

Date Certified to Serve	Board Member Name	County Member Represents	Board Member Employer, Organization
10/16/2018	Gemtraius Bell --VICE CHAIR--	Haywood	Teknor Apex
10/16/2018	Dawn G. Bramblett	Chester	Bramblett Group
8/16/2024	Marlita White	Hardeman	Hardeman County Community Health Center
10/16/2018	Ben P. Ferguson --BOARD CHAIR--	Madison	Personnel Placements Holdings, LLC
8/22/2024	Randall Renfro	Madison	West TN Healthcare
9/1/2022	Linda Beaulieu	Hardin	Design Team Sign Company LLC
5/31/2023	Christina Rhea	McNairy	Monogram
10/16/2018	Joe E. Stephens	Haywood	Backyard BBQ
1/30/2025	Lee Isable	Hardeman	TK Elevator
5/22/2024	Shane Turany	Decatur	Good Sportsman Marketing (GSM), LLC
10/16/2018	Roger Adren Crawford	Madison	Jackson Central Labor Council
4/8/2024	Jill Taylor	Madison	ReNew Biomedical Services, LLC (RA)
4/8/2025	Mike Thorne	Regional	SMART Sheet Metal Worker Local Union 4
10/16/2018	Stewart Stanfill	Regional	Henderson County School District
11/12/2024	Dr. Jacquene Rainey	Madison	TCAT Jackson
10/17/2024	Sabra Bledsoe	Regional	Tennessee Department of Labor and Workforce Development
2/4/2020	Mandy White	Madison	Greater Jackson Chamber of Commerce
1/10/2024	Ashley Roberts	Regional	Tennessee Department of Human Services
10/20/2023	Dr. Carol Rothstein	Madison	Jackson State Community College
10/4/2024	Jeff Boyd	Hardin	The Wise Company
11/12/2024	Danielle Shanklin	Henderson	ARCH Medical Solutions
12/12/2024	Gary Williams	Henderson	Young Touchstone / Wabttec

## Southwest Tennessee Workforce Board

June 12, 2025 – 11:00 am

Jackson American Job Center, 1124 Whitehall Street, Suite 100, Jackson, TN / Zoom

### Minutes

**Board Members Attending in Person:** Linda Beaulieu, Sabra Bledsoe, Ben Ferguson, Logan McCoy, Christina Rhea, Danielle Shanklin, Joe Stephens, Marlita White, Gary Williams; **via Zoom:** Adren Crawford, Shane Turany, Randall Renfroe, Stewart Stanfill

**Local Elected Officials Attending in Person:** Mayors Barry Hutcherson, Mike Creasy, AJ Massey; **via Zoom:** Mayor Todd Pulse

**Staff and Contractors Attending in Person:** Jennifer Bane, LeAnn Lundberg, Ariel McGahey, Ginger Powell, Holly Wood, Catherine Vandyke (CSP), Kena Hamm (CSP), Erica Nance (OSO), Melissa Blankenship (OSO), Angela Spann (OSO); **via Zoom:** Lana Burchfiel, Gina Johnson, Derrick Quinn, Terry Williams, Asia Tatum

**Guests Attending in Person:** Allison Wright-Donahoe (TDLWD), Dr. Tom Pigg (JSCC), Georgena P. Wilson (TDLWD), Madison Naylor (TDLWD), Roderick Woody (TDLWD), Deputy Commissioner Dewayne Scott (TDLWD), Amy Maberry (TDLWD), Reggie Carter (All-Star Training Academy, owner), Travis Horton (Barber School 1), Lamar Hobson (Barber School 1, owner); **via Zoom** Heather Skelton (TDLWD), Trish Bugg (TDLWD), Matthew Spinella, Simone Stewart

**Welcome:** Ben Ferguson welcomed all members and guests to the meeting and recognized new board members Mike Thorne (SMART Local 4, replacing Alfredo Peña III) and Logan McCoy (Greater Jackson Chamber, replacing Mandy White). He also welcomed Allison Wright-Donahoe, SW Business & Workforce Director who will be replacing Sabra Bledsoe as a board member starting at the next meeting, and Deputy Commissioner Dewayne Scott, Roderick Woody, and Amy Maberry from the TN Department of Labor & Workforce Development.

Call to Order & Acknowledgement Quorum/Conflict of Interest: Ben Ferguson called the business meeting to order and acknowledged that a quorum was present, reminding members to abstain from discussion and voting in the event of a conflict of interest.

