan.

VISION, GOALS, AND IMPLEMENTATION STRATEGIES

- For Veterans accessing AJC services, team members get alerts from Jobs4TN when a new veteran registers. Vet staff are then able to support the creation of career goals and career plans based in their interests.
- Ensure educational goals and vocational goals for persons with disabilities are appropriate and provide necessary support services for success.
- Partner with Vocational Rehabilitation Transition School to Work / PRE-ETS to actively engage students with disabilities while in secondary school to ensure smooth transition to postsecondary and/or employment.
- Increase and expand partnerships with Department of Corrections, Offices of Re-entry, prisons, county jails and youth detention centers to strengthen our services to justice involved population
- Proactively address emerging workforce needs of the region through constant assessment of labor market data and knowledge of local industry trends.

How will the RPC work with each region to achieve goals, measure and monitor progress and focus on serving priority populations?

In order to help meet the KPI goals, which are discussed quarterly at RPC and Executive Council meetings, outreach, enrollment, and co-enrollment efforts will focus on priority populations. Such as:

- Targeting outreach efforts on agencies serving these populations, such as distribution of marketing materials, participation in events, and invitations to participate in AJC events and strategy meetings.
- Displaying marketing materials for core and community partners at the AJCs, and providing materials to be displayed at the partners' sites.
- Utilizing social media accounts to connect with customers and other agencies and inform them of the services available through the AJC.
- Conducting rapid response meetings in order to serve workers dislocated through closures or layoffs. Outreach to unemployment claimants regarding AJC services is also conducted when contact information is available.
- Incorporating specialized programs such as RESEA, serving unemployment claimants, and SNAP Employment & Training, serving SNAP (i.e. food stamp recipients) into services at the AJC.
- Reverse referring SNAP recipients to DHS for possible enrollment in SNAP E&T.
- Offering incentives to Title I Youth work experience participants who need a HiSet to participate in Adult Education classes.
- Co-enrolling Title I participants needing job search assistance in Wagner Peyser.
- Co-enrolling Vocational Rehabilitation and TANF work program participants in Title I paid work experience.
- Distributing Jobs4TN system alerts regarding registration of new veteran registrations to appropriate Veterans staff to conduct outreach.
- Co-enrolling TAA participants in Title I for supportive services during occupational skills training, or near completion of training for OJT or work experience.
- Offering services by several partners to currently incarcerated individuals including HiSet classes and testing by Adult Education, HiSet testing and resume assistance from Wagner Peyser, and Occupational Skills Training and On-the-Job Training by Title I Adult, Dislocated Worker, and Youth.

Each local area's success in providing the services outlined in the regional plan is measured by Performance Standards developed by the US Department of Labor, which are broken out by the Adult, Dislocated Worker, and Youth funding streams. These standards are negotiated with each state.

Tennessee Department of Labor and Workforce then negotiate with each local area across the State. On a local level, the Workforce Development Boards hold contracted providers to the same performance levels. For Adult and Dislocated Worker programs performance levels measure employment rates for individuals in the 2nd and 4th quarter after exiting services as well as median earnings for 2nd quarter after exit. Credential attainment within four quarters after exit for all programs is also measured. To be successful as a region, it is vital that each local area achieve negotiated local performance goals, as well as performance dashboards developed by the TDLWD for pre and post-program outcomes.

To accomplish our collective goals, the West TN region will ensure open communication regarding best practices that promote regional strategies and alignment that are efficient and effective in delivering workforce services in the West region. Additionally, the State of Tennessee is preparing to negotiate shared goals for each grand region. Not only are regions being held to individual goals, but now we must work together to achieve shared targets. West TN's regional goals for not only Title I, but for all AJC partner programs and are proportionally divided among Northwest, Southwest and Greater Memphis Local Areas. Since these goals include many partner programs, it is important to involve the RPC to engage and track partner successes. As a collective, the RPC serves as a shared unit for measuring progress and sharing ideas to holistically serve the region's priority populations. As West TN, each local area will report progress toward shared goals no less than quarterly and make needed adjustments to keep on track toward measures through a shared dashboard accessible to all RPC members. The RPC's Executive Committee that is comprised of three Executive Directors and three Regional Directors establishes goals and strategies for the region and monitors the sub-committees for alignment of services in three categories: Business Services, Job Seeker Services, and Career Pathways. The RPC as a body will measure the region's success in serving the people in the region most in need of coordinated services.

Employer Engagement including small business and in-demand industry sectors

The One-Stop Operators (OSOs) in the West TN Region facilitate employer engagement of all partners through an Integrated Business Service Team approach. While the OSOs schedule monthly Business Service meetings to provide a structured environment for sharing information, they also provide notice of employer related information such as new job orders, upcoming job fairs, and on-the-job training opportunities throughout the AJC. While many employers seek out services and are greeted by knowledgeable staff via the phone or in person, many do not. With the multitude of technology options available today, we are reaching many employers through social media and websites, including the TN Department of Labor Employer Service portal.

By standardizing our branding, it is easy for applicants and employers to recognize American Job Center services. Since social media has no physical boundaries, the outreach is widespread throughout the region and beyond. "Advertising" selected postings from Jobs4TN.gov on Facebook has been a tremendous success, not only in attracting job applicants, but also other employers who desire to utilize this method of "free" advertising. Live streaming videos for hiring events, including interviewing management or long-time employees about the benefits of the company, have been equally successful.

Business Service staff from the local areas are meeting quarterly and working together to assure that employers throughout the region are familiar with the AJC and its services. BST in Northwest and Southwest write OJTs, IWTs, apprenticeship agreements, job fairs, they provide labor market information, and special projects such as jail programs and sector strategies, including Manufacturing Day events. In Greater Memphis, BST at the Board staff level write OJT and apprenticeship contracts, provide labor market information and support special projects with outside workforce development projects. The BST members at the Career Service Provider level write OJT agreements and conduct job fairs as well as reaching out to local employers to help in creation of Jobs4TN postings. The OSOs, as well as all partners on the Business Service Team, seek out employer organizations, such as the Society of Human Resource Managers (SHRM), Plant Manager organizations, Main Street Associations, Chambers of Commerce, Small Business Development Centers, etc. to share information about AJC services. In Greater Memphis, the Greater Memphis Chamber of Commerce is one of the most widely visited resources for employment and employers. The BST locally shares information with local employers directly through the Chamber network of nearly 2500 Memphis MSA businesses. Still, we find that many small businesses, which make up approximately 70% of the employers, are either not aware of our services or are not inclined to seek out our services.

To further promote employer engagement with the AJC, Business Service Representatives armed with information on all partner business services make traditional “cold calls” to individual businesses to explain how the AJC can meet the company’s workforce needs. Many small businesses have a very lean management team, sometimes just the Owner/Operator. They do not have a Human Resource “department.” The Business Service Representative can show them many ways to save time and money by utilizing the services of the AJC. This may include registering in Jobs4TN.gov, completing a job order form for them and/or training them how to enter a job order, and showing them how to search for resumes of qualified applicants. They can also offer for the AJC to screen applicants and refer only those who meet employer qualifications. Explaining how hiring an individual with certain barriers through On-the-Job Training can also qualify for a tax credit through the Work Opportunity Tax Credit program can save even small employers thousands of dollars. Sometimes just a simple question, “do you need to train your employees on new technology?”, can result in determining the need to access Incumbent Worker Training funds. Business Service Representatives can direct the employer to the application and/or assist them with completion, including helping to find training providers.

Another strategy for employers, both large and small, is to provide labor market information to allow them to make informed decisions. With most employers experiencing the effects of lower unemployment rates, labor market information becomes a great tool to provide insight into meeting their skill gap needs. Often an employer will experience high turnover rates, which in turn costs them time and productivity. By providing wage rate information for specific occupations, such as Buyers and Purchasers (see below), employers can determine if they need to make adjustments to combat turnover.

This information is particularly valuable to the small business owner who is often too busy running their business to keep up with employment trends. We also seek out the advice of our private sector Board

Members to determine how to best engage their counterparts. Suggestions have included helping companies navigate Jobs4TN.gov, streamlining processes, and having flexible schedules. Finally, a primary strategy for the AJC partners to engage employers, is to engage with all other economic and workforce development partners including Chambers of Commerce, TN Department of Economic and Community Development, regional economic development districts, training providers, Small Business Development Centers, Regional BST members, etc. Regional Economic and Community Development partners host quarterly collaboration sessions designed to coordinate services and share information. As a region we are discussing the feasibility of presentations about AJC services to their respective business organizations. By including a variety of stakeholders in our employer engagement strategy, we are able to use the combined strengths and resources to meet the needs of our employer community.

To better coordinate workforce development programs

A recent initiative of Adult Education is to provide educational training on-site for companies who agree to hire high school dropouts. This opens the door to employment for many workers without a high school diploma and provides an opportunity to meet employer needs. The TN Department of Labor and Workforce Development Title III programs offer educational/training support for dislocated workers through RESEA and Trade Adjustment Assistance (TAA), when applicable. Trade petitions are based on the location of the company, allowing job seekers to cross local area and even regional boundaries for services.

Vocational Rehabilitation develops an Individualized Employment Plan for individuals with disabilities to access necessary skills for success in competitive integrated employment. A goal of the RPC is to develop a region-wide disability job landing page. This webpage would serve to more efficiently streamline the search for jobs through Jobs4TN for a population needing a more focused job search capability.

TANF uses a Two-Generation Approach with intentional focus on the success of the children and adults simultaneously, including emphasis on education and training. SNAP provides similar employment support through a network of contracted third-party providers.

The region is also considering implementation of the Manufacturing Career Internship Program (MCIP), as described in the National Skills Coalition's Promising Practices in Work-Based Learning for Youth publication. The 4-week, boot camp session includes soft-skill and job preparation training, touring 12-14 manufacturing worksites, earning OSHA-10 and Forklift certifications and exposure to shop math. After the 4-week boot camp, each youth enters an 8-week paid internship with an employer to gain further knowledge and skills of a particular industry and occupation.

The mission of the TN Department of Economic and Community Development (ECD) is to develop strategies that help make TN the # 1 location in the Southeast for high quality jobs. To fulfill this mission, ECD has set five long-term objectives and has set all of these goals for 2025:

1. To have the lowest unemployment of the dozen states in the Southeast.
2. To rank among the top 2 states in the Southeast for personal income per capita.
3. To have the highest private capital investment per capita in the Southeast.

4. To eliminate all Tennessee counties that are federally designated as distressed counties. This designation is based on poverty rates, income levels and unemployment rate.
5. To secure predominantly high-quality jobs from expanding or newly locating businesses in Tennessee, defined as 55% of job commitments paying at or above the county median wage where the private investment is made.

To support the efforts of ECD in fulfilling their goals, West TN strives to increase access to education, training, and employment, particularly for those with significant barriers to employment, align education, workforce, and economic development (ED), improve quality and labor market relevance of workforce investment, education, and ED efforts, promote the improvement in the structure and delivery of services, increase economic self-sufficiency, meet employer needs, and enhance the productivity and competitiveness of TN.

Although all partners have a “niche”, we must constantly look for new and innovative approaches to ensure we have not only the quality workforce, but also the quantity of trained workers needed by employers. Unemployment rates are uncertain in the wake of a national pandemic after a long period of low unemployment in West TN. With a skyrocketing unemployment rate across the nation in the spring of 2020 it would appear that employers will be experiencing an abundance of workers in the job market, but ensuring the quality of those workers for the positions becoming available remains a holistic partner effort across the workforce system.

Linkage between one-stop delivery system and unemployment insurance programs

To strengthen linkages between the one-stop delivery system and unemployment insurance programs, West TN offers the following:

- 1) Employers may use Jobs4TN.gov to report layoffs and closures, and claimants may file claims, conduct job searches, complete weekly certifications, and connect to programs for UI recipients including Re-Employment Services Eligibility Assessment (RESEA).
- 2) Customers visiting both Comprehensive Centers and/or the Affiliate AJCs across the West TN region who are in need of assistance with unemployment insurance and reemployment programs are educated on the unemployment insurance and RESEA programs process through the Welcome Function of the AJC.
- 3) All AJC partner staff is cross-trained to provide every customer with meaningful assistance across all programs offered throughout the one-stop American Job Center, as needed.
- 4) Each customer making an inquiry about unemployment insurance programs, staff will refer the customer directly to the Resource Room to access the UI Re-Employment Assistance claims process. From the Unemployment Benefits tab, the individual has access to filing a claim, making a weekly certification, or checking the status of his/her claims, as often as necessary.
- 5) The individual must be registered with Jobs4TN.gov in order to access these services. AJC staff are readily available to assist individuals who have limited computer usage skills. The individual may also be provided a toll-free number to make phone inquiries regarding the claim, or to an online help desk system.

Entrepreneurial Skills

Rather than choosing to enroll in a formal training program to attain an entrepreneurship-training certificate, many jobseekers are interested in self-employment, and thus explore independent routes.

The West Tennessee Region has partnered with Small Business Development Centers (SBDCs), Small Business Associations (SBAs), and Chambers of Commerce to identify resources to assist these individuals.

Small Business Administration helps entrepreneurs and existing owners to start, build, or grow their businesses by offering services such as:

- Information on financing
- Loan applications
- Regulations and licensing

Small Business Development Centers provide expert business advice to all types of businesses including, but not limited to:

- Counseling
- Business planning
- Marketing assistance
- Training
- Cash flow analysis to start-up entrepreneurs and existing business owners

The West Tennessee Region plans to build upon these partnerships and request that representatives from SBDC, SBA, and Chambers of Commerce offer workshops within the AICs in all three regions to inform individuals interested in entrepreneurship of the many services available. Such workshops are currently in place in the Northwest area, have been previously offered in the Southwest area, and will be expanded to the other areas in the region.

By assisting entrepreneurs and companies in defining their path to success, the Small Business Development Center network positively impacts the West Tennessee Region by strengthening the business community, creating and retaining new jobs, and encouraging new investment. In addition, West Tennessee Region's economic interests are enhanced by the provision of one-stop assistance to individuals by means of counseling, training, research, and advocacy for new ventures and existing small businesses.

Implement initiatives such as apprenticeship, OJT, IWT and customized training industry and sector strategies

The regional strategies to achieve West TN's vision to foster a region where skilled workers contribute to thriving businesses, economic growth, and a high-quality life include three basic concepts. First, with the ever-changing needs of employers, it is necessary to increase the skills and knowledge of West Tennesseans both now and in the future. We must unite workforce development partners around regional sector strategies: These strategies will focus resources on the industries with the highest potential to add jobs and increase prosperity in local areas across our region. These strategies bring together the public and private sectors locally to build on their unique strengths, such as the Regional Apprenticeship Forum that was held in February. The West region plans to offer similar events in the future, at least on an annual basis.

Technology and global markets require companies to constantly train and retrain workers. Providing access to labor market information to determine baseline skills and knowledge of in-demand jobs is

VISION, GOALS, AND IMPLEMENTATION STRATEGIES

crucial to determining skill gaps. Utilizing EMSI, staff can identify the compatibility index of declining occupations compared to in-demand, growth occupations. Coupling this data with local employers serving in an advisory role capacity, training programs can be customized to assure training providers are covering the skill gap.

To meet the financial burden of training, the West TN Region employs a holistic approach to assuring workers have access to knowledge and skills. TN ECD partners can assist new and expanding companies with the FastTrack Job Training Assistance Program. Using a “tiered” system, both the urban and rural areas within the region can benefit. Title I provides direct grants to the employer through On-the-Job Training (OJT) for new hires and Incumbent Worker Training (IWT) to upgrade skills of the current workforce. Apprenticeships are increasingly available and more widely becoming known as another source for creating a pipeline of quality trained candidates for a specific industry need.

The West TN region proposes to improve workforce competitiveness by advancing the productivity and economic competitiveness through the expansion of apprenticeship opportunities. To accomplish this, BST members will increase awareness of employers to the benefits, assist employers with developing apprenticeship standards, connect qualified job seekers and employers, and facilitate the access to WIOA and other AJC partner funds to support apprenticeships. The West Regional Apprenticeship Forum, discussed previously, outlined the apprenticeship process and provided tangible facts around apprenticeship programs as a viable talent pipeline solution.

The three local areas have agreed to a streamlined process to assure companies accessing services with multiple locations throughout the region do not experience the artificial barriers of local workforce development lines. Contractual agreements are established by the local workforce area where the corporate headquarters is located and eligibility performed by the local area where the jobseeker resides. Necessary reimbursements between local areas are handled through a “back office” process. Likewise, potential workers have access to Title I Individual Training Accounts (ITAs) or other State funding opportunities, such as TN Promise and TN Reconnect without regard to boundaries when selecting a training program/provider to gain the necessary skills and knowledge to meet employer needs. Adult Education provides foundational education skills, including HiSet preparation throughout the region. Utilizing one of the West TN Mobile AJCs for examinations provides opportunities for educational services beyond the “brick and mortar” of the AJCs.

LWDAs sponsor events like Manufacturing Day Career Awareness events with high schools, have initiated manufacturing career pathways in local high schools (utilizing LEAP grants), and hosted larger scale career exploration events through youth demonstration grant funding for high school youth.

As mentioned in the Strategies for Service Integration section above, West TN continues to partner with the TN Pathways Regional Coordinators (PRCs) to certify career pathways. By researching labor market information, the West TN Region can assist schools in certifying pathways in target sectors, and offering career exploration events for these sectors.

VISION, GOALS, AND IMPLEMENTATION STRATEGIES

TN strives to increase access and utilization of career and training services by:

- incorporating programs designed to serve particular target populations within the AJCs, when possible;
- developing programs to serve customers with special needs, such as offender and re-entry programs; and
- Ensuring access to workforce development services are available to all area residents.

Co-Location of Programs Serving Target Populations: West TN strives to incorporate programs designed to serve particular target populations within the AJCs. In addition to TANF, Youth, and RESEA programs being offered through the AJCs, the Supplemental Nutrition and Assistance Employment and Training (SNAP E&T), a partnership between the Department of Human Services and TDLWD, allows eligible SNAP recipients to receive job readiness services such as job search assistance, training or educational placement assistance and scholarships, high school equivalency test fees, and books and transportation assistance for Adult Education classes. These funds offset the need for ITA funds to be applied towards tuition and fee costs, allowing ITAs to cover other costs such as books, supplies, tool, uniforms, and transportation stipends. Aligning services such as SNAP E&T and ITAs allows customers to receive all the help they need, but also provides a way for LWDAs to maximize the funds available and to serve more customers.

A YouthBuild program is also available in the Greater Memphis area to provide participants with academic or construction training, work experience, and leadership development. In the Northwest area, in partnership with Amteck, an electrical pre-apprenticeship program is in place to provide participants academic and technical training and paid work experience, while also providing the opportunity to be hired by Amteck and selected for the Registered Apprenticeship program.