Public Comments: Ben said that two requests for public comment were received prior to the meeting and reminded everyone that public comments must be kept to three minutes or less, and all comments must be directly related to agenda items for the meeting.

- Reggie Carrick, owner of All Star Forklift Training Academy, distributed the attached handout to board members. He said he does not get the same results in the Southwest area as he does in Greater Memphis. He addressed Ben Ferguson directly and said it is a conflict of interest for him to serve on this Board and the State Workforce Board while owning PPL. He claims he met with Delta Faucet to discuss demand for forklift drivers and stated he has proof to back up his claims that there is demand for forklift operators and over 400 jobs right now. Mr. Carrick accused Ben and Jennifer Bane of being malicious, up to no good, and denying and deterring because they don't want a black man to succeed. He also said to "be ready for litigation." Mr. Carrick's comments exceeded the three-minute limit.
- Lamar Hobson, owner of Barber School 1, asked the Board why he and Reggie are the only two who come with complaints. He brought handouts that reference labor market demand. He stated he is in an appeal process with the TN Department of Labor & Workforce Development, and claims the state told him that no provider can be removed without their approval, making his removal from the ETPL unjust and personal. Mr. Hobson expressed that staff continue to deny and deter his students and that he believes anyone should be allowed to attend any training they want. Mr. Hobson stated that he was not trying to make this a black and white issue and Mr. Carrick interjected that he was doing so. Mr. Hobson's comments exceeded the three-minute limit.

**Approval of Minutes:** The minutes of the 3/13/25 Board Meeting were presented for review.

- **MOTION: A motion to approve the 3/13/25 Board minutes as presented was made by Joe Stephens and seconded by Linda Beaulieu. All were in favor and the motion carried.**

**Election of Board Secretary:** Since Mandy White has stepped down from the board, the officer position of board secretary is open. Logan McCoy has volunteered to serve as the new secretary.

- **MOTION: A motion to approve Logan McCoy for Southwest Tennessee Workforce Board Secretary was made by Gary Williams and seconded by Sabra Bledsoe. All were in favor and the motion carried.**

**Committee Reports & Action Items:** All 5/8/25 committee reports were provided to the Board ahead of time and are included in the attached handouts.

American Job Center (AJC) Committee Report: Linda Beaulieu provided an overview of the attached report and related dashboards. There were no action items. She encouraged board members to review the ALICE data mentioned in the report on the United Way website and highlighted the discussion on equitable pay. Linda asked for a motion to approve the committee report. A motion was made by Christina Rhea and seconded by Gary Williams. All were in favor and the motion carried.

Executive Committee Report: Ben Ferguson provided an overview of the attached report and the related dashboards. The following action items were presented for discussion and questions prior to voting:

- Program Year (PY) 2025 Budget: The committee reviewed the attached estimated PY 25 budget and recommends it for approval. Sabra Bledsoe asked if the budget would only increase if additional State funds were received. Jennifer Bane stated that and the potential for additional carryover could also increase the budget. The estimated carryover amount is conservative, assuming we spend all budgeted funds this year, but it is expected that it will actually be higher once June expenditures are finalized due to the availability of supplemental funds. Additional funds such as apprenticeship funds and reentry funds have been requested but not yet approved so they are not included in the budget. Youth Employment funds will also be received but were not awarded at the time the budget was developed so they are also not included. Ben stated the carryover funding is needed to ensure continuous operations in between receiving State and Federal funds. He recognized and thanked staff for doing a good job in developing and managing the complex budget, being good stewards of the funds, and ensuring all funds are expended.
  - **MOTION: A motion to approve the PY 25 Budget as presented was made by Joe Stephens and seconded by Sabra Bledsoe. All were in favor and the motion carried.**
- Decatur County American Job Center (AJC) Relocation: Ben stated that the opportunity has come up for the AJC to relocate to a more advantageous location. Jennifer Bane added that when we previously relocated, we hoped to co-locate but space was not available. TCAT Crump's Parsons campus has some space for the AJC to move into which will create a savings of about \$7-8,000 per year as well as increase enrollments as has been seen with other AJCs co-located with TCATs in the area.
  - **MOTION: A motion to approve the relocation of the Decatur County American Job Center as presented was made by Linda Beaulieu and seconded by Gary Williams. All were in favor and the motion carried.**
- Hardin County AJC Schedule Change: Jennifer Bane explained that as a result of a recent change in State policy, Affiliate AJCs now have the flexibility to be part-time instead of being required to be full-time. Staff recommend closing the center on Fridays to allow the one staff person time for more community outreach and visits with Senior Community Service Employment Program (SCSEP) worksites and participants. On days the staff member doesn't need to be in the community, they will still be in the office on Fridays. The committee recommends approving the schedule change for the Hardin County Affiliate AJC as presented.
  - **MOTION: A motion to approve the Hardin County AJC Schedule change as presented was made by Joe Stephens and seconded by Linda Beaulieu. All were in favor and the motion carried.**
- Revisions to the Bylaws: Jennifer Bane reviewed the proposed changes to the Bylaws as outlined in red in the attachment. More details were added to the open meeting requirements section, including detailed rules regarding public comment, and requests for public records and charges for providing those records.
  - **MOTION: A motion to approve the Revisions to the Bylaws as presented was made by Gary Williams and seconded by Linda Beaulieu. All were in favor and the motion carried.**