Vocational Rehabilitation's and Greater Memphis area's Ticket to Work Programs strive to provide re-employment services to individuals with disabilities to facilitate a successful transition into the workplace. The Disabled Veterans Outreach Program is also available in all three areas to provide services to disabled veterans. The RPC also intends to explore developing a job board specifically for individuals with disabilities.

Development of Programs for Target Populations: In addition to engaging target populations in the use of AJC services, programs are developed to serve customers with special needs, such as offender and re-entry programs.

As a planning region, we are working with multi-barrier populations such as justice-involved individuals to prepare for employment. Northwest Workforce Development Area has implemented the Re-Entry Advanced Manufacturing Program in six county jails. Southwest and Greater Memphis are exploring the replication of this program as one of the RPC goals toward regional strategies. Greater Memphis and Southwest both have programs targeting the justice involved specifically to provide a second chance to opportunities to inmates, while filling the employers' needs. Southwest partners with TDOC's Day Reporting Center to offer job readiness workshops and educate participants on AJC services. Southwest's Rural Initiative also focuses on justice-involved individuals by providing soft skill training

and offering stackable credential training. Through an initiative funded by Hope2Hire, Greater Memphis is able to go into the local jails to provide career planning assistance to individuals within 60 days of release these individuals then have a warm handoff to the AJC for further assistance. Greater Memphis has also formed a special partnership with the Shelby County Office of Reentry to serve those individuals returning to the community with one-on-one guided support through the AJC processes in a safe and familiar space for the customer. The Mobile AJC staff are meeting at least once per quarter with individuals soon to be released (within 30 days) from prisons in West TN and may meet monthly, if the need warrants. The Mobile AJC staff provide workshops on topics such as resumes and interviewing, and complete partial Jobs4TN.gov paper registrations for each individual soon to be released. The Mobile AJC staff also work directly with the prison coordinator throughout the exit process to ensure each one is registered. Individuals are instructed to bring the full registration form with them to their first appointment at the AJC when they meet with a Career Specialist. Having this groundwork done in advance makes for a better outcome on their first visit for both the participant and the staff and allows staff more time to build the relationship with the participant who is re-entering the workforce. The Mobile AJC also partners with Probation and Parole, and other partners in the regional workforce system, to host events on-site to serve their clients with the full AJC Menu of Services.

West TN strives to ensure workforce development services are available to all area residents by maintaining an AJC in each county throughout the region. To manage administrative costs, competitive leases are negotiated, partners co-locate in the AJCs when possible, and the LWDA's seek additional funding through grant opportunities. While brick-and-mortar AJCs are valued for cost effectiveness, availability of resources to customers, and visibility in the community, West TN also recognizes the need to bring the services to the customers who may not be able to visit the established AJC given the large service areas and transportation barriers. To bring the services to the people, the TDLWD's Mobile AJC, a mobile center with services customers typically find in a traditional AJC, is utilized to serve remote areas and individuals who are unable to commute to one of the AJCs in the region. The mobile AJC has a computer lab with up to 10 computers with internet access, a fax machine, and copier. Staff are available to offer workshops on resumes and interviewing skills, administer the HiSet exam, provide instruction on basic computer hardware and software using a large monitor and SMART board, and offer assistance with job searching, resume development, interviewing, as well as providing information about training/education opportunities. The Mobile AJC can also serve as a recruitment center for companies moving into the area. Adult Education also offers HiSet classes and testing at many county jails throughout West TN.

To further enhance access to services, the implementation of "access points" in the Greater Memphis area was identified during the planning process as a promising practice to be considered for replication throughout the region. Northwest has added one access point in Lake County. These access points provide AJC services via a coordinated network of alternative sites. Customers who visit an access point receive the same Career Services offered in a traditional AJC, including job search assistance, resume development, workshops, etc. The RPC is considering this as a Regional strategy. Replications of Northwest's use of Skype for "face-to-face" interactions with various one-stop partners and / or employers would allow customers in affiliate sites and access points to virtually receive one-stop

services typically only offered onsite at the comprehensive centers.

Integrated Systems

Jobs4TN, a Virtual One-Stop system developed by Geographic Solutions, Inc., also allows both job seeker and employer customers to remotely access secure, web-based AJC services such as labor market information, unemployment insurance, and mediated labor exchange. The system's ability to integrate seemingly different program designs, such as Title I, WP, TAA, RESEA, SNAP E&T, Unemployment Insurance, and Adult Education programs also maximizes customer service and efficiency as it provides a common intake and case management information system. Jobs4TN is effective in combining the intake process between some AJC programs however does lack the ability to cross many partner programs such as TANF and Vocational Rehabilitation. This often leads to multiple, sometimes conflicting, intake experiences for customers needing assistance.

WIOA places a strong emphasis on planning and implementation across multiple partner programs to ensure alignment in service delivery. Co-enrollment is consistently supported by the State Plan and one way to better integrate services. As a planning region, West Tennessee strongly encourages the utilization of co-enrollment as a strategy to further leverage resources for maximum benefit to a participant. Furthermore, strategic co-enrollment can increase program and participant success, maximize resources, enable greater efficiencies in service delivery, and align services with regional sector pathways. By braiding resources and realigning program service delivery models, we can redefine participant flow and facilitate access to comprehensive services. Establishing a common intake model among partner programs would promote co-enrollment models to enhance a more efficient use of system resources on behalf of the participant and ensure a more seamless system for the client.

Create a shared vision for supporting Tennesseans with the greatest number of barriers, including individuals with disabilities, to enter the workforce

As a region, West TN hopes to expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, by focusing services on those with the greatest barriers, including Youth, justice-involved individuals, individuals with disabilities, etc. In addition to the apprenticeship programs mentioned above, the region's jail programs offer access to employment and training programs to individuals currently incarcerated in local jails.

Create a trained workforce to meet current industry needs

West TN improves access to activities leading to a recognized postsecondary credential through the use of ITAs and supportive services in partnership with other AJC programs such as Vocational Rehabilitation, SNAP Employment & Training or TAA, TN Promise, and TN Reconnect. The region creates a trained workforce to meet current industry needs through On-the-Job Training, Incumbent Worker Training, Apprenticeships and Pre-Apprenticeships, career pathways development, and Occupational Skills Training.

Create new dashboards to measure the effectiveness of the integrated workforce strategy

As a region, West TN utilizes Jobs4TN data to track the overall progress of most services within an AJC. Performance and partner dashboards are used to measure the effectiveness and, when combined, present an ongoing picture of the workforce ecosystem across the area. The implementation of shared goals for the grand region drives the need for a centralized space to view all data, and the hope is to

create a shared dashboard updated monthly as a checkpoint of progress to regional success and intervention of areas of weakness. If a Regional OSO is procured, a shared dashboard would be the responsibility of the Regional OSO.

Create a simple and effective engagement experience for all candidates

West TN strives to streamline processes for employer and jobseeker customers and uses surveys to measure satisfaction. RPC's sub-committees regularly discuss ways to make the experience more unified across the West Region in an attempt to improve the customer experience from local region to local region. Best practices are shared and implemented to ensure high quality service to our customers and to ensure active engagement across the region.

ATTACHMENTS

Stakeholder Involvement Requirements

To receive and consider input into the development of the regional plan, in compliance with WIOA Sec. 108(d), the PY 2020-2022 Regional Plan is being published for a 15-day comment period between June 12, 2020 and June 26, 2020, prior to submission of the plan on June 30, 2020. Public notice is being submitted for publication to local newspapers in the region and is being published on the local area's websites and social media pages. Additionally, an electronic communication regarding the posting of the plan is sent to all American Job Center partners, board members (representing business, labor organizations, education, and others), standing committee members, Local Elected Officials, and other workforce system stakeholders for review and comments. The plan is being made available to be viewed on the website and hard copies are being made available at all AJCs in the region during this time. A public listening session hosted outside of normal work hours (Monday – Friday, 8:00 am – 5:00 pm) is scheduled in each local area and is being publicized along with the notification of the plan posting. All comments are to be submitted in writing to a designated single point of contact, Jennifer Bane – Executive Director for the Northwest area, who will compile all comments received during the period of public comment and share them with RPC members and senior leaders for consideration and integration into the plan as appropriate. Any comments received, including those that represent disagreement with the proposed plan, will be included within the plan's attachments. During the planning process, stakeholders, and the RPC met as listed below to develop the plan:

Date	Meeting Description
3/18/2020	Draft planning guidance shared with Regional Planning Council via email
4/13/2020	Final planning guidance and Regional Plan preliminary PowerPoint shared with Regional Planning Council
4/16/2020	Regional Planning Council meeting – review of draft regional plan information
5/2/2020	Regional Planning Council Executive Committee meeting (Executive & Regional Directors)
5/9/2020	Regional Planning Council Executive Committee meeting
5/12/2020	Regional Planning Council Executive Committee meeting
5/19/2020	Comments on preliminary regional plan information due
5/22/2020	State Workforce Development Board notified of 5/28/2020 planning meeting (documentation below)
5/22/2020	Regional Planning Council Executive Committee meeting
5/28/2020	Regional Planning Council meeting
5/29/2020	Feedback / comments on local plan due from local stakeholders
6/12/2020	Local and Regional Plans posted for public comment (publicized and stakeholders notified)
6/15/2020	GM public listening session outside normal working hours (publicized and stakeholders notified)
6/16/2020	SW public listening session outside normal working hours (publicized and stakeholders notified)
6/17/2020	NW public listening session outside normal working hours (publicized and stakeholders notified)
By 6/19/2020	Each LWDB and CLEO approves regional plan
6/26/2020	End of 15 Day Public Comment Period
6/30/2020	Local and Regional Plans submission deadline

ATTACHMENTS

Documentation of Outreach Efforts

Wke 5/18/2020 1:41 PM

Bane, Jennifer

Regional Planning Council Meeting - April 16, 2020 @ 10:00 am

To: Guyette, Kyle; Lacy-Ledner, AE; Dr. Larry Bailey; Andrea Phillips; April Fox; Ed Staff; Kiana Hameiri; Jon Ferguson; Blake Swaggett; Jennifer Baham; David Farnish; Dale Franklin; ECD; Traci Ekum; ECD; Smith, Emmerlee; Gary Damon, Jr.; Ed O.; Greg Vinyard; Devin Fisher; Holly K. Wood; Terrell Williams; Jimmy Williamson; Justin Chior; Yvonnek Harris; Lori Bunker; Gail Bennett; Hall, LeRoy; Linda Randall; Mark Chondro; Mark Hulse; Maria Fyfe; Richard Rayner; Ron Wade; Sherry Fowler; stan@stator1.com; Tvetta Davis; Davis, Brantley; Jeff Isak; Powell, Ginger

Re: Regional Planning Council Meeting - April 16, 2020 @ 10:00 am

Good afternoon! The next Regional Planning Council meeting is scheduled for April 16, 2020 at 10:00 am in room 112 of the Dyersburg State Trenton campus - 2071 Hwy 45 Bypass. A representative from Tyson in Gibson County is scheduled to speak. Additionally, we will be discussing updates to our regional plan. Local and regional planning guidance from the TN Department of Labor and Workforce Development is currently posted online for public comment at <https://www.tn.gov/workforce/contact-the-department/boards-commissions/boards-commission-redraft/state-workforce-development-board/ppr.html>. Please send any other items that you would like added to the agenda.

If the need for social distancing continues into April, our meeting may have to be rescheduled or be conducted by conference call instead. We will keep you posted.

Thanks!

Jennifer Bane | Executive Director
Northwest TN Workforce Board
208 N. Mill Ave.
Dyersburg, TN 38024
731-286-2585, ext. 406
jbane@nwtmworks.org

West TN Regional Planning Council

April 16, 2020
10:00 a.m. – 12:00 p.m.

[Join meeting](#)

Meeting number (access code): 612 566 326
Meeting password: X2ne9esDSH7

1. **Welcome** Jennifer Bane
 - Roll Call of Regional Planning Council Members
 - Introductions of Ernst & Young
2. **Regional Plan Guidance / Updates**
 - Overview and Workforce & Economic Analysis Jennifer Bane
 - Strategies for Service Integration Dr. Gary Damon, Jr.
 - Vision, Goals, & Implementation Strategies Kyle Guyette
 - o Planning Timeline / Next Steps
3. **Partner Updates**
 - Title I – Adult, Dislocated Worker, and Youth Programs
 - Title II – Adult Education
 - Title III – Wagner ~~Revised~~
 - Title IV – Vocational Rehabilitation
 - TANF / Families First
 - Other Partners – Pathways, Secondary, Postsecondary, ECD, Corrections
4. **Future Meeting Dates & Upcoming Events**
 - Thursday, ~~May~~ 28th at 10:00 am, WebEx invitation will be sent
 - June – Possible Follow-Up Call
 - September – 10:00 am (Jackson)
 - January 2021 – 10:00 am (Greater Memphis)
5. **Other Business**
6. **Closing Remarks**

Fri 5/22/2020 2:48 PM

Bane, Jennifer

West TN Regional Plan - Quarterly Update & Notification of Planning Meeting

To: Workforce Board

Cc: Dr. Gary Damon, Jr.; Holly K. Wood; Kristie Bennett; Guyette, Kyle

West TN Regional Plan... 91 KB

Good afternoon! Please see the attached quarterly plan update for the West region. Additionally, please see the meeting information below for a regional planning meeting at 10:00 am on Thursday, May 28th. Thanks!

Join Zoom Meeting
<https://us02web.zoom.us/j/88391929007?pwd=U0tyTjVYbHNKeHJOT2ZlZzVoUWEzQT09>

Meeting ID: 883 9192 9007
Password: 238421
One tap mobile
+13126266799,,88391929007,,1#,238421# US (Chicago)
+19292056099,,88391929007,,1#,238421# US (New York)

Dial by your location
+1 312 626 6799 US (Chicago)
+1 929 205 6099 US (New York)
+1 301 715 8592 US (Germantown)
+1 346 248 7799 US (Houston)
+1 669 900 6833 US (San Jose)
+1 253 215 8782 US (Tacoma)

Meeting ID: 883 9192 9007
Password: 238421
Find your local number: <https://us02web.zoom.us/j/88391929007?pwd=U0tyTjVYbHNKeHJOT2ZlZzVoUWEzQT09>

ATTACHMENTS

[My Meetings](#) > Manage "Regional Planning Meeting"

Topic Regional Planning Meeting

Time May 28, 2020 10:00 AM Central Time (US and Canada)

Add to



Google Calendar



Outlook Calendar (.ics)



Yahoo Calendar

Meeting ID 883 9192 9007

Meeting Password ***** Show

Invite Link <https://us02web.zoom.us/j/88391929007?pwd=U0tyTjVYbHNKeHU0T2ZiZzVoUWEzQT09>



West TN

Northwest Tennessee Workforce Board



Northwest Tennessee
WORKFORCE BOARD

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Report Parameters

21 Counties

47005	Benton County, TN	47045	Dyer County, TN
47017	Carroll County, TN	47047	Fayette County, TN
47023	Chester County, TN	47053	Gibson County, TN
47033	Crockett County, TN	47069	Hardeman County, TN
47039	Decatur County, TN	<i>See Appendix A for all 21 Counties</i>	

Class of Worker

QCEW Employees, Non-QCEW Employees, and Self-Employed

The information in this report pertains to the chosen geographical areas.

Economy Overview

1,559,217

Population (2019)

Population **decreased by 9,286** over the last 5 years and is projected to **decrease by 2,162** over the next 5 years.

798,666

Total Regional Employment

Jobs **grew by 43,495** over the last 5 years and are projected to **grow by 29,169** over the next 5 years.

\$60.3K

Avg. Earnings Per Job (2019)

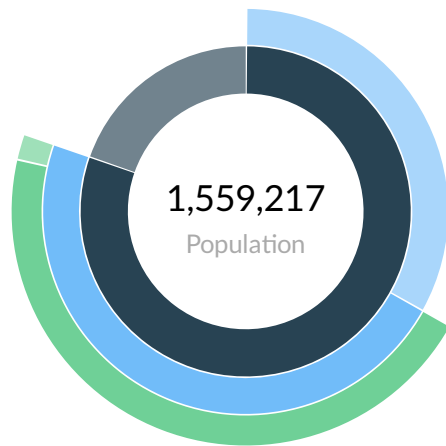
Regional average earnings per job are **\$8.2K below** the national average earnings of \$68.5K per job.

Takeaways

- As of 2019 the region's population **declined by 0.6%** since 2014, falling by 9,286. Population is expected to **decrease by 0.1%** between 2019 and 2024, losing 2,162.
- From 2014 to 2019, jobs **increased by 5.8%** in West TN from 755,171 to **798,666**. This change **fell short of the national growth rate of 7.6% by 1.8%**. As the number of jobs increased, the **labor force participation rate increased from 55.7% to 58.8% between 2014 and 2019**.
- Concerning educational attainment, **15.1% of the selected regions' residents possess a Bachelor's Degree** (3.7% below the national average), and **6.0% hold an Associate's Degree** (2.1% below the national average).
- The top three industries in 2019 are Restaurants and Other Eating Places, Education and Hospitals (Local Government), and Local Government, Excluding Education and Hospitals.

	Population (2019)	Labor Force (2019)	Jobs (2019)	Cost of Living	GRP	Imports	Exports
Region	1,559,217	736,078	798,666	91.5	\$89.41B	\$85.92B	\$103.79B
Northwest TN	247,505	110,706	92,764	91.2	\$8.26B	\$13.56B	\$11.32B
State	6,821,363	3,358,776	3,393,637	92.5	\$380.06B	\$328.06B	\$399.19B
Nation	329,399,330	163,934,041	165,144,952	100.0	\$21.00T	\$0	\$8.96T
All Counties	2,060,474	949,167	976,218	90.9	\$106.53B	\$111.28B	\$128.45B

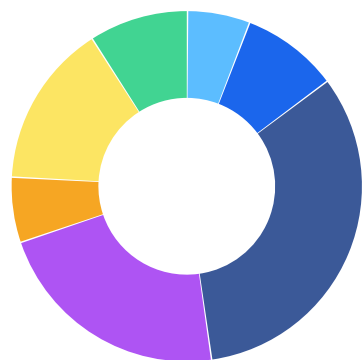
2019 Labor Force Breakdown



	Population
● Total Working Age Population	1,251,617
● Not in Labor Force (15+)	515,539
● Labor Force	736,078
● Employed	708,203
● Unemployed	27,875
● Under 15	307,600

Educational Attainment

Concerning educational attainment, **15.1% of the selected regions' residents possess a Bachelor's Degree** (3.7% below the national average), and **6.0% hold an Associate's Degree** (2.1% below the national average).

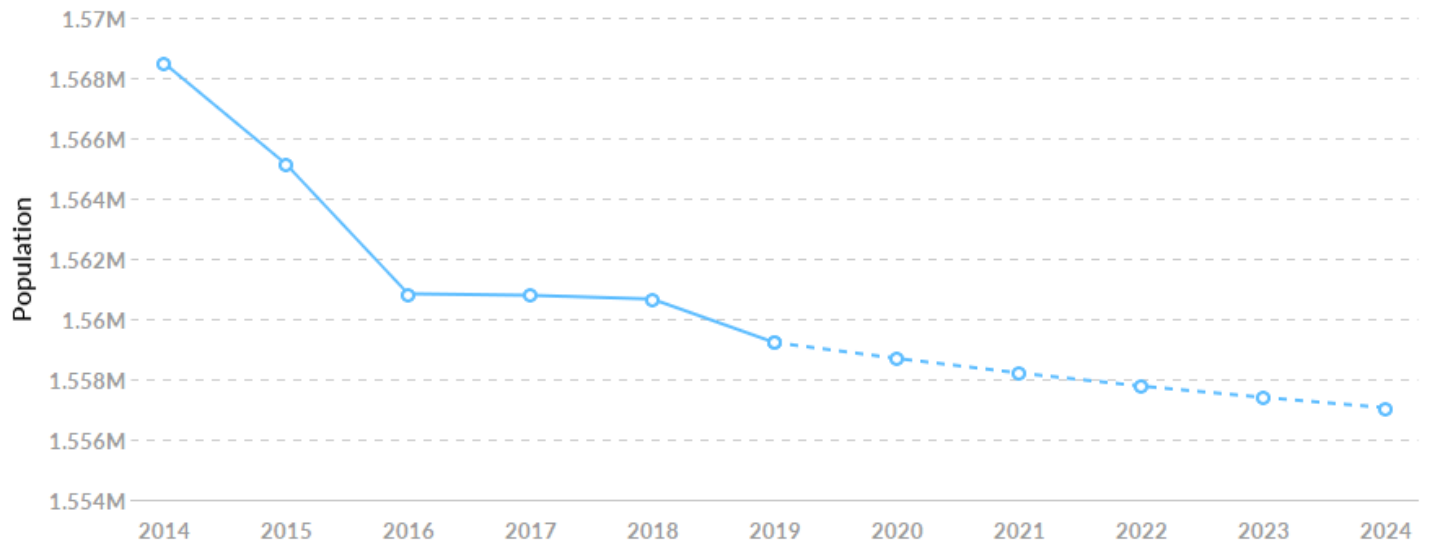


	% of Population	Population
● Less Than 9th Grade	5.8%	60,610
● 9th Grade to 12th Grade	8.9%	93,909
● High School Diploma	33.0%	346,122
● Some College	22.1%	231,895
● Associate's Degree	6.0%	63,306
● Bachelor's Degree	15.1%	158,539
● Graduate Degree and Higher	9.1%	96,047

Historic & Projected Trends

Population Trends

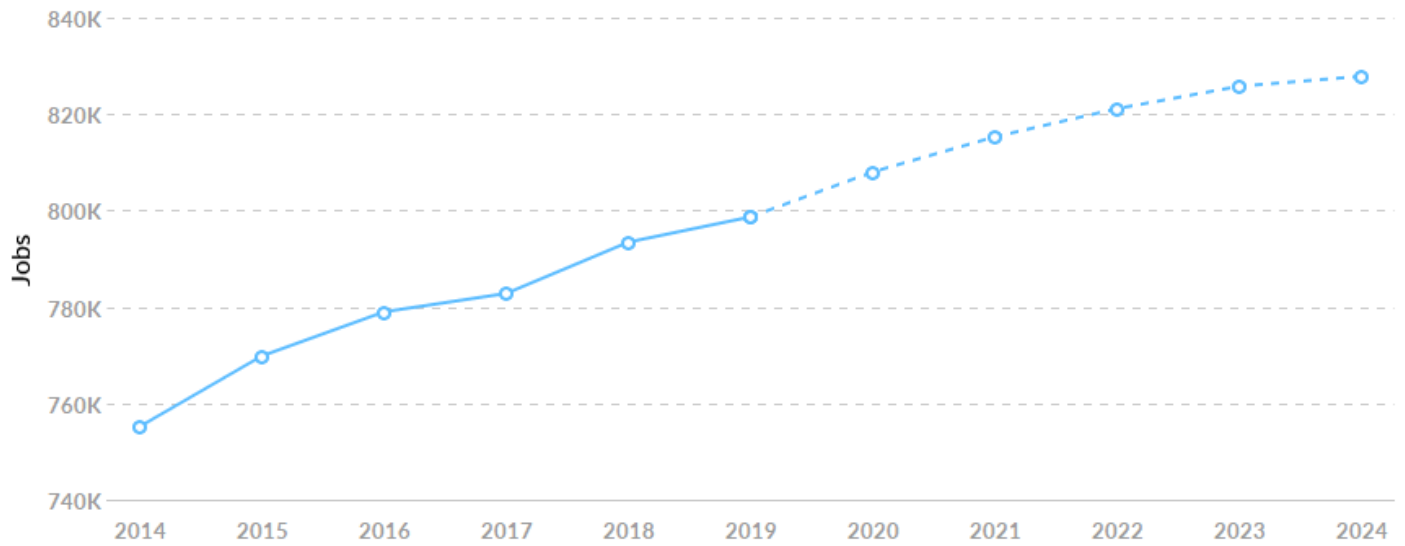
As of 2019 the region's population **declined by 0.6%** since 2014, falling by 9,286. Population is expected to **decrease by 0.1%** between 2019 and 2024, losing 2,162.



Timeframe	Population
2014	1,568,503
2015	1,565,144
2016	1,560,836
2017	1,560,785
2018	1,560,660
2019	1,559,217
2020	1,558,691
2021	1,558,207
2022	1,557,773
2023	1,557,397
2024	1,557,054

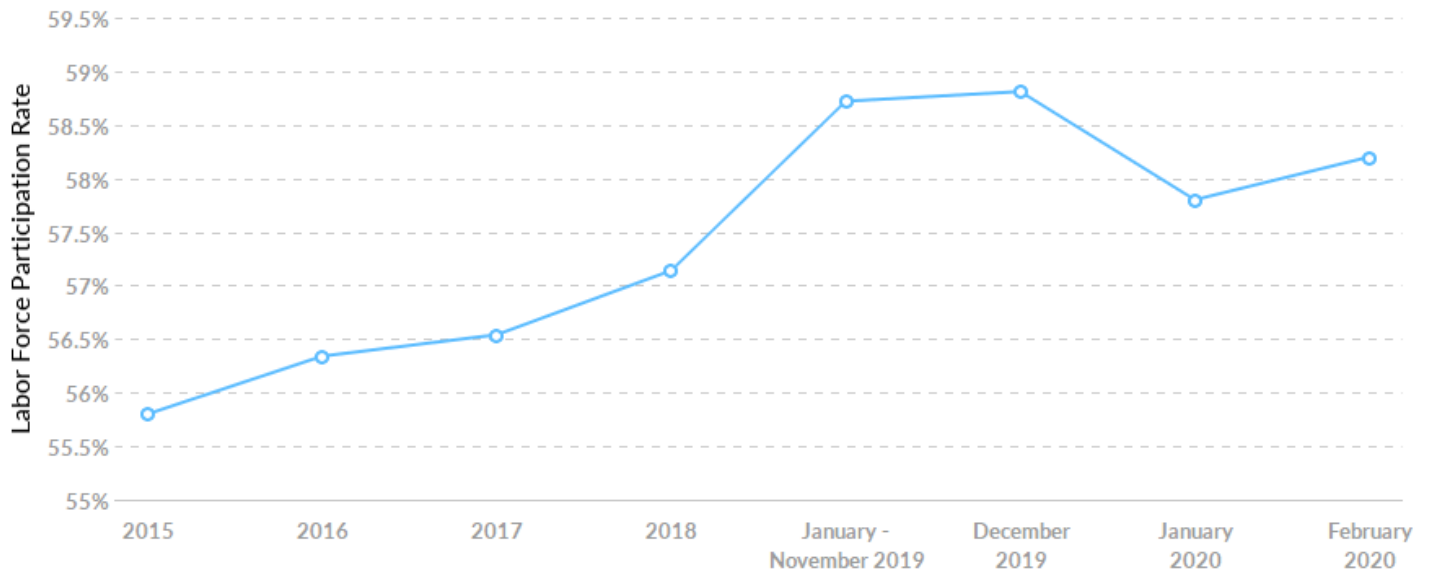
Job Trends

From 2014 to 2019, jobs increased by 5.8% in West TN from 755,171 to 798,666. This change fell short of the national growth rate of 7.6% by 1.8%.



Timeframe	Jobs
2014	755,171
2015	769,819
2016	778,973
2017	782,786
2018	793,433
2019	798,666
2020	807,993
2021	815,279
2022	821,125
2023	825,766
2024	827,835

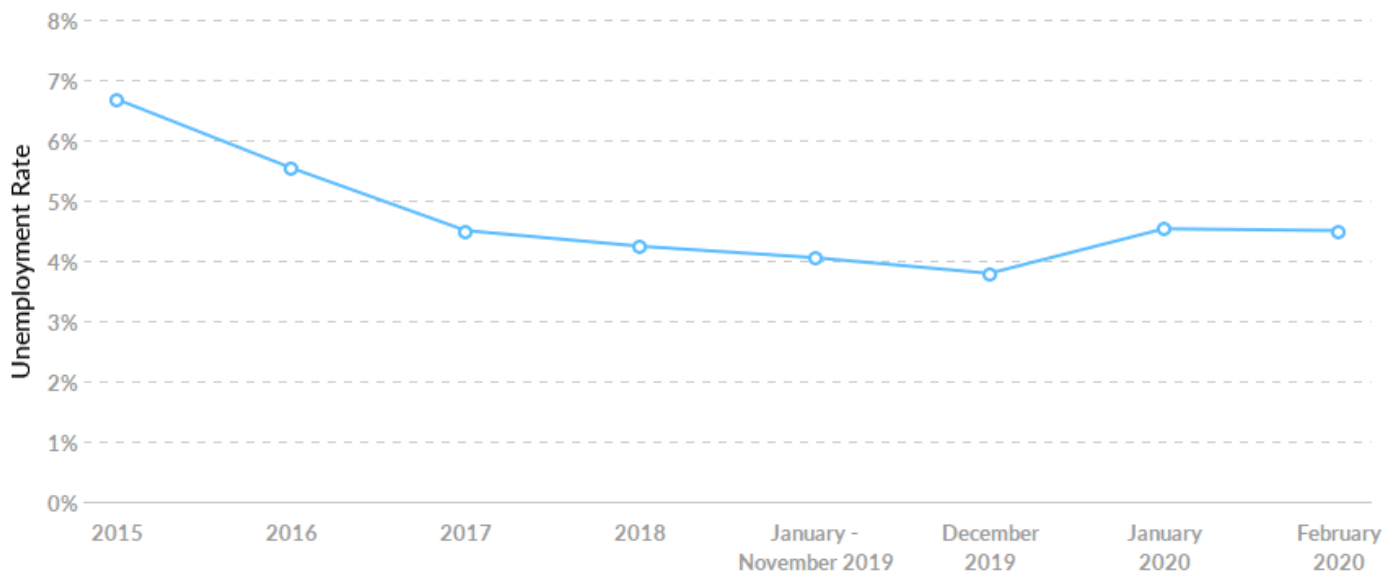
Labor Force Participation Rate Trends



Timeframe	Labor Force Participation Rate
2015	55.80%
2016	56.34%
2017	56.54%
2018	57.14%
January - November 2019	58.72%
December 2019	58.81%
January 2020	57.80%
February 2020	58.20%

Unemployment Rate Trends

Your areas had a February 2020 unemployment rate of 4.50%, **decreasing from 6.68%** 5 years before.



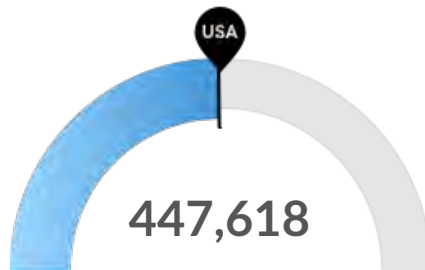
Timeframe	Unemployment Rate
2015	6.68%
2016	5.54%
2017	4.50%
2018	4.24%
January - November 2019	4.05%
December 2019	3.79%
January 2020	4.53%
February 2020	4.50%

Population Characteristics



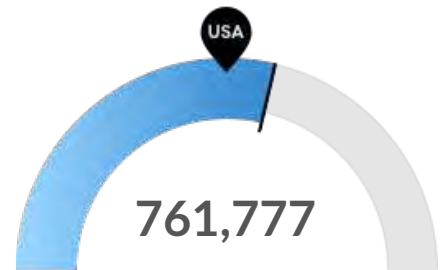
Millennials

Your area has 312,018 millennials (ages 25-39). The national average for an area this size is 320,851.



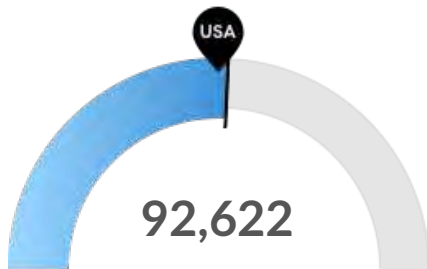
Retiring Soon

Retirement risk is about average in your area. The national average for an area this size is 451,758 people 55 or older, while there are 447,618 here.



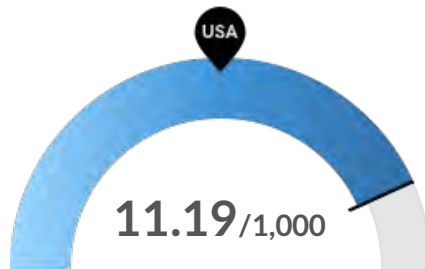
Racial Diversity

Racial diversity is high in your area. The national average for an area this size is 618,321 racially diverse people, while there are 761,777 here.



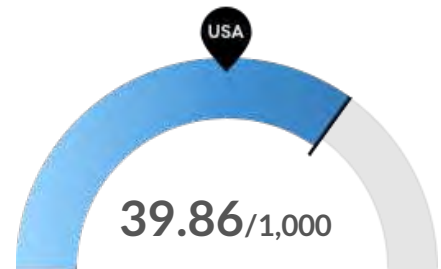
Veterans

Your area has 92,622 veterans. The national average for an area this size is 88,781.



Violent Crime

Your area has 11.19 violent crimes per 1,000 people. The national rate is 3.87 per 1,000 people.

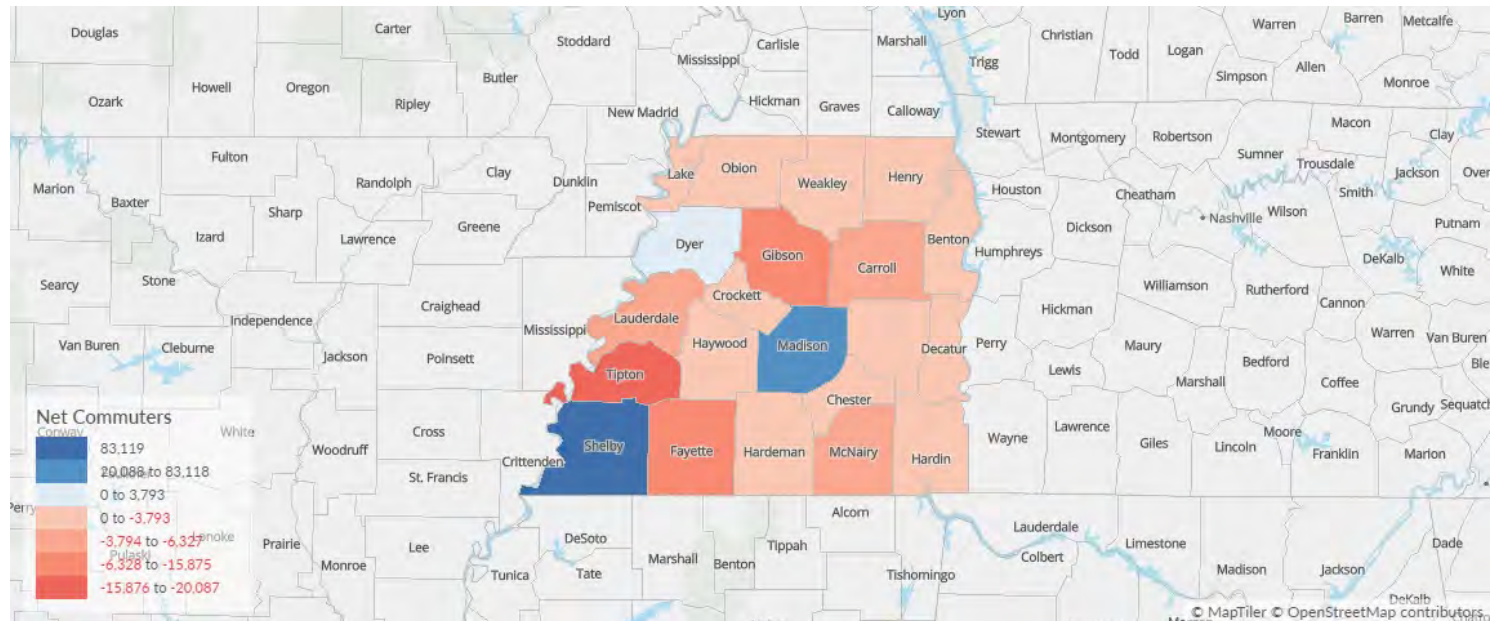


Property Crime

Your area has 39.86 property crimes per 1,000 people. The national rate is 22.98 per 1,000 people.

Place of Work vs Place of Residence

Understanding where talent in the region currently works compared to where talent lives can help you optimize site decisions.