Outreach and Opportunities Committee Report: Joe Stephens provided an overview of the attached report and related dashboards. The following action items were presented for discussion and questions prior to voting.

- Eligible Training Provider (ETPL) Program Renewals: The committee reviewed the attached list of programs due for renewal, including corresponding labor market information and performance data. The Occupational Therapy Assistant program is being removed by Jackson State since it is not currently offered. The Paralegal program is currently only approved for the state ETPL, not the local ETPL, and it is recommended to remain on the State ETPL only. All other programs are recommended for renewal on the State and Local ETPL.
  - **MOTION: A motion to approve the renewal of presented programs to the State and / or SW local ETPL as detailed in the attached handout was made by Joe Stephens and seconded by Sabra Bledsoe. All were in favor and the motion passed.**

## **Other Business & Updates:**

State Workforce Development Board (SWDB) Report: Jennifer Bane thanked Amy Maberry, SWDB Executive Director, for developing the Executive Summary included in the handouts. Amy was asked to highlight any details she wanted to share as well as provide more information on the Board Certification project. Amy reported that the Executive Summary is to help ensure consistent communication and alignment between the SWDB and Local Boards and thanked Jennifer for including it in the handouts.

- Board Certification: Amy reviewed the attached PowerPoint presentation and explained that the SWDB recently underwent a year-long board certification process that will now be shared with Local Boards. This is a one-of-a-kind board certification process in partnership with UT Center for Industrial Services (UTCIS) using Baldrige Excellence Framework criteria. Through the process, UTCIS created a rubric to rate the board's competency in specific areas. The SWDB received an overall rating of competent, approaching role model level. This certification process is now being rolled out to local workforce development boards as a cohort process. The Middle region will be the first cohort, starting July 1st, and the West region will be the second, beginning in the fall. The attached LWDB Cohort Timeline illustrates the expected phases during the one-year period. After each cohort and upon completion of the process, UTCIS will provide a report to suggest best practices and innovations and a summary of resources that could be used to address recommendations to build consistency throughout all the regions in the state. The SWDB has been tasked by Governor Lee to be a premier leader in workforce development, not just meeting WIOA requirements and programs. Jennifer asked if Amy could give a thirty-second pitch on the SWDB and its strategies. Amy explained that the SWDB is the leader of the workforce system and sets strategies to use state funding to supplement federal dollars. Amy also noted that WIOA is a roadmap to work, focusing on how we serve employers, speaks to our values to employers (current market of their needs) and bringing needed training to their employees. The goal is to create generational change and self-sufficient employment. Ben Ferguson said serving on the state board was overwhelming at first, and he learned a lot about WIOA and the programs, which has helped him look ahead for what Southwest area needs to help the future workforce and employers. He encouraged board members to attend local board committee meetings that provide a less formal setting to discuss the items presented at the board meetings. He said the connection between the local and state workforce boards is growing stronger. State decisions affect the local boards, so having an open conversation between the local and state workforce boards is very important and seems to be continually improving.