Where Talent Works

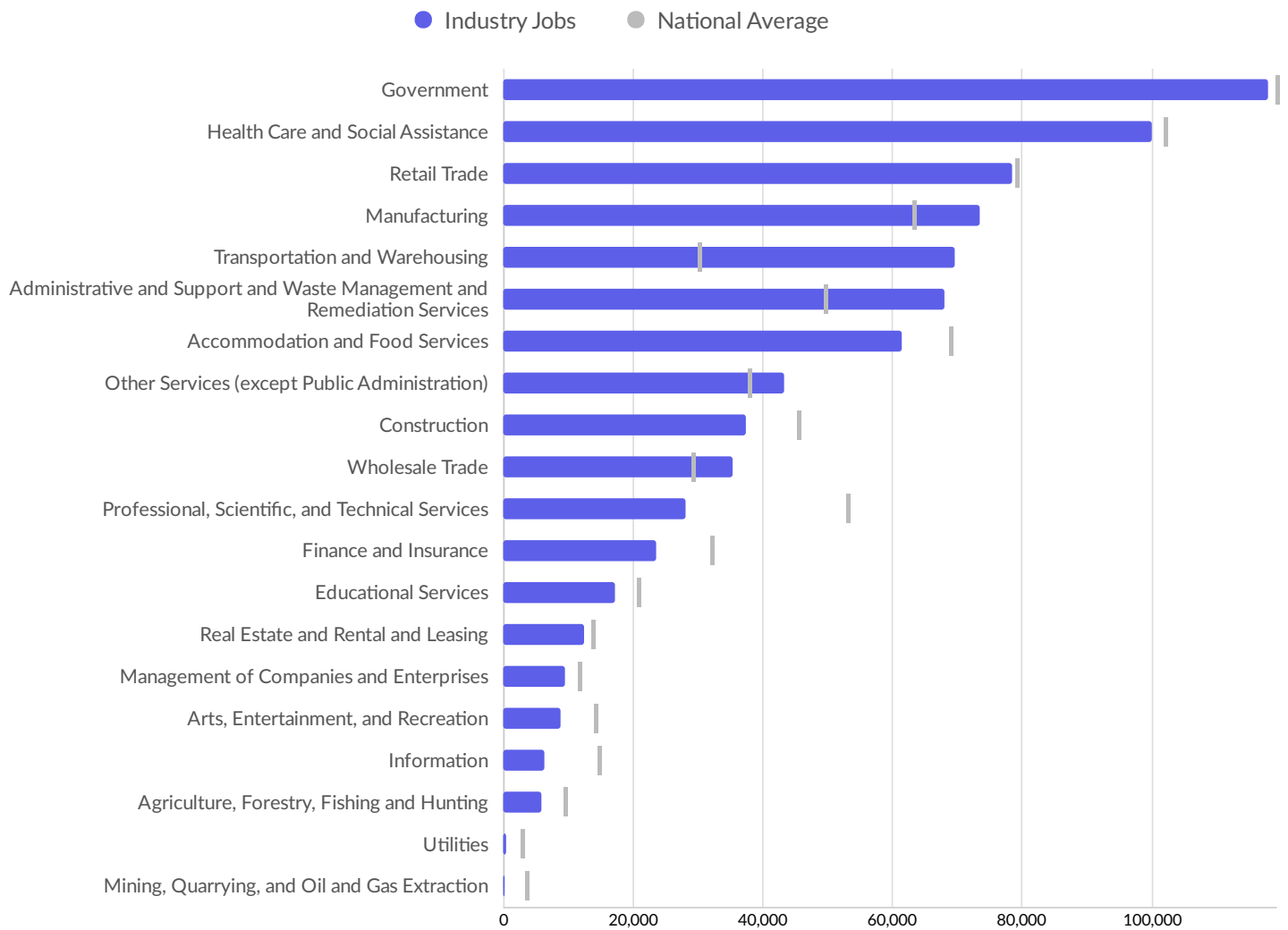
County	Name	2019 Employment
47157	Shelby County, TN	561,807
47113	Madison County, TN	64,640
47045	Dyer County, TN	17,212
47053	Gibson County, TN	16,684
47079	Henry County, TN	13,953

Where Talent Lives

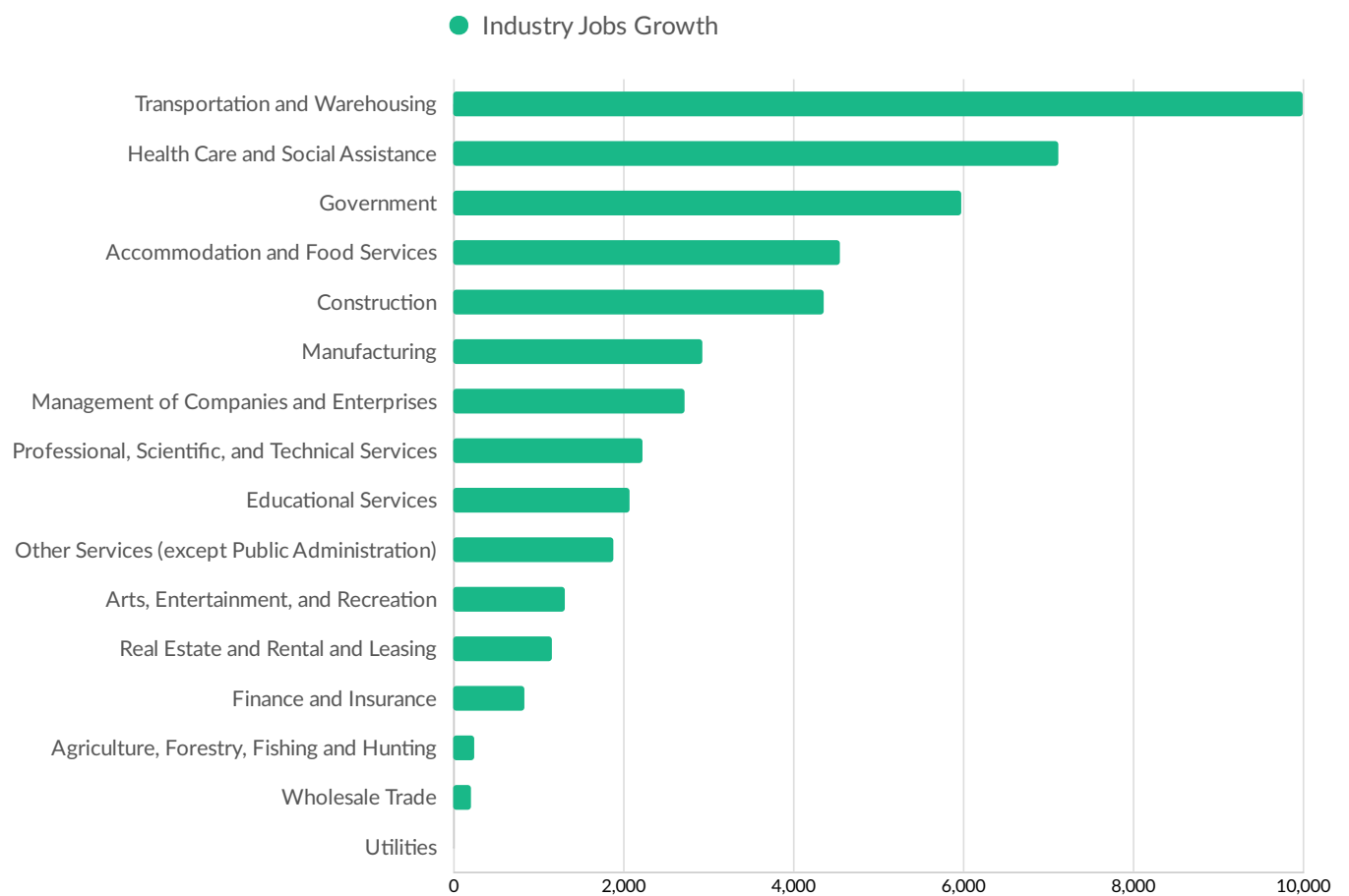
County	Name	2019 Workers
47157	Shelby County, TN	478,688
47113	Madison County, TN	44,553
47167	Tipton County, TN	29,803
47053	Gibson County, TN	24,711
47047	Fayette County, TN	16,678

Industry Characteristics

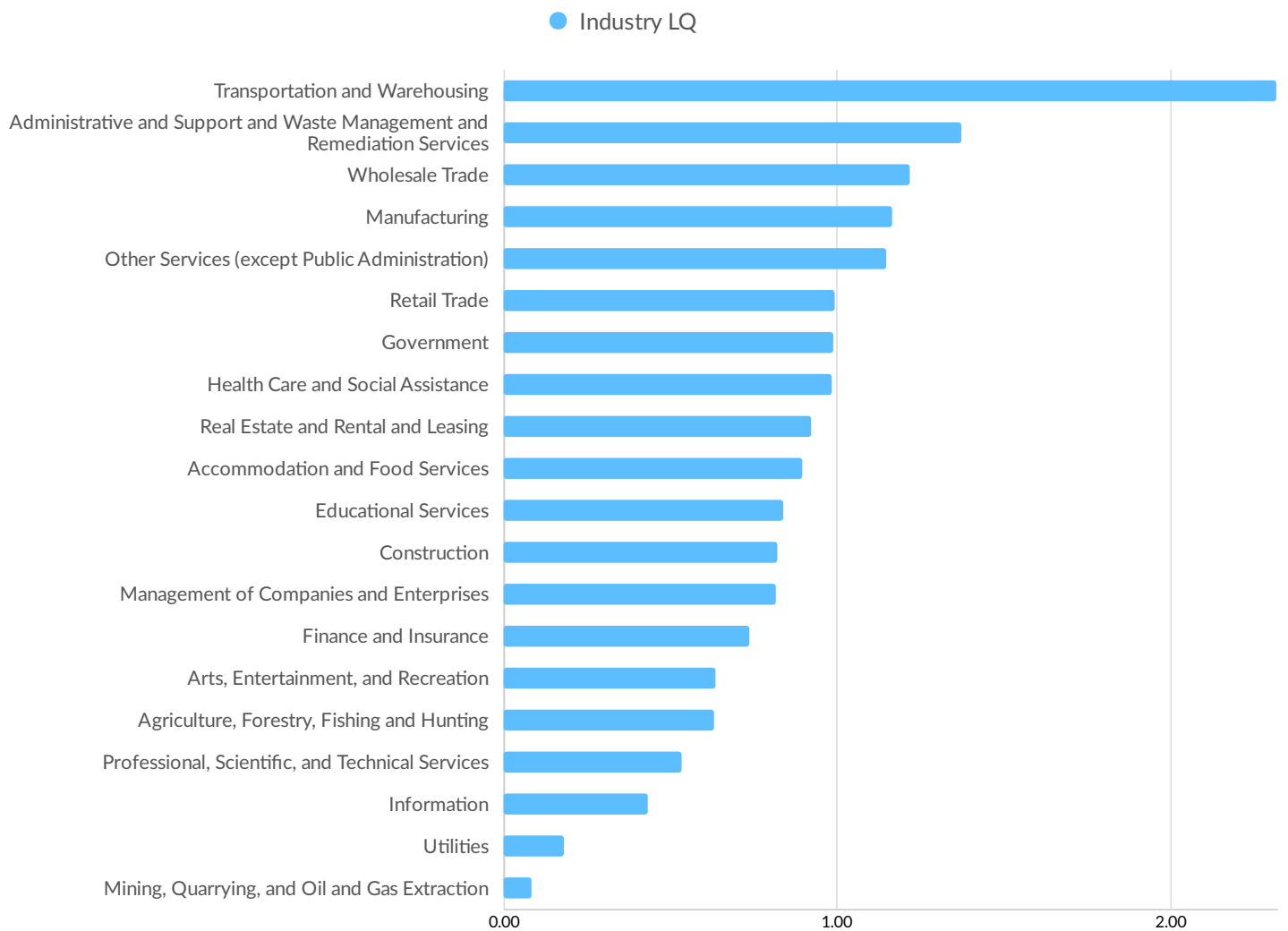
Largest Industries



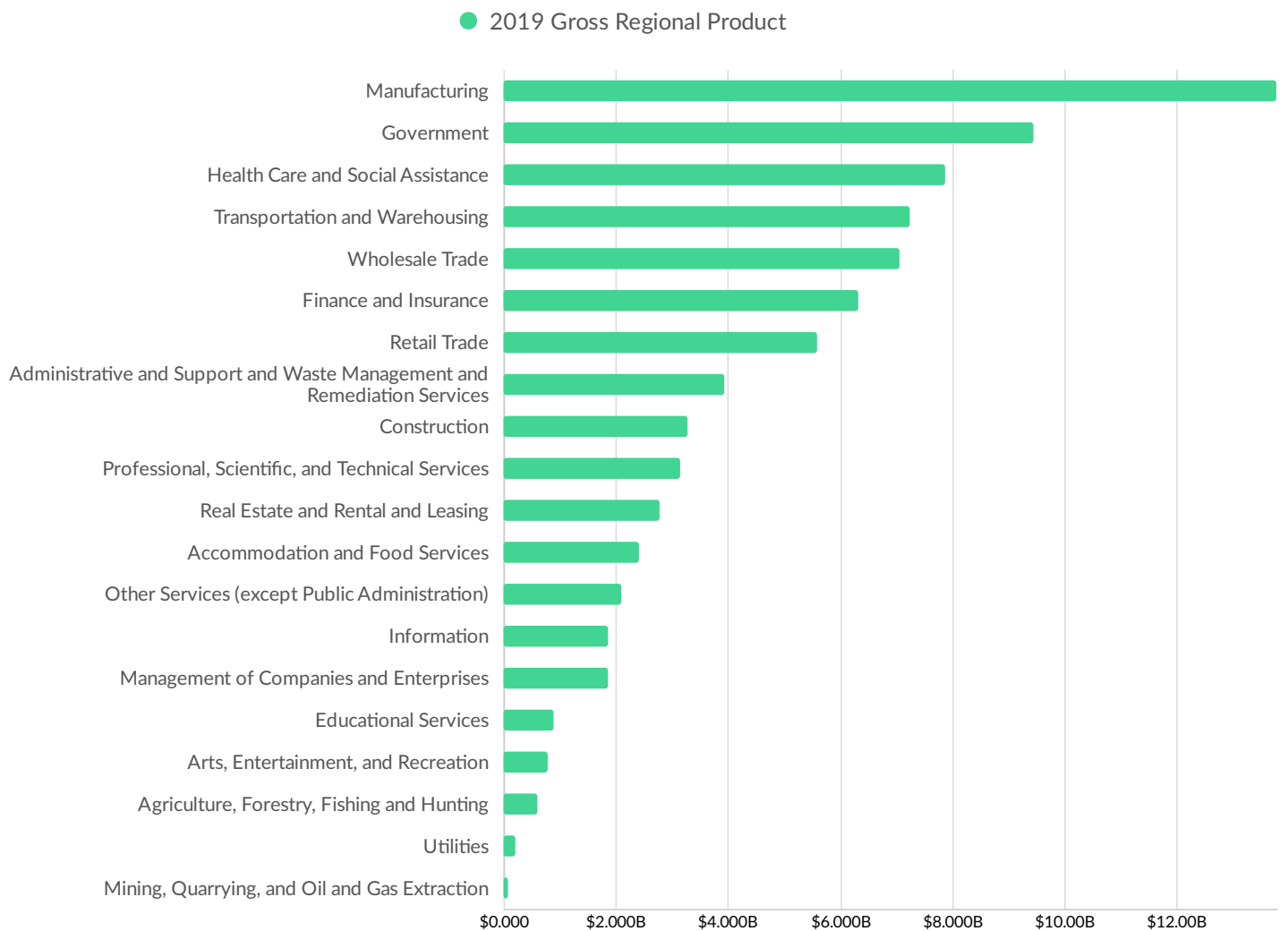
Top Growing Industries



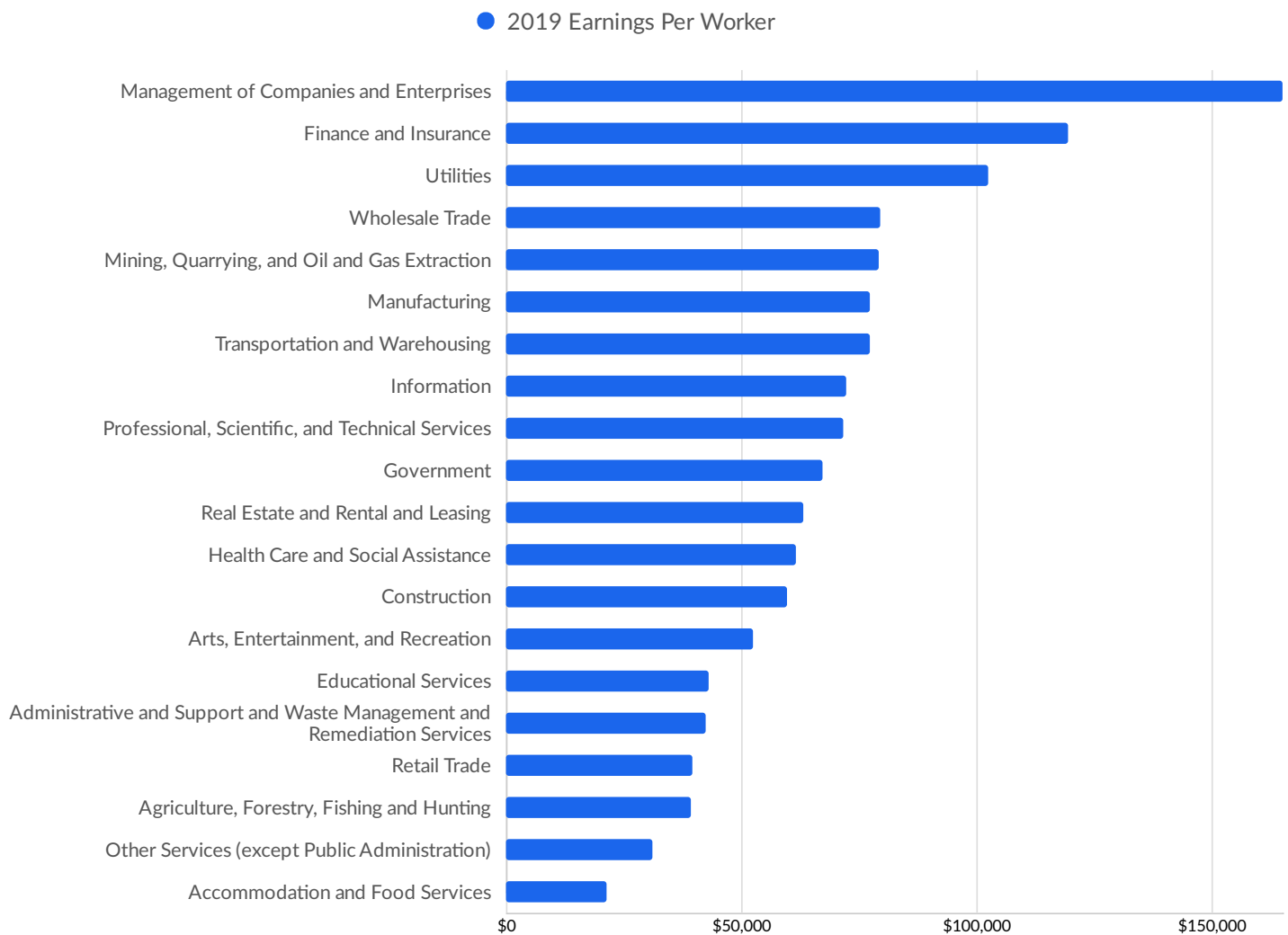
Top Industry LQ



Top Industry GRP



Top Industry Earnings



Industry	2014 Jobs	2019 Jobs	Change in Jobs	% Change in Jobs	2019 LQ	2019 Earnings Per Worker	2019 GRP
Government	112,025	118,003	5,978	+5%	0.99	\$67,448	\$9.45B
Health Care and Social Assistance	92,997	100,124	7,127	+8%	0.98	\$61,849	\$7.87B
Retail Trade	78,601	78,574	-27	0%	1.00	\$39,624	\$5.60B
Manufacturing	70,605	73,546	2,941	+4%	1.17	\$77,576	\$13.78B
Transportation and Warehousing	59,672	69,675	10,003	+17%	2.32	\$77,282	\$7.25B
Administrative and Support and Waste Management and Remediation Services	71,031	68,053	-2,978	-4%	1.37	\$42,451	\$3.93B
Accommodation and Food Services	57,050	61,606	4,556	+8%	0.90	\$21,447	\$2.41B
Other Services (except Public Administration)	41,442	43,322	1,880	+5%	1.15	\$31,087	\$2.09B
Construction	33,012	37,366	4,354	+13%	0.82	\$59,746	\$3.27B
Wholesale Trade	35,283	35,498	215	+1%	1.22	\$79,700	\$7.07B
Professional, Scientific, and Technical Services	25,957	28,181	2,224	+9%	0.53	\$71,869	\$3.14B
Finance and Insurance	22,763	23,610	847	+4%	0.74	\$119,760	\$6.32B
Educational Services	15,168	17,250	2,082	+14%	0.84	\$43,182	\$904.08M
Real Estate and Rental and Leasing	11,379	12,539	1,160	+10%	0.92	\$63,396	\$2.78B
Management of Companies and Enterprises	6,708	9,430	2,722	+41%	0.82	\$165,248	\$1.87B
Arts, Entertainment, and Recreation	7,611	8,929	1,318	+17%	0.64	\$52,703	\$796.58M
Information	7,352	6,286	-1,066	-14%	0.43	\$72,483	\$1.88B
Agriculture, Forestry, Fishing and Hunting	5,622	5,867	245	+4%	0.63	\$39,368	\$603.08M
Utilities	480	489	9	+2%	0.18	\$102,760	\$219.82M
Mining, Quarrying, and Oil and Gas Extraction	382	276	-106	-28%	0.08	\$79,438	\$87.02M

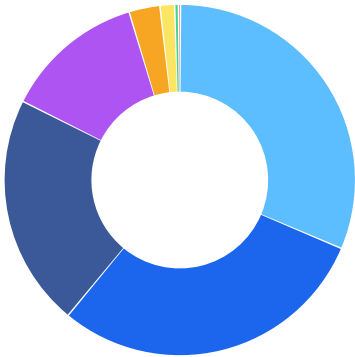
Business Characteristics

129,664 Companies Employ Your Workers

Online profiles for your workers mention 129,664 companies as employers, with the top 10 appearing below. In the last 12 months, 18,083 companies in your area posted job postings, with the top 10 appearing below.

Top Companies	Profiles	Top Companies Posting	Unique Postings
Fedex Corporation	17,736	CRST International, Inc.	7,819
Shelby County Schools	4,384	Fedex Corporation	3,728
St. Jude Children's Research Ho...	3,712	Anthem, Inc.	3,052
University of Memphis	3,544	Oracle Corporation	2,750
Baptist Memorial Health Care C...	3,434	Methodist Le Bonheur Healthca...	2,501
Methodist Le Bonheur Healthca...	3,145	HealthCare Employment Netwo...	2,351
Wal-Mart Stores, Inc.	3,060	Dollar General Corporation	2,139
Memphis City Schools	2,971	Baptist Memorial Health Care C...	1,843
Nike, Inc.	2,820	Cbre Group, Inc.	1,738
University of Tennessee	2,362	St. Jude Children's Research Ho...	1,707

Business Size

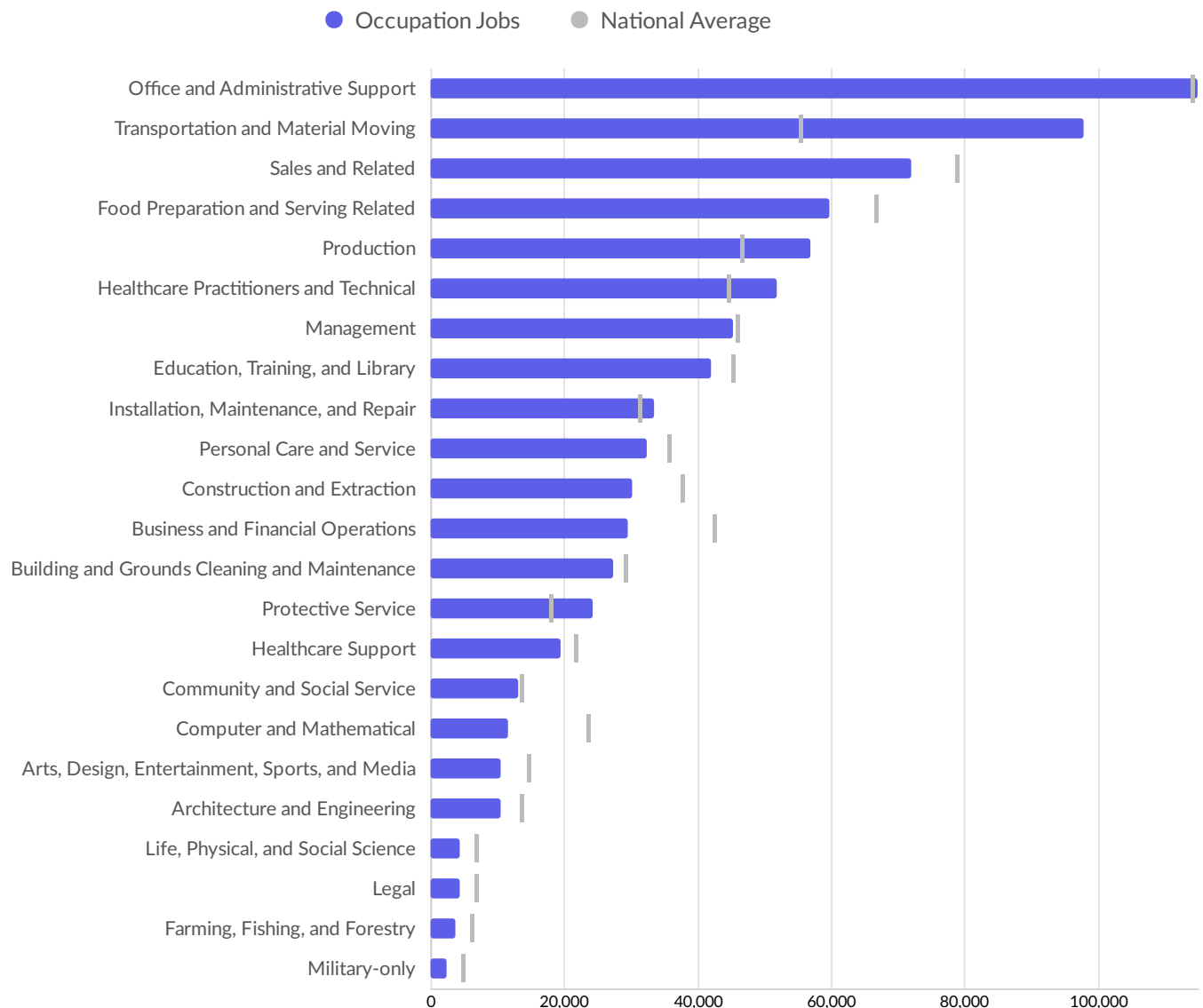


	Percentage	Business Count
1 to 4 employees	31.3%	17,069
5 to 9 employees	29.6%	16,146
10 to 19 employees	21.4%	11,676
20 to 49 employees	12.9%	7,057
50 to 99 employees	2.8%	1,554
100 to 249 employees	1.3%	736
250 to 499 employees	0.3%	187
500+ employees	0.2%	104

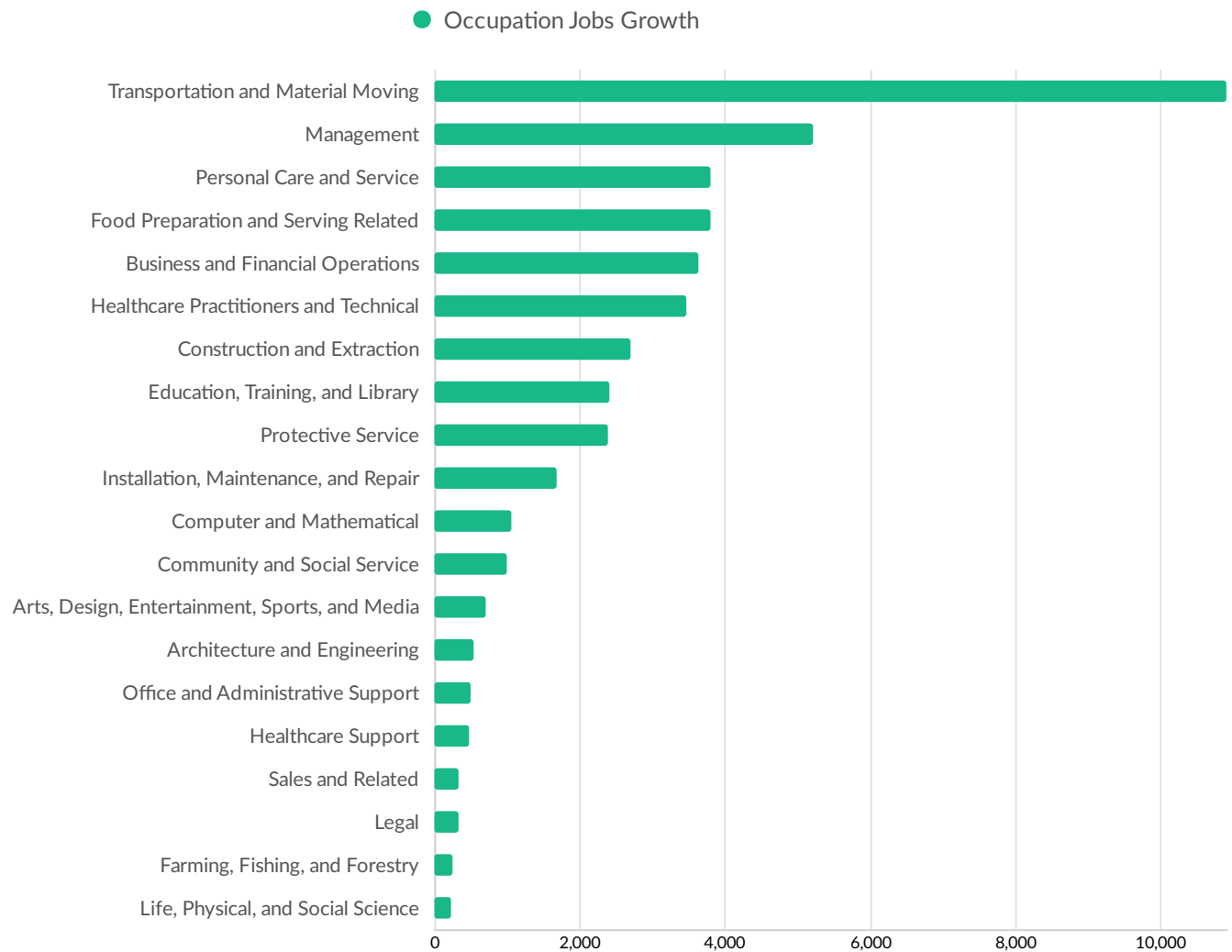
**Business Data by DatabaseUSA.com is third-party data provided by Emsi to its customers as a convenience, and Emsi does not endorse or warrant its accuracy or consistency with other published Emsi data. In most cases, the Business Count will not match total companies with profiles on the summary tab.*