Other Business: Jennifer Bane noted that WIOA Impact reports developed by the Southeastern Employment and Training Association are included in the handouts for the nation, Southeast region, and Tennessee. Ben Ferguson updated the Board on the appeal from Mr. Carrick / All Star Training Academy. Mr. Carrick filed an appeal with the State and then to the U.S. Department of Labor (DOL). USDOL found that the Board had not done anything in violation of WIOA and how we're operating meets the regulations and guidelines. Mr. Carrick interrupted and stated that was not true. He stated he provided a handout showing the real information and that what Ben was talking about is fake because the Secretary has to make the decision and that the Board had some kind of manager making a decision on the Federal level but what he has is from the Civil Rights Center so what we have is irrelevant and the process is starting over. Mr. Carrick stated we would see and that all we do is lie. Ben informed Mr. Carrick that the time for public comment is over and that he is referring to a different appeal, but Mr. Carrick again interrupted to disagree and said he would share the correct information to State and Board staff on how the appeals process should have been handled. Ben again informed Mr. Carrick that he was not recognized to speak but Mr. Carrick continued to speak and stated "you already know how you and me can get down, I've been telling you that from day one." He again accused Ben and Jennifer of trying to hurt his business and lying. Ben again told Mr. Carrick that he was not recognized, and Mr. Carrick repeatedly stated "I can say what I want to say, man", left his seat and walked in an aggressive manner towards Ben and others at the table. Ben asked if there was any other business and Jennifer reminded the group that there was a mayor's meeting immediately following the Board meeting. Mr. Carrick began yelling that there was not going to be any peace as the motion to end the meeting was made by Linda Beaulieu and seconded by Joe Stephens.

**Future Meeting Dates & Upcoming Events:** Upcoming meeting dates and events were listed on the agenda included in the handouts.

Respectfully submitted,  
Lana Burchfiel,  
Public Information Specialist

**Southwest Tennessee Workforce Board  
June 12, 2025– 11:00 am**

American Job Center  
1124 Whitehall St.  
Jackson, TN

Join Zoom Meeting  
Meeting ID: 828 2581 4342  
Passcode: 891135

**Agenda**

**Welcome & Call to Order**

Ben Ferguson, Chair

*Welcome New Board Members Mike Thorne, SMART Local 4 (replacing Alfredo Peña III) & Logan McCoy, Greater Jackson Chamber (replacing Mandy White)*

*Welcome Allison Wright-Donahoe, Southwest Business and Workforce Director, TN Department of Labor & Workforce Development*

*Welcome Dewayne Scott, Deputy Commissioner, TN Department of Labor & Workforce Development*

- Acknowledge Quorum/Conflict of Interest
- Opportunity for Public Comment (limit three minutes per speaker regarding agenda items only)

**Approval of Minutes of March 13, 2025 Meeting (Vote Required)** (Pg. 2-5)

Ben Ferguson

**Election of Board Secretary (Vote Required)**

Ben Ferguson

**Committee Reports & Action Items**

American Job Center (AJC) Committee Report (Pg. 6-11)

Linda Beaulieu, Chair

Executive Committee Report (Pg. 12-51)

Ben Ferguson, Vice-Chair

- Program Year 2025 Budget **(Vote Required)** (Pg. 33)
- Decatur County American Job Center (AJC) Relocation **(Vote Required)** (Pg. 34)
- Hardin County AJC Schedule Change **(Vote Required)** (Pg. 34)
- Revisions to the Bylaws **(Vote Required)** (Pg. 35-51)

Outreach and Opportunities Committee Report (Pg. 52-54)

Joe Stephens, Chair

- Eligible Training Provider (ETPL) Program Renewals **(Vote Required)** (Pg. 54)

**Other Business & Updates**

Jennifer Bane, Executive Director

- State Workforce Development Board Report (Pg. 55-56)
  - Board Certification (Pg. 57-61)
- Other Business

All

**Future Meeting Dates & Upcoming Events**

<i>Meeting / Event</i>	<i>Date and Time</i>	<i>Location</i>
Virtually Speaking Webinar	June 5 <sup>th</sup> , 9:00 am	Zoom
State Workforce Development Board	August 22 <sup>nd</sup> , 9:00 am	Nashville / YouTube
Remaining 2025 Board Meeting Dates	11:00 am on Thursday, Sept. 11 <sup>th</sup> (Annual Meeting) Dec. 2 <sup>nd</sup> (with Northwest)	AJC - Jackson / Zoom TBD / Zoom

***Developing a quality workforce system to meet the needs of area employers and jobseekers.***

## Southwest Tennessee Workforce Board

March 13, 2025 – 11:00 am

Jackson American Job Center, 1124 Whitehall Street, Suite 100, Jackson, TN / Zoom