Workforce Characteristics

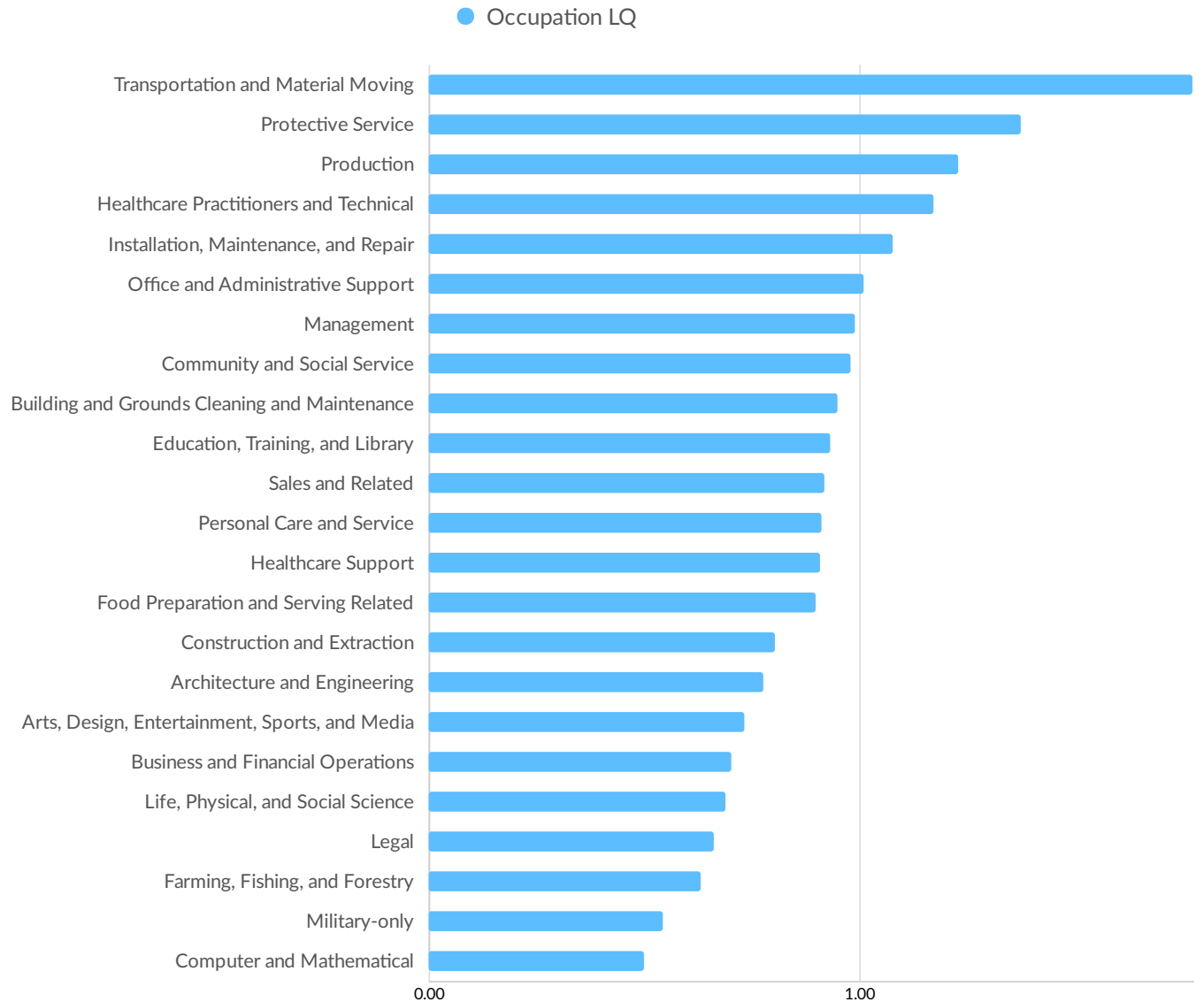
Largest Occupations



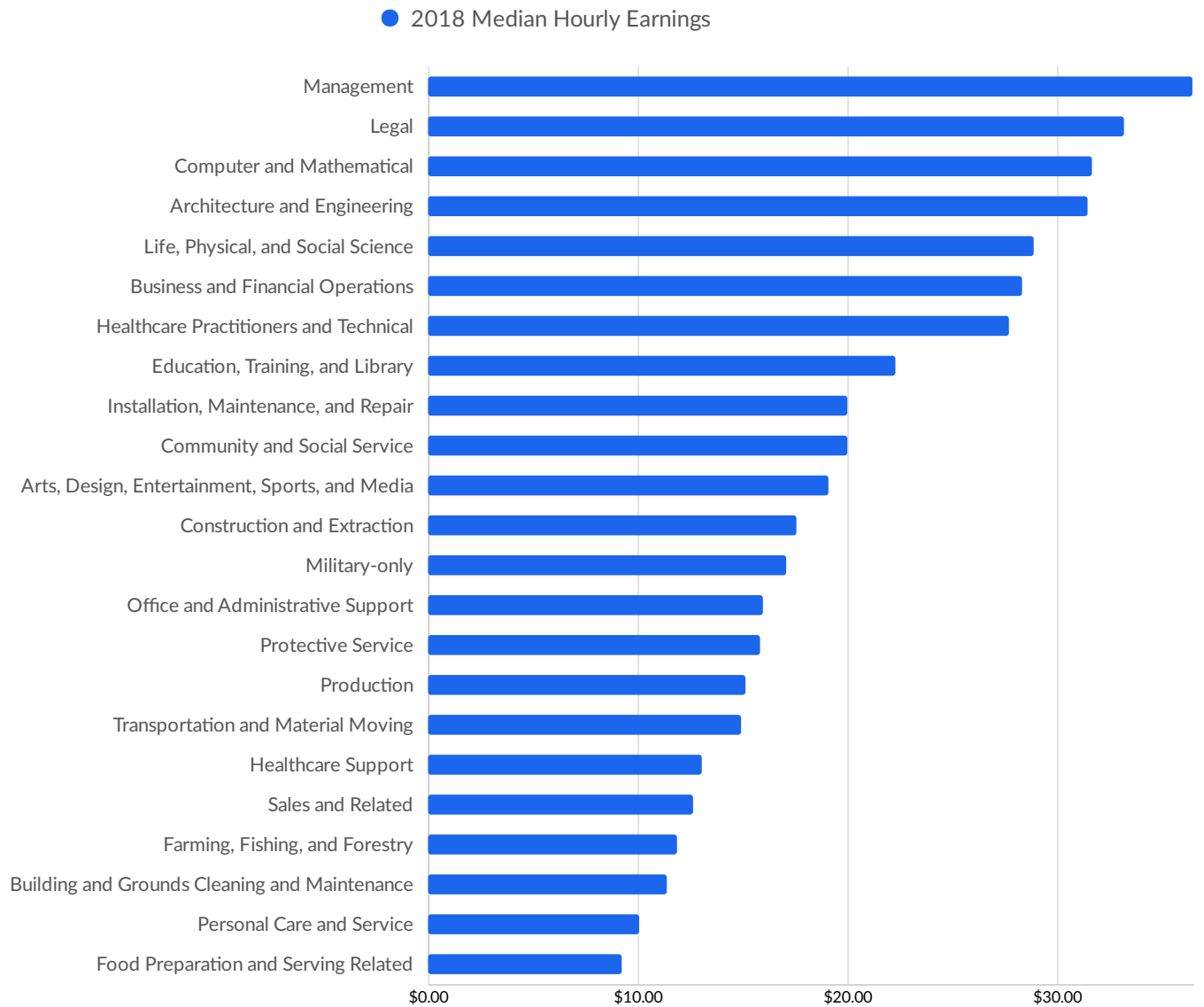
Top Growing Occupations



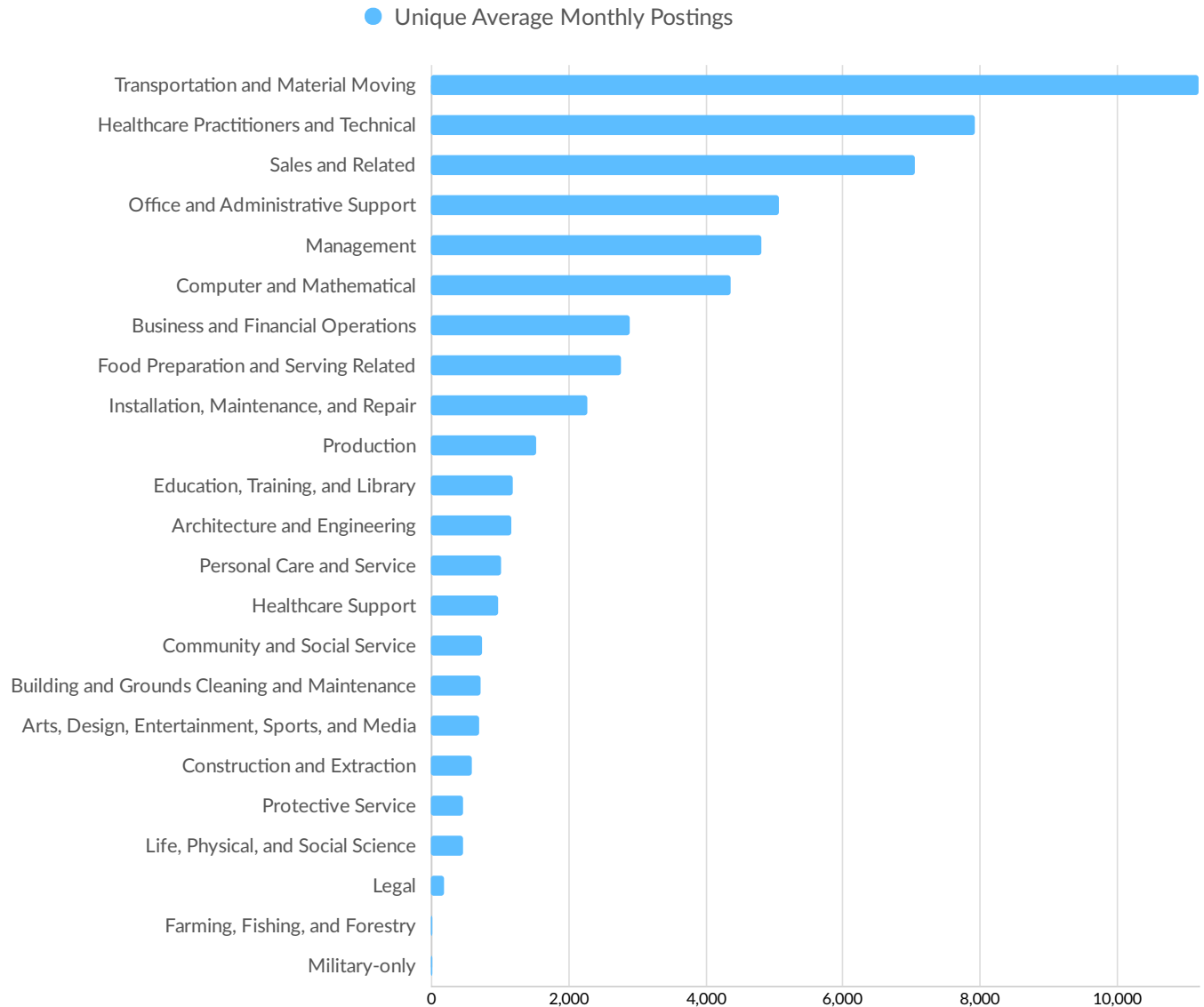
Top Occupation LQ



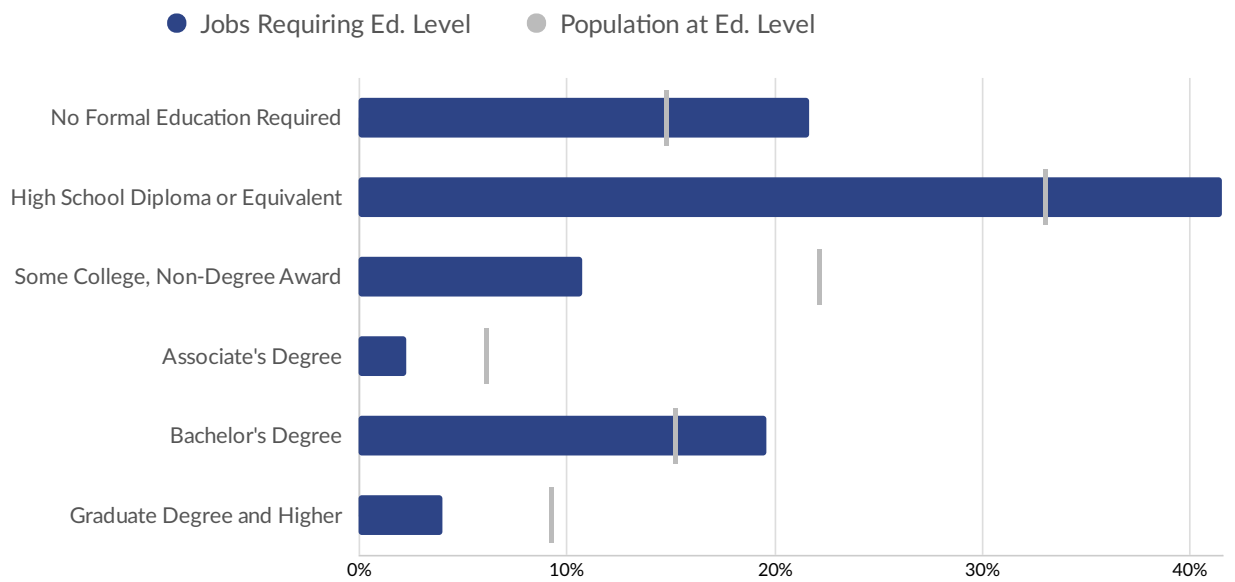
Top Occupation Earnings



Top Posted Occupations



Underemployment



Occupation	2014 Jobs	2019 Jobs	Change in Jobs	% Change in Jobs	2019 LQ	2018 Median Hourly Earnings	Apr 2019 - Mar 2020 Unique Average Monthly Postings
Office and Administrative Support	114,490	114,989	499	+0%	1.01	\$16.01	5,082
Transportation and Material Moving	86,892	97,805	10,913	+13%	1.77	\$14.95	11,199
Sales and Related	71,705	72,030	325	+0%	0.92	\$12.66	7,056
Food Preparation and Serving Related	55,969	59,771	3,802	+7%	0.90	\$9.27	2,771
Production	58,026	57,020	-1,006	-2%	1.23	\$15.12	1,529
Healthcare Practitioners and Technical	48,493	51,956	3,463	+7%	1.17	\$27.72	7,926
Management	40,102	45,313	5,211	+13%	0.99	\$36.49	4,817
Education, Training, and Library	39,567	41,972	2,405	+6%	0.93	\$22.28	1,201
Installation, Maintenance, and Repair	31,778	33,470	1,692	+5%	1.08	\$20.02	2,276
Personal Care and Service	28,539	32,353	3,814	+13%	0.91	\$10.10	1,034
Construction and Extraction	27,439	30,148	2,709	+10%	0.80	\$17.55	601
Business and Financial Operations	25,968	29,605	3,637	+14%	0.70	\$28.38	2,901
Building and Grounds Cleaning and Maintenance	27,909	27,418	-491	-2%	0.95	\$11.39	731
Protective Service	22,005	24,395	2,390	+11%	1.37	\$15.82	480
Healthcare Support	19,006	19,492	486	+3%	0.91	\$13.07	991
Community and Social Service	12,185	13,179	994	+8%	0.98	\$20.00	756
Computer and Mathematical	10,583	11,647	1,064	+10%	0.50	\$31.67	4,378
Arts, Design, Entertainment, Sports, and Media	9,898	10,611	713	+7%	0.73	\$19.14	701

Occupation	2014 Jobs	2019 Jobs	Change in Jobs	% Change in Jobs	2019 LQ	2018 Median Hourly Earnings	Apr 2019 - Mar 2020 Unique Average Monthly Postings
Architecture and Engineering	9,874	10,423	549	+6%	0.77	\$31.50	1,172
Life, Physical, and Social Science	4,224	4,463	239	+6%	0.69	\$28.92	476
Legal	4,054	4,377	323	+8%	0.66	\$33.22	202
Farming, Fishing, and Forestry	3,491	3,750	259	+7%	0.63	\$11.89	30
Military-only	2,976	2,478	-498	-17%	0.54	\$17.13	11

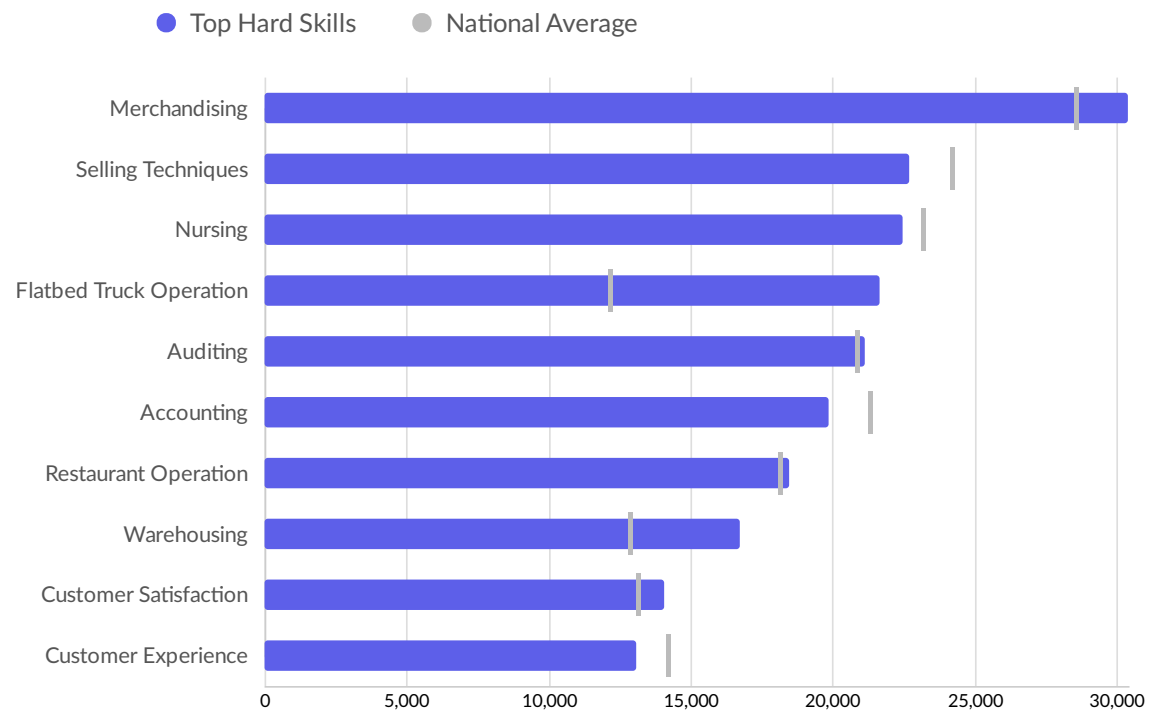
Educational Pipeline

In 2018, there were 18,188 graduates in West TN. This pipeline has shrunk by 1% over the last 5 years. The highest share of these graduates come from Liberal Arts and Sciences/Liberal Studies, Registered Nursing/Registered Nurse, and "Multi-/Interdisciplinary Studies, Other".

School	Total Graduates (2018)		Graduate Trend (2014 - 2018)
University of Memphis	4,420		
The University of Tennessee-Martin	1,274		
Southwest Tennessee Community College	1,204		
Union University	1,090		
Bethel University	1,059		
The University of Tennessee-Health Science Center	967		
Concorde Career College-Memphis	824		
Jackson State Community College	747		
Christian Brothers University	618		
Dyersburg State Community College	566		

● Certificate
 ● Associate's
 ● Bachelor's
 ● Master's or Higher

In-Demand Skills



Appendix A (Geographies)

Code	Description
47005	Benton County, TN
47017	Carroll County, TN
47023	Chester County, TN
47033	Crockett County, TN
47039	Decatur County, TN
47045	Dyer County, TN
47047	Fayette County, TN
47053	Gibson County, TN
47069	Hardeman County, TN
47071	Hardin County, TN
47075	Haywood County, TN

Code	Description
47077	Henderson County, TN
47079	Henry County, TN
47095	Lake County, TN
47097	Lauderdale County, TN
47109	McNairy County, TN
47113	Madison County, TN
47131	Obion County, TN
47157	Shelby County, TN
47167	Tipton County, TN
47183	Weakley County, TN

West Tennessee LWDA's Top 10 Industries based on Employment

Southwest Tennessee LWDA

Industry Title	Industry Code	Establishments	Average Employment	Average Weekly Wage
Educational Services	611	48	8,385	\$696
Food Services and Drinking Places	722	416	7,788	\$293
Hospitals	622	16	7,123	\$922
Administrative and Support Services	561	240	6,461	\$553
Ambulatory Health Care Services	621	426	6,211	\$1,222
Executive, Legislative, and Other General Gov	921	51	3,786	\$633
Fabricated Metal Product Manufacturing	332	63	3,256	\$1,009
Nursing and Residential Care Facilities	623	57	3,195	\$580
General Merchandise Stores	452	108	3,181	\$452
Machinery Manufacturing	333	33	3,011	\$965
Total / Average		1,458	52,397	\$732.50

Source: Tennessee Department of Labor and Workforce Development QCEW data, July 2019

Northwest Tennessee LWDA

Industry Title	Industry Code	Establishments	Average Employment	Average Weekly Wage
Educational Services	611	44	8,074	\$687
Food Services and Drinking Places	722	395	5,957	\$257
Food Manufacturing	311	21	3,704	\$827
Ambulatory Health Care Services	621	361	3,646	\$823
Nursing and Residential Care Facilities	623	72	3,303	\$545
Executive, Legislative, and Other General Gov	921	63	3,282	\$583
Administrative and Support Services	561	208	3,098	\$519
General Merchandise Stores	452	107	2,881	\$467
Hospitals	622	19	2,258	\$926
Electrical Equipment, Appliance, and Components	335	9	2,173	\$1,176
Total / Average		1,299	38,376	\$681

Source: Tennessee Department of Labor and Workforce Development QCEW data, July 2019

Greater Memphis LWDA

Industry Title	Industry Code	Establishments	Average Employment	Average Weekly Wage
Administrative and Support Services	561	1,449	50,218	\$701
Educational Services	611	344	40,339	\$890
Food Services and Drinking Places	722	1,953	38,985	\$342
Hospitals	622	36	31,081	\$1,234
Couriers and Messengers	492	130	28,193	\$1,711
Ambulatory Health Care Services	621	1,636	25,474	\$1,280
Professional, Scientific, and Technical Servi	541	2,458	22,091	\$1,194
Executive, Legislative, and Other General Gov	921	46	17,639	\$1,070
Merchant Wholesalers, Durable Goods	423	1,145	15,487	\$1,363
Specialty Trade Contractors	238	1,034	13,909	\$1,119
Total / Average		10,231	283,416	\$1,090.40

Source: Tennessee Department of Labor and Workforce Development QCEW data, July 2019

Industries by Replacement Jobs

NAICS	Description	% of Industry 55+
11	Agriculture, Forestry, Fishing and Hunting	40.1%
21	Mining, Quarrying, and Oil and Gas Extraction	31.2%
53	Real Estate and Rental and Leasing	30.8%
81	Other Services (except Public Administration)	30.3%
52	Finance and Insurance	27.6%
22	Utilities	27.0%
90	Government	27.0%
42	Wholesale Trade	26.0%
31	Manufacturing	25.9%
48	Transportation and Warehousing	25.7%
54	Professional, Scientific, and Technical Services	25.6%
23	Construction	24.2%
61	Educational Services	23.5%
62	Health Care and Social Assistance	23.4%
55	Management of Companies and Enterprises	23.2%
51	Information	22.1%
44	Retail Trade	21.9%
71	Arts, Entertainment, and Recreation	21.8%
56	Administrative and Support and Waste Management and Remediation Services	21.0%
72	Accommodation and Food Services	11.0%

Occupations by Replacement Jobs

SOC	Description	% of Workforce Aged 55+
23-0000	Legal Occupations	31.7%
21-0000	Community and Social Service Occupations	29.6%
11-0000	Management Occupations	29.4%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	29.0%
45-0000	Farming, Fishing, and Forestry Occupations	27.1%
41-0000	Sales and Related Occupations	24.7%
39-0000	Personal Care and Service Occupations	24.5%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	26.5%
19-0000	Life, Physical, and Social Science Occupations	25.8%
25-0000	Education, Training, and Library Occupations	26.5%
43-0000	Office and Administrative Support Occupations	26.7%
33-0000	Protective Service Occupations	23.0%
13-0000	Business and Financial Operations Occupations	26.0%
17-0000	Architecture and Engineering Occupations	26.4%
53-0000	Transportation and Material Moving Occupations	24.2%
49-0000	Installation, Maintenance, and Repair Occupations	25.4%
29-0000	Healthcare Practitioners and Technical Occupations	23.6%
47-0000	Construction and Extraction Occupations	21.7%
51-0000	Production Occupations	23.8%
31-0000	Healthcare Support Occupations	16.9%
35-0000	Food Preparation and Serving Related Occupations	10.9%
15-0000	Computer and Mathematical Occupations	16.9%
55-0000	Military-only occupations	2.1%
99-0000	Unclassified Occupation	0.0%

Source: EMSI, 2020.2 – QCEW Employees, Non-QCEW Employees, and Self-Employed

Top Occupations by Top Industry Sectors

Industry	SOC	Description	Annual Openings	2018 Jobs	2028 Jobs	2018 - 2028 Change	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training	2018 Location Quotient	2018 Resident Workers	2018 Net Commuters	Automation Index	Median Hourly Earnings	Avg. Hourly Earnings
Transportation	11-1021	General and Operations Managers	857	9,177	10,029	852	Bachelor's degree	5 years or more	None	0.83	8,950	227	82.2	\$41.78	\$53.49
Transportation	43-4051	Customer Service Representatives	1,711	12,654	13,327	673	HS diploma or equivalent	None	Short-term on-the-job training	0.93	11,985	669	96.4	\$14.61	\$15.98
Transportation	53-3032	Heavy and Tractor-Trailer Truck Drivers	1,969	17,517	18,161	644	Postsecondary nondegree award	None	Short-term on-the-job training	1.78	16,955	562	110.1	\$18.29	\$19.35
Transportation	53-3033	Light Truck or Delivery Services Drivers	681	5,909	6,288	379	HS diploma or equivalent	None	Short-term on-the-job training	1.28	5,612	297	112.9	\$15.67	\$17.62
Transportation	41-3099	Sales Representatives, Services, All Other	583	4,454	4,797	343	HS diploma or equivalent	None	Moderate-term on-the-job training	0.83	4,058	396	96.7	\$20.96	\$25.74
Bus. Services	11-1021	General and Operations Managers	857	9,177	10,029	852	Bachelor's degree	5 years or more	None	0.83	8,950	227	82.2	\$41.78	\$53.49
Bus. Services	43-4051	Customer Service Representatives	1,711	12,654	13,327	673	HS diploma or equivalent	None	Short-term on-the-job training	0.93	11,985	669	96.4	\$14.61	\$15.98
Bus. Services	13-1111	Management Analysts	275	2,288	2,858	570	Bachelor's degree	Less than 5 years	None	0.55	2,103	185	91.1	\$34.37	\$35.91
Bus. Services	11-3031	Financial Managers	321	3,449	3,969	520	Bachelor's degree	5 years or more	None	1.13	3,106	343	85.8	\$44.38	\$52.82
Bus. Services	13-1161	Market Research Analysts and Marketing Specialists	247	1,799	2,305	506	Bachelor's degree	None	None	0.57	1,688	111	88.6	\$26.69	\$29.44
Healthcare	39-9021	Personal Care Aides	1,357	6,658	9,126	2,468	HS diploma or equivalent	None	Short-term on-the-job training	0.59	6,452	206	94.2	\$9.37	\$9.65
Healthcare	29-1141	Registered Nurses	1,021	14,283	16,697	2,414	Bachelor's degree	None	None	0.99	13,565	718	85.3	\$30.30	\$30.78
Healthcare	31-1011	Home Health Aides	300	1,259	2,287	1,028	HS diploma or equivalent	None	Short-term on-the-job training	0.29	1,338	(79)	92.0	\$10.59	\$10.72
Healthcare	31-1014	Nursing Assistants	964	7,319	8,233	914	Postsecondary nondegree award	None	None	1.01	7,005	314	97.0	\$11.69	\$11.95
Healthcare	31-9092	Medical Assistants	532	3,852	4,675	823	Postsecondary nondegree award	None	None	1.16	3,562	290	97.3	\$14.71	\$15.38
Manufacturing	11-1021	General and Operations Managers	857	9,177	10,029	852	Bachelor's degree	5 years or more	None	0.83	8,950	227	82.2	\$41.78	\$53.49
Manufacturing	43-4051	Customer Service Representatives	1,711	12,654	13,327	673	HS diploma or equivalent	None	Short-term on-the-job training	0.93	11,985	669	96.4	\$14.61	\$15.98
Manufacturing	49-9071	Maintenance and Repair Workers, General	822	7,773	8,266	493	HS diploma or equivalent	None	Moderate-term on-the-job training	1.05	7,542	231	109.6	\$17.49	\$18.37
Manufacturing	41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	573	5,178	5,517	339	HS diploma or equivalent	None	Moderate-term on-the-job training	0.74	4,702	476	91.5	\$27.23	\$32.92
Manufacturing	51-4041	Machinists	212	1,835	2,008	173	HS diploma or equivalent	None	Long-term on-the-job training	0.96	1,815	20	115.2	\$20.31	\$21.42

Greater Memphis Tennessee

(Fayette, Lauderdale, Shelby, and Tipton Counties)



In Demand Occupations to 2026

Personal Skills and Abilities

- advanced skills required
- moderate skills required
- A artistic/creative ability required

Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
Doctoral or professional degree										
Health Specialties Teachers, Postsecondary	190	\$90,626	●	●	●	●	●			A
Lawyers	115	\$95,577	●	○	●	●				A
Master's degree										
Healthcare Social Workers	100	\$52,595	●	○	●	●	○			A
Nurse Practitioners	80	\$104,265	●	○	●	●	●			A
Education Administrators, Elementary and Secondary School	75	\$88,940	●	●	●	●				A
Bachelor's degree										
General and Operations Managers	810	\$94,202	●	○	●	●	○			
Registered Nurses	715	\$65,890	●	○	●	●	○			
Elementary School Teachers, Except Special Education	340	\$56,559	●	○	●	●	○			A
Accountants and Auditors	340	\$64,176	●	●	●	●				
Financial Managers	280	\$102,893	●	●	●	●				
Secondary School Teachers, Except Special and Career/Technical Education	265	\$54,883	●	○	●	●	○			A
Clergy	245	\$49,596	●	○	●	●				A
Market Research Analysts & Marketing Specialists	235	\$56,843	●	●	○	●	○	○		
Human Resources Specialists	215	\$55,758	●	○	●	○				A
Sales Managers	195	\$114,440	●	●	●	●				
Medical and Health Services Managers	190	\$95,608	●	○	●	●	○			
Management Analysts	175	\$79,304	●	●	●	●				
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	160	\$67,510	●	○	●	●				A
Administrative Services Managers	135	\$84,032	●	○	●	●				
Special Education Teachers, Kindergarten and Elementary School	125	\$56,221	●	○	●	●				A
Computer Systems Analysts	120	\$69,886	●	●	○	○	○	●		
Compliance Officers	115	\$64,678	●	○	●	●				

✓ Jobs in Demand

✓ Positive Job Growth

✓ At least 75 expected annual job openings

Greater Memphis Tennessee

(Fayette, Lauderdale, Shelby, and Tipton Counties)



In Demand Occupations to 2026

Personal Skills and Abilities

- advanced skills required
- moderate skills required
- A artistic/creative ability required

Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
Bachelor's degree continued										
Training and Development Specialists	110	\$57,657	●	○	●	●				A
Wholesale and Retail Buyers, Except Farm Products	105	n/a	●	●	●	●				
Substance Abuse and Behavioral Disorder Counselors	105	n/a	●	○	●	●	○			A
Chief Executives	105	\$146,946	●	●	●	●				A
Construction Managers	95	\$73,761	●	●	●	●	○			
Child, Family, and School Social Workers	90	\$42,719	●	○	●	●	○			A
Medical and Clinical Laboratory Technologists	90	n/a	●	●	●	○	●	○	○	
Software Developers, Applications	90	\$80,064	●	○	○	○	○	●		
Marketing Managers	90	\$93,927	●	○	●	●				A
Computer and Information Systems Managers	85	\$107,326	●	●	○	●		○		
Financial Analysts	85	\$65,875	●	●	○	○				
Middle School Teachers, Except Special and Career/Technical Education	80	\$54,531	●	●	●	●				A
Network and Computer Systems Administrators	80	\$74,608	●	○	●	○	○	●	●	
Personal Financial Advisors	80	\$61,449	●	●	●	●				
Industrial Engineers	80	\$75,999	●	●	○	○				
Associate's degree										
Paralegals and Legal Assistants	85	\$41,139	●		●	○				
Postsecondary non-degree award										
Heavy and Tractor-Trailer Truck Drivers	1,415	\$45,614	●	○	○	○			○	
Licensed Practical and Licensed Vocational Nurses	285	\$43,664	●	○	●	●	○			
Automotive Service Technicians and Mechanics	225	\$44,993	○	○	○	○			●	

✓ Jobs in Demand

✓ Positive Job Growth

✓ At least 75 expected annual job openings

Greater Memphis Tennessee

(Fayette, Lauderdale, Shelby, and Tipton Counties)



In Demand Occupations to 2026

Personal Skills and Abilities

- advanced skills required
- moderate skills required
- A artistic/creative ability required

Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
Postsecondary non-degree award continued										
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	155	\$42,517	●	○	○	○	○		●	
Emergency Medical Technicians and Paramedics	110	\$39,106	●	○	●	○	●			
Firefighters	85	\$52,241	●	○	●	●	○		○	
Some college, no degree										
Computer User Support Specialists	215	\$47,120	●	○	●	○	○	○	○	
High school diploma or equivalent										
First-Line Supervisors of Office and Administrative Support Workers	620	\$53,670	●	○	●	●				
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	380	\$57,010	●	○	●	●				
Food Service Managers	325	\$42,844	●	○	●	●				
Electricians	250	\$48,688	●	●	○	○	○		●	
Plumbers, Pipefitters, and Steamfitters	210	\$54,112	●	○	●	○			●	
First-Line Supervisors of Production and Operating Workers	195	\$53,941	●	○	○	●			○	
Production, Planning, and Expediting Clerks	190	\$44,796	●	○	○	○				
Police and Sheriff's Patrol Officers	185	\$53,280	●	○	●	●				
Property, Real Estate, and Community Association Managers	180	\$47,512	●	○	●	●				
Claims Adjusters, Examiners, and Investigators	175	\$71,704	●	●	●	○				
Bus and Truck Mechanics and Diesel Engine Specialists	170	\$44,037	○	○	○	○			●	
First-Line Supervisors, Mechanics, Installers, Repairers	160	\$71,307	●	●	●	●			●	
Machinists	160	\$45,936	●	○	○	○			○	
Insurance Sales Agents	155	\$51,793	●	●	●	●				

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In Demand Occupations to 2026

Personal Skills and Abilities

- advanced skills required
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Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
High school diploma or equivalent continued										
First-Line Supervisors of Non-Retail Sales Workers	145	\$77,583	●	●	●	●				
Industrial Machinery Mechanics	110	\$54,872	○	○	○	○	○	○	●	
Dispatchers, Except Police, Fire, and Ambulance	110	\$43,748	●	○	●	○				
Executive Secretaries and Executive Administrative Assistants	100	\$52,618	●	○	●	○				
Welders, Cutters, Solderers, and Brazers	90	\$49,660	●	○	○	○			○	
Transportation, Storage, and Distribution Managers	85	\$85,143	●	●	●	●				

For more information, please contact:

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Northwest Tennessee

(Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Obion, and Weakley Counties)



In Demand Occupations to 2026

Personal Skills and Abilities

- advanced skills required
- moderate skills required
- A artistic/creative ability required

Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
Doctoral or professional degree										
Physical Therapists	15	\$88,617	●	○	●	●	●			
Pharmacists	10	\$120,305	●	●	●	●	●			
Master's degree										
Education Administrators, Elementary and Secondary School	20	\$74,341	●	●	●	●				A
Educational, Guidance, School, and Vocational Counselors	20	\$45,672	●	○	●	●				A
Instructional Coordinators	15	\$67,999	●	○	●	●				A
Healthcare Social Workers	10	\$45,449	●	○	●	●	○			A
Speech-Language Pathologists	10	\$58,505	●	○	●	●	○			A
Nurse Practitioners	10	\$89,985	●	○	●	●	●			A
Librarians	10	\$46,817	●	○	●	○				A
Bachelor's degree										
Elementary School Teachers, Except Special Education	85	\$46,208	●	○	●	●	○			A
General and Operations Managers	80	\$69,567	●	○	●	●	○			
Registered Nurses	75	\$54,412	●	○	●	●	○			
Secondary School Teachers, Except Special and Career/Technical Education	50	\$48,494	●	○	●	●	○			A
Medical and Health Services Managers	40	\$64,122	●	○	●	●	○			
Middle School Teachers, Except Special and Career/Technical Education	35	\$47,501	●	●	●	●				A
Accountants and Auditors	30	\$53,034	●	●	●	●				
Financial Managers	30	\$65,361	●	●	●	●				
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	20	\$40,583	●	○	●	●				A
Loan Officers	15	\$54,558	●	●	●	○				
Kindergarten Teachers, Except Special Education	15	\$42,110	●	○	●	●				A
Special Education Teachers, Kindergarten and Elementary School	15	\$41,853	●	○	●	●				A
Industrial Engineers	10	\$86,670								

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✓ Positive Job Growth

✓ At least 10 expected annual job openings

Northwest Tennessee

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In Demand Occupations to 2026

Personal Skills and Abilities

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Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability	
Bachelor's degree continued											✓ Jobs in Demand
Market Research Analysts & Marketing Specialists	10	\$41,474	●	●	○	●	○	○			
Sales Managers	10	\$90,175	●	●	●	●					
Administrative Services Managers	10	\$85,211	●	○	●	●					
Industrial Production Managers	10	\$93,023	●	●	○	●					
Probation Officers and Correctional Treatment Specialists	10	\$43,330	●		●	●					
Career/Technical Education Teachers, Secondary School	10	51272	●	○	●	●				A	
Associate's degree											✓ Positive Job Growth
Physical Therapist Assistants	25	\$62,459	●	○	●	○	○				
Civil Engineering Technicians	10	n/a	●	●	○	○	○			A	
Electrical and Electronics Engineering Technicians	10	n/a	●	●	○	○	○	○	●		
Industrial Engineering Technicians	10	n/a	●	●	○	○	○		○		
Postsecondary non-degree award											✓ At least 10 expected annual job openings
Licensed Practical and Licensed Vocational Nurses	145	\$35,860	●	○	●	●	○				
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	45	\$39,806	●	○	○	○	○		●		
High school diploma or equivalent											
First-Line Supervisors of Production and Operating Workers	55	\$52,217	●	○	○	●			○		
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	55	\$48,091	●	○	●	●					
Industrial Machinery Mechanics	50	\$45,552	○	○	○	○	○	○	●		
Electricians	40	\$48,335	●	●	○	○	○		●		
First-Line Supervisors of Construction Trades and Extraction Workers	35	\$50,560	●	○	●	●	○		○		
First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	30	n/a	●	○	●	●			○		

Northwest Tennessee

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TN

In Demand Occupations to 2026

Personal Skills and Abilities

- advanced skills required
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Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
High school diploma or equivalent continued										
First-Line Supervisors, Mechanics, Installers, Repairers	25	\$64,527	●	●	●	●			●	
Electrical Power-Line Installers and Repairers	20	\$58,475	●	○	○	○			●	
Excavating and Loading Machine and Dragline Operators	20	\$38,866	●	○	○	●			●	
Sales Representatives, Services, All Other	20	\$38,167								
First-Line Supervisors of Non-Retail Sales Workers	15	\$64,445	●	●	●	●				
Maintenance Workers, Machinery	15	\$42,727	●	○	○	○			●	
First-Line Supervisors of Police and Detectives	10	\$53,495	●	○	●	●				
Millwrights	10	\$54,519	●	○	●	●			●	
Operating Engineers and Other Construction Equipment Operators	10	\$36,125	○	○	○	○			○	
Paving, Surfacing, and Tamping Equipment Operators	10	\$35,042	○	○	○	○			○	
Production, Planning, and Expediting Clerks	10	\$41,686	●	○	○	○				
Property, Real Estate, and Community Association Managers	10	n/a	●	○	●	●				
Transportation, Storage, and Distribution Managers	10	\$54,439	●	●	●	●				

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✓ Jobs in Demand
✓ Positive Job Growth
✓ At least 10 expected annual job openings

Southwest Tennessee

(Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Madison, and McNairy Counties)



In Demand Occupations to 2026

Personal Skills and Abilities

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Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
Doctoral or professional degree										
Physical Therapists	15	\$93,508	●	○	●	●	●			
Pharmacists	15	\$120,586	●	●	●	●	●			
Lawyers	10	\$94,378	●	○	●	●				A
Master's degree										
Education Administrators, Postsecondary	25	n/a	●	○	●	○	○			A
Education Administrators, Elementary and Secondary School	20	\$68,346	●	●	●	●				A
Mental Health and Substance Abuse Social Workers	20	\$31,559	●	○	●	●	○			A
Educational, Guidance, School, and Vocational Counselors	20	\$48,768	●	○	●	●				A
Nurse Practitioners	15	\$90,932	●	○	●	●	●			A
Librarians	10	\$49,112	●	○	●	○				A
Bachelor's degree										
Registered Nurses	200	\$56,418	●	○	●	●	○			
General and Operations Managers	140	\$77,491	●	○	●	●	○			
Elementary School Teachers, Except Special Education	75	\$45,841	●	○	●	●	○			A
Appraisers and Assessors of Real Estate	65	\$67,721	●	●	●	●				
Secondary School Teachers, Except Special and Career/Technical Education	55	\$48,298	●	○	●	●	○			A
Accountants and Auditors	45	\$53,539	●	●	●	●				
Medical and Health Services Managers	45	\$75,790	●	○	●	●	○			
Human Resources Specialists	40	\$50,989	●	○	●	○				A
Financial Managers	30	\$83,960	●	●	●	●				
Middle School Teachers, Except Special and Career/Technical Education	30	\$46,383	●	●	●	●				A
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	25	\$64,815	●	○	●	●				A
Industrial Engineers	25	\$79,336	●	●	○	○				
Construction Managers	20	\$76,470	●	●	●	●	○			

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Personal Skills and Abilities