### Minutes

**Board Members Attending in Person:** Shane Turany, Gem Bell, Sabra Bledsoe, Dawn Bramblett, Joe Stephens, Dr. JacQuene Rainey, Randall Renfroe, Danielle Shanklin, Linda Beulieu, Gary Williams, Marlita White; **via Zoom:** Adren Crawford, Lee S. Isable, Stewart Stanfill, Mandy White, Christina Rhea

**Committee Members Attending in Person:** Tracey Exum; **via Zoom:** Pat Ross

**Local Elected Officials Attending in Person:** Mayor AJ Massey; **via Zoom:** Mayor Barry Hutcherson

**Staff and Contractors Attending in Person:** Jennifer Bane, LeAnn Lundberg, Ariel McGahey, Laura Speer, Holly Wood, Kena Hamm, Catherine Vandyke, Ashley Mayton (OSO), Erica Nance (OSO), Angela Spann (OSO); **via Zoom:** Lana Burchfiel, Gina Johnson, Derrick Quinn, Terry Williams, Asia Tatum, Margaret Prater, James Starnes (OSO),

**Guests Attending in Person:** Dr. Tom Pigg (JSCC), Madison Naylor (TDLWD), Shalondria Shaw (TDLWD), Roderick Woody (TDLWD), Deputy Commissioner Dewayne Scott (TDLWD), Madeline Mays (United Way), DJ Traylor (Barber School 1), Shalayia Warren (Barber School 1), Aaron March (Barber School 1), Corlione Brooks (Barber School 1), Antony Santos (Barber School 1), Kendarius Gaines (Barber School 1), Travis Horton (Barber School 1), Hadeel Alkiswani (Barber School 1), Lamar Hobson (Barber School 1, owner), Harrell Carter (NAACP); **via Zoom:** Karen Grigsby (TDLWD), Amy Mayberry (TDLWD), Chuck Marquis (TVA), Heather Skelton (TDLWD), Jaime Perz (Lightcast), Angela Hollingsworth (TDLWD), Mike Thorne (SMART Local Union 4), Trish Bugg (TDLWD), Haley Fox (TDLWD), Lorna Wright (TDLWD), Jeremy Colbert (TDLWD), Georgena P. Wilson (TDLWD), Jacob Pease (TDLWD), **via Phone:** Reggie Carter (All-Star Training Academy)

**Welcome:** Gem Bell welcomed all members and guests to the meeting and introduced new board members. He also welcomed TN Dept. Of Labor and Workforce Development Deputy Commissioner Scott.

**Call to Order & Acknowledgement Quorum/Conflict of Interest:** Gem Bell called the business meeting to order and acknowledged that a quorum was present, reminding members to abstain from discussion and voting in the event of a conflict of interest. It was noted that Dr. Rainey was to abstain from discussion and voting regarding ETPL renewals.

**Public Comments:** Gem asked if there were any public comment requests received and reminded everyone that public comments must be kept to three minutes or less and all comments must be related to agenda items for the meeting. He informed the group that moving forward, requests to make public comments at meetings must be submitted at least 48 hours in advance of the meeting and those who wish to make public comments must indicate to which agenda items their comments will pertain.

- Lamar Hobson, owner of Barber School 1, brought several students with him to attend the meeting. He acknowledged new board members and said he has been asking for more representation on the board. Mr. Hobson said he was at the meeting to represent his students. He said he understands the data the board is reviewing to make decisions regarding his school's eligibility, but he believes data can be manipulated to show whatever someone wants it to show. He stated he is the only barber school in the SW region, and really the NW region as well. He expressed frustration with the reduction of the number of Individual Training Account (ITA) slots for his school and the removal of his program from the Eligible Training Provider List. He said that his program produces and has a high graduation and placement rate for students. He said he is helping create productive citizens. He stated that he believes there are conflicts of interest for board members. He stated that he doesn't have problem with other tuition assistance programs, only the American Job Center. He said that when he refers his students for assistance, "It's not just a no, but a hell no." He stated that with the growth in the area his program should be considered in-demand.
- Harrell Carter (NAACP) asked if the Board's records are public, and staff confirmed that information can be found on the board's website or via public information request.
- Reggie Carter, owner of All Star Forklift Training Academy, spoke via a phone call to a Barber School 1 student who was attending the meeting. He said he was told that there were police officers in attendance at the meeting and that it was a disgrace and embarrassment that they were there. He said he and Mr. Hobson have never threatened violence so there was no reason for officers to be at the meeting. He stated the board should be ashamed of themselves and that he would be filing another complaint due to police presence. He addressed Gem Bell and stated that he "better be careful who he talked to" and called Mr. Bell a "puppet" and said it "is a disgrace how you are doing your own kind." He stated he and Mr. Hobson are trying to get the same funding that other schools "especially