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Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
Bachelor's degree continued										
Child, Family, and School Social Workers	20	\$44,539	●	○	●	●	○			A
Loan Officers	20	\$51,510	●	●	●	○				
Market Research Analysts & Marketing Specialists	15	\$45,327	●	●	○	●	○	○		
Sales Managers	15	\$109,598	●	●	●	●				
Administrative Services Managers	15	\$65,395	●	○	●	●				
Industrial Production Managers	15	\$84,452	●	●	○	●				
Kindergarten Teachers, Except Special Education	15	\$46,036	●	○	●	●				A
Social and Community Service Managers	10	\$55,915	●	○	●	●	○			A
Purchasing Agents, Except Wholesale, Retail, and Farm Products	10	n/a	●	○	●	●				
Compliance Officers	10	\$43,921	●	○	●	●				
Special Education Teachers, Kindergarten and Elementary School	10	\$45,863	●	○	●	●				A
Training and Development Specialists	10	\$49,239	●	○	●	●				A
Career/Technical Education Teachers, Secondary School	10	\$48,391	●	○	●	●				A
Associate's degree										
Physical Therapist Assistants	40	\$60,877	●	○	●	○	○			
Radiologic Technologists	20	\$45,786	●	○	●	○	○			
Occupational Therapy Assistants	15	\$67,822	●	○	●	●				A
Electrical and Electronics Engineering Technicians	10	\$68,568	●	●	○	○	○	○	●	
Postsecondary non-degree award										
Licensed Practical and Licensed Vocational Nurses	115	\$36,236	●	○	●	●	○			
Dental Assistants	25	\$40,808	●	○	●	○	○			
Some college, no degree										
Computer User Support Specialists	15	\$40,130	●	○	●	○	○	○	○	

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Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
High school diploma or equivalent										
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	70	\$53,275	●	○	●	●				
Property, Real Estate, and Community Association Managers	65	\$48,403	●	○	●	●				
Machinists	60	\$44,431	●	○	○	○			○	
Food Service Managers	55	\$43,168	●	○	●	●				
Carpenters	45	\$35,937	●	○	○	○			○	
Police and Sheriff's Patrol Officers	40	\$42,643	●	○	●	●				
First-Line Supervisors of Construction Trades and Extraction Workers	35	\$53,022	●	○	●	●	○		○	
Bus and Truck Mechanics and Diesel Engine Specialists	35	\$39,649	●	○	○	○			●	
First-Line Supervisors, Mechanics, Installers, Repairers	30	\$58,100	●	●	●	●			●	
Production, Planning, and Expediting Clerks	30	\$41,532	●	○	○	○				
Operating Engineers and Other Construction Equipment Operators	30	\$38,489	○	○	○	○			○	
Plumbers, Pipefitters, and Steamfitters	30	\$37,044	●	○	●	○			●	
Electricians	25	\$46,782	●	●	○	○	○		●	
Executive Secretaries and Executive Administrative Assistants	25	\$48,060	●	○	●	○				
First-Line Supervisors of Non-Retail Sales Workers	20	\$68,574	●	●	●	●				
Excavating and Loading Machine and Dragline Operators	20	n/a								
Industrial Machinery Mechanics	15	\$49,052	○	○	○	○	○	○	●	A
Mobile Heavy Equipment Mechanics, Except Engines	15	\$39,964	●	○	○	○			●	
Electrical Power-Line Installers and Repairers	15	\$61,626	●	○	○	○			●	

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Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
High school diploma or equivalent continued										
Highway Maintenance Workers	15	\$35,390	○	○	○	○			○	
First-Line Supervisors of Police and Detectives	15	\$58,086	●	○	●	●				
Transportation, Storage, and Distribution Managers	10	\$78,150	●	●	●	●				

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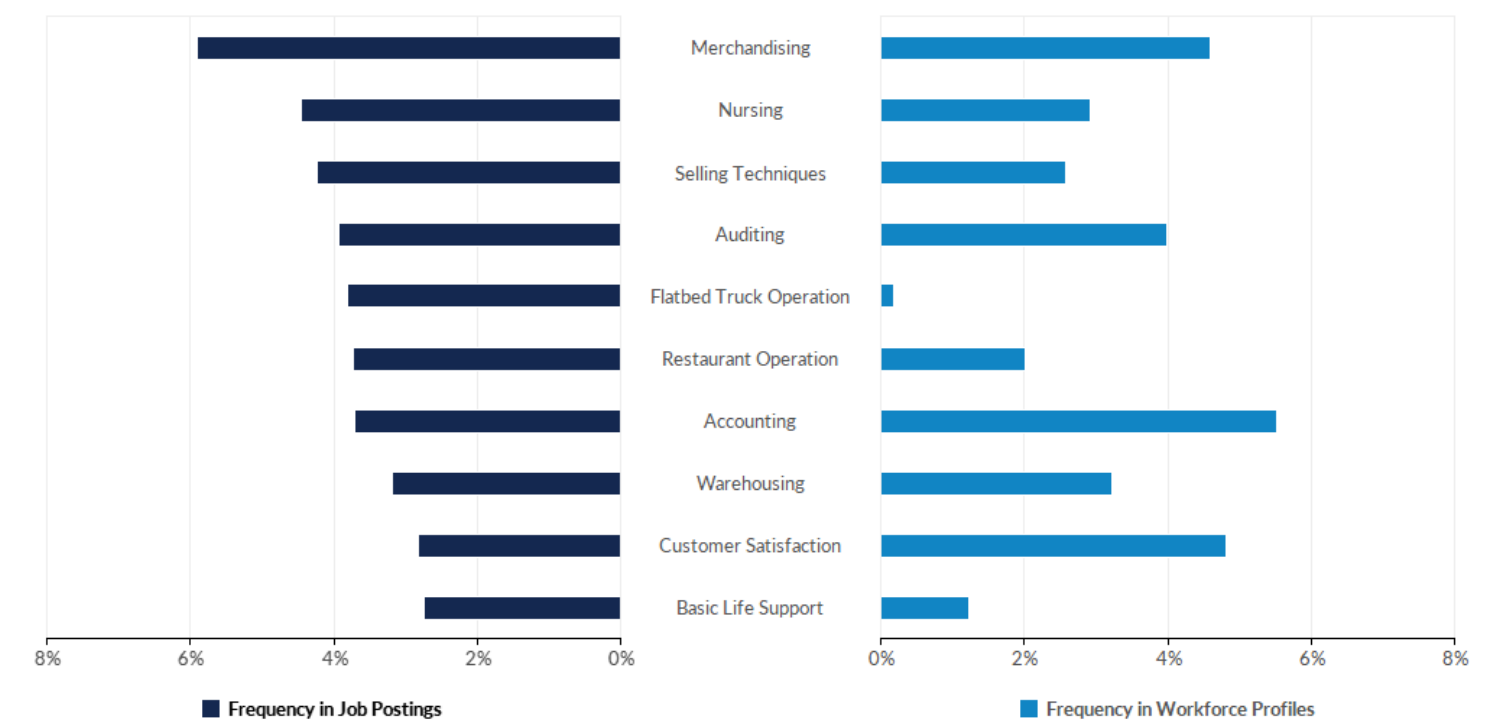


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The following provides insight into the supply and demand of relevant skills by comparing the frequency of skills present in job postings against skills present in today's workforce. Along with Emsi's job posting analytics, this comparison leverages Emsi's dataset of more than 100M online resumés and profiles. All resumés and profiles used in these comparisons have been updated within the last three years.

**The skills associated with workforce profiles represent workers of all education and experience levels.*

Top Hard Skills



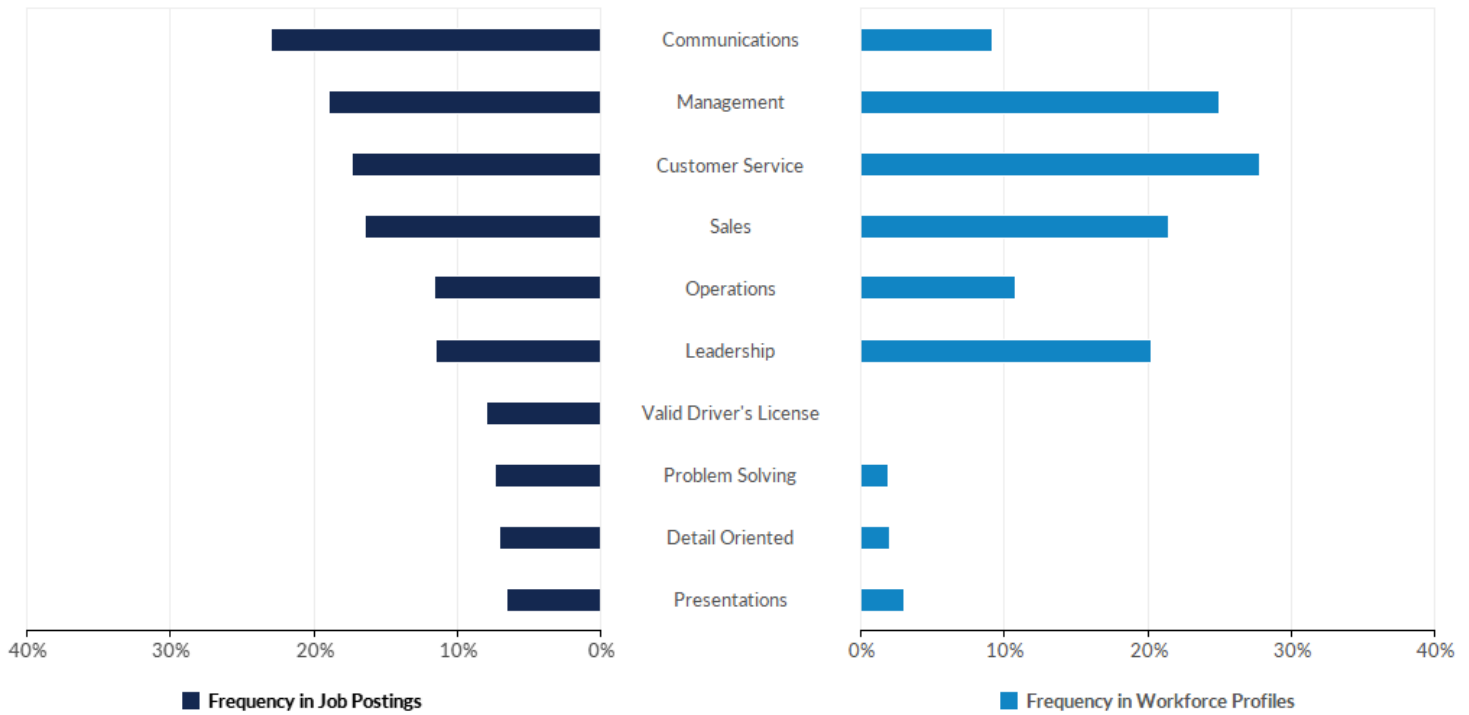
Top Hard Skills

	Frequency in Postings	Postings with Skill / Total Postings (Jul 2019 - Apr 2020)	Frequency in Profiles	Profiles with Skill / Total Profiles (2018 - 2020)
Merchandising	6%	13,810 / 233,915	5%	26,956 / 585,886
Nursing	4%	10,398 / 233,915	3%	17,095 / 585,886
Selling Techniques	4%	9,884 / 233,915	3%	15,094 / 585,886
Auditing	4%	9,213 / 233,915	4%	23,364 / 585,886
Flatbed Truck Operation	4%	8,930 / 233,915	0%	1,084 / 585,886
Restaurant Operation	4%	8,723 / 233,915	2%	11,865 / 585,886
Accounting	4%	8,696 / 233,915	6%	32,390 / 585,886
Warehousing	3%	7,449 / 233,915	3%	18,834 / 585,886

Customer Satisfaction	3%	6,579 / 233,915	5%	28,177 / 585,886
Basic Life Support	3%	6,397 / 233,915	1%	7,169 / 585,886
Customer Experience	3%	6,037 / 233,915	1%	4,980 / 585,886
Cash Register	2%	5,741 / 233,915	1%	7,182 / 585,886
Cardiopulmonary Resuscitation (CPR)	2%	5,419 / 233,915	2%	14,561 / 585,886
Purchasing	2%	4,504 / 233,915	3%	19,080 / 585,886
Visual Acuity	2%	4,425 / 233,915	0%	0 / 585,886
Customer Relationship Management	2%	4,419 / 233,915	3%	19,605 / 585,886
Billing	2%	3,956 / 233,915	3%	20,248 / 585,886
SQL (Programming Language)	2%	3,922 / 233,915	2%	9,479 / 585,886
Advanced Cardiovascular Life Support (ACLS)	2%	3,798 / 233,915	1%	4,556 / 585,886
Packaging And Labeling	2%	3,793 / 233,915	2%	13,098 / 585,886
Forecasting	2%	3,730 / 233,915	2%	12,700 / 585,886
Budgeting	2%	3,665 / 233,915	4%	23,548 / 585,886
Automation	2%	3,606 / 233,915	1%	5,488 / 585,886
Strategic Planning	2%	3,514 / 233,915	7%	42,344 / 585,886
HVAC	1%	3,468 / 233,915	1%	4,684 / 585,886
Mechanics	1%	3,443 / 233,915	1%	5,033 / 585,886
Project Management	1%	3,431 / 233,915	4%	23,678 / 585,886
Loans	1%	3,416 / 233,915	2%	10,877 / 585,886
Agile Software Development	1%	3,379 / 233,915	1%	2,934 / 585,886
Food Services	1%	3,330 / 233,915	1%	6,049 / 585,886
Corrective And Preventive Action (CAPA)	1%	3,319 / 233,915	1%	3,654 / 585,886
Computer Science	1%	3,270 / 233,915	0%	2,384 / 585,886
Java (Programming Language)	1%	3,221 / 233,915	1%	6,143 / 585,886
Quality Control	1%	3,185 / 233,915	1%	7,622 / 585,886
Forklift Truck	1%	3,129 / 233,915	4%	24,329 / 585,886
Rehabilitation	1%	3,123 / 233,915	1%	3,389 / 585,886
Business Development	1%	3,104 / 233,915	3%	19,075 / 585,886

Caregiving	1%	3,006 / 233,915	1%	3,781 / 585,886
New Product Development	1%	2,906 / 233,915	2%	11,422 / 585,886
Intensive Care Unit	1%	2,852 / 233,915	0%	2,615 / 585,886
Pediatrics	1%	2,836 / 233,915	1%	5,522 / 585,886
Collections	1%	2,803 / 233,915	2%	11,861 / 585,886
Food Safety	1%	2,782 / 233,915	0%	2,835 / 585,886
Financial Statements	1%	2,780 / 233,915	2%	11,791 / 585,886
Standard Operating Procedure	1%	2,740 / 233,915	0%	987 / 585,886
Business Process	1%	2,709 / 233,915	1%	4,417 / 585,886
Deposit Accounts	1%	2,673 / 233,915	1%	7,516 / 585,886
Surgeries	1%	2,662 / 233,915	1%	5,223 / 585,886
Inventory Management	1%	2,629 / 233,915	4%	23,859 / 585,886
Franchising	1%	2,624 / 233,915	0%	1,616 / 585,886

Top Common Skills



Top Common Skills

	Frequency in Postings	Postings with Skill / Total Postings (Jul 2019 - Apr 2020)	Frequency in Profiles	Profiles with Skill / Total Profiles (2018 - 2020)
Communications	23%	53,780 / 233,915	9%	53,564 / 585,886
Management	19%	44,325 / 233,915	25%	146,160 / 585,886
Customer Service	17%	40,422 / 233,915	28%	162,866 / 585,886
Sales	16%	38,482 / 233,915	21%	125,828 / 585,886
Operations	12%	27,218 / 233,915	11%	63,153 / 585,886
Leadership	11%	26,860 / 233,915	20%	118,560 / 585,886
Valid Driver's License	8%	18,509 / 233,915	0%	154 / 585,886
Problem Solving	7%	17,164 / 233,915	2%	11,107 / 585,886
Detail Oriented	7%	16,547 / 233,915	2%	11,981 / 585,886
Presentations	7%	15,236 / 233,915	3%	17,602 / 585,886
Written Communication	5%	12,823 / 233,915	1%	3,392 / 585,886
Computer Literacy	5%	11,909 / 233,915	2%	13,999 / 585,886
Microsoft Office	5%	11,832 / 233,915	15%	89,653 / 585,886

Microsoft Excel	5%	11,705 / 233,915	16%	93,511 / 585,886
Coordinating	5%	11,601 / 233,915	3%	17,464 / 585,886
Interpersonal Communications	5%	11,313 / 233,915	1%	8,178 / 585,886
Research	5%	11,018 / 233,915	9%	55,493 / 585,886
Scheduling	5%	10,602 / 233,915	2%	10,071 / 585,886
Organizational Skills	4%	9,883 / 233,915	0%	1,934 / 585,886
Innovation	4%	9,409 / 233,915	1%	6,862 / 585,886
Teamwork	4%	8,964 / 233,915	3%	17,695 / 585,886
Troubleshooting (Problem Solving)	4%	8,674 / 233,915	2%	14,519 / 585,886
Time Management	4%	8,482 / 233,915	5%	29,838 / 585,886
Professionalism	3%	7,911 / 233,915	1%	3,623 / 585,886
Verbal Communication Skills	3%	7,366 / 233,915	1%	3,398 / 585,886
Good Driving Record	3%	6,843 / 233,915	0%	26 / 585,886
Teaching	3%	6,673 / 233,915	6%	34,415 / 585,886
Decision Making	3%	6,489 / 233,915	1%	6,147 / 585,886
Microsoft Outlook	3%	6,417 / 233,915	5%	27,743 / 585,886
Microsoft PowerPoint	3%	6,114 / 233,915	11%	62,512 / 585,886
Cleanliness	3%	6,063 / 233,915	0%	1,330 / 585,886
Mentorship	3%	5,859 / 233,915	3%	16,913 / 585,886
Enthusiasm	2%	5,506 / 233,915	0%	344 / 585,886
Prioritization	2%	5,354 / 233,915	0%	688 / 585,886
Mathematics	2%	5,138 / 233,915	1%	6,449 / 585,886
Microsoft Word	2%	4,677 / 233,915	12%	67,901 / 585,886
Oral Communication	2%	4,536 / 233,915	0%	671 / 585,886
Consulting	2%	4,474 / 233,915	2%	11,539 / 585,886
Negotiation	2%	4,450 / 233,915	4%	22,353 / 585,886
Self Starter	2%	4,371 / 233,915	0%	687 / 585,886
Sanitation	2%	4,212 / 233,915	1%	3,580 / 585,886
Hospitality	2%	4,031 / 233,915	1%	7,347 / 585,886

Retail Sales	2%	3,960 / 233,915	2%	12,273 / 585,886
Data Entry	2%	3,956 / 233,915	6%	32,610 / 585,886
Investigation	2%	3,916 / 233,915	1%	6,521 / 585,886
Critical Thinking	2%	3,758 / 233,915	1%	5,682 / 585,886
Writing	2%	3,755 / 233,915	2%	12,919 / 585,886
Clerical Works	2%	3,659 / 233,915	1%	7,299 / 585,886
Unloading	2%	3,529 / 233,915	1%	8,630 / 585,886
Integration	1%	3,496 / 233,915	1%	7,715 / 585,886