white schools” are receiving. He claimed that he and Mr. Hobson have a cap on the number of students that can receive ITAs, and other schools do not. He stated that he has filed an appeal with the Federal Department of Labor and changes will be coming soon. He addressed Deputy Commissioner Scott and said that he has been dealing with discrimination and retaliation. He stated that he “was not going to stop.” He said what his school does is important for the community and his students are excited about the program because a lot of companies do not train forklift drivers. He claimed that the Board treats him and Mr. Hobson like they are bringing drugs, guns, or negativity into the community, but all they are trying to do is bring positive change and hope. He mentioned a student who went to work for Pictsweet and claimed that the Board’s policies and procedures were aimed at deterring and denying his and Mr. Hobson’s programs. He stated that Jennifer Bane and Ben Ferguson are the “ringleaders.”

**Guest Presentation- Lightcast Overview:** Jaime Perz of Lightcast presented the strengths of Developer and the advantages of traditional and real-time labor market information. Jaime also described the ways that Developer can be useful for current, consistent, complete, and granular data presented at a level that is more local and regionalized so that we can make decisions about our funding, etc. She also showed some example reports to show top industries, the occupations driving them, and then see if we are on track to meet our employment needs. We can choose counties and a time frame to see very detailed real time and projections for job data in our area. Jobs can be sorted by highest growth, etc. Then we can see what occupations/staffing patterns (job roles) drive those industries. The program will also show us median salary, work experience needed, etc. We can even see if we have individuals completing the education levels needed to fulfill these jobs, how many in these jobs are due to retire soon, etc. There is also an advanced region selection, where you can put in a radius by drive time or miles away from a certain address, so that we can capture data from surrounding counties.

**Approval of Minutes:** The minutes of the 12/5/24 Board Meeting were presented for review.

- **MOTION: A motion to approve the 12/5/24 Board minutes as presented was made by Joe Stephens and seconded by Mayor Massey. All were in favor and the motion carried.**

**Committee Reports & Action Items:** All 2/13/25 committee reports were provided to the Board ahead of time and are included in the attached handouts.

American Job Center (AJC) Committee Report: Linda Beaulieu provided an overview of the attached report and related dashboards. The below action item was presented for discussion and questions prior to voting.

- Work-Based Training Policy Changes: Proposed changes are indicated in red in the attached policy. EMSI now reflects the name change to Lightcast and the link to the State’s website for Incumbent Worker Training grant has been updated. Most changes are in the OJT section, which added details about maximum wages and the number of hours covered that have been the standard for many years but haven’t been formally added to the policy. This policy applies to Title I funds, and when we receive other funding (ex. Reentry) that allows for more flexibility there may be some slight differences. A requirement that starting wages must be at least at the self-sufficiency threshold set by the Board was also added. Salary is based on 200% of the poverty level for the year (currently \$14.48/hour). There is also a change for work experience for in-school youth to clarify that we will allow participants who have limited availability to work longer than the typical 6-month time period, as long as they do not work more than 975 hours. The committee recommends approval of the proposed changes to the Work-Based Training Policy as presented.
  - **MOTION: A motion to approve the ITA Policy Changes as presented was made by Linda Beaulieu and seconded by Joe Stephens. All were in favor and the motion passed.**

Executive Committee Report: Gem Bell provided an overview of the attached report and the related dashboards. There were no action items. He encouraged new board members to review meeting materials and reach out to staff and other board members as they are learning more about what the board does. Jennifer Bane noted that updated performance results are listed in the committee report to reflect changes made by staff since the committee met. Staff are continuing to work on improvements to increase results.

Outreach and Opportunities Committee Report: Joe Stephens provided an overview of the attached report and related dashboards. The following action items were presented for discussion and questions prior to voting.

- Eligible Training Provider (ETPL) Program Renewals: The committee reviewed the attached list of programs due for renewal, including corresponding labor market information and performance data:

- TCAT Crump’s Electrical & Plumbing Construction Technology Program: Based on the attached data, staff recommend renewal of this program to the local SW and State ETPL.
- TCAT Jackson’s Building Construction Technology Program: This program will not be renewed at this time to the local SW or State ETPL. The program was formerly offered at the Henderson County Jail and is now dual enrollment only.
- TCAT Jackson’s Surgical Technology Program: Based on attached data, staff recommend renewal of this program to the local SW and State ETPL.

The committee recommends the renewal of TCAT Crump’s Electrical & Plumbing Construction Technology program and TCAT Jackson’s Surgical Technology program for both the State and SW ETPL, and to remove TCAT Jackson’s Building Construction Technology from the State and local ETPL.

- **MOTION: A motion to remove TCAT Jackson’s Building Construction Technology Program from the SW ETPL AND State ETPL, and to renew TCAT Crump’s Criminal Justice Program and TCAT Jackson’s Surgical Technology Program for the SW ETPL and State ETPL was made by Joe Stephens and seconded by Linda Beaulieu. All were in favor and the motion passed. Dr. Rainey abstained from discussion and voting.**

Barber School 1 Appeal Committee Report: Linda Beaulieu noted that based on the review of documentation provided and the presentation by Mr. Hobson at the January 16<sup>th</sup> Hearing, the committee did not feel that Barber School 1 provided proof of meeting the Southwest TN Workforce Board’s In-Demand Occupation Criteria. The Barber School 1 Appeal Committee voted unanimously to uphold the decision of the Southwest TN Workforce Board to remove Barber School 1 Master Barber, full-time and part-time options, from the Southwest TN Eligible Training Provider List. Sabra Bledsoe asked which of the criteria were not met and Jennifer Bane noted the report lists three criteria that were not met which included:

- Criteria #3. Has positive growth of at least 4 in the planning period (2024 – 2027), or 1 per year.
- Criteria #4. Has at least 4 more jobs/openings than resident workers, 1 per year.
- Criteria #7. Aligns with regional priority sectors.

Gem Bell asked whether Board members served on the committee and Jennifer noted there were two Board members and one staff person on the committee who were not involved in the prior discussion and voting. Marlita White asked where the priority sectors came from and Jennifer explained they were based on the West TN Regional Strategic Plan and data provided by the TDLWD’s WIRED Unit. Gem asked what the next steps would be if the Board voted to uphold the original decision to remove the program from the SW ETPL. Jennifer said that the training provider will be notified in writing of the decision and will be given the information on the opportunity to appeal the decision to the TN Department of Labor and Workforce Development.

- **MOTION: Linda Beaulieu moved to uphold the decision of the Southwest TN Workforce Board to remove Barber School 1 Master Barber, full-time and part-time options from the Southwest TN Eligible Training Provider list and the motion was seconded by Mayor Massey. All were in favor and the motion passed.**

#### **Other Business & Updates:**

- State Workforce Board (SWDB) Report: Jennifer Bane reviewed the attached SWDB Report that details policy changes approved by the SWDB at their 02/28/2025 meeting. Special attention was drawn to the Minimum Participant Cost Rate policy changes, which now allow state funds and incumbent worker training funds to count towards MPCR. Jennifer also noted other policies allowed for more flexibility in AJC classifications and procurement of OSOs and CSPs. All policy changes were effective as of 02/28/2025.
- Sabra Bledsoe shared some updates from Commissioner Thomas and highlighted three main focuses for the TN Department of Labor and Workforce Development that will be supported with funding, if everything passes through legislature. Budgets amendments should be going out at the end of March for approval.
  - TN Youth Employment Program (TYEP): Proposing some one-time and recurring funding.
  - Investment in the SWDB to oversee the state’s workforce strategies. Part of this funding will support hiring staff to the board and part will go to strategizing. This will broaden the scope of the SWDB and allow them to do research, order studies, and grants, etc.
  - Micro-credentialing for individuals who need to enter the workforce quickly. Micro-credentials may be a solution to spending funding that has historically been used for Individual Training Accounts (ITAs) for TCAT programs since the Governor has proposed new scholarships for TCATs.
  - TN will also be moving to a common workforce brand to be shared across departments, “TN Works.”

- Estimated 2025 Allocations: Jennifer Bane reviewed the attached letter from TN Dept. Of Labor and Workforce Development Commissioner Deniece Thomas, detailing estimated 2025-2026 WIOA Title I allotments. The blue column shows the current year's allocations and the red column shows the amount of proposed reduction for the 2025-2026 program year. Most of the reduction is in the Adult and Youth budgets. The proposed allocations add up to about a \$277,000 reduction in funding, or about an 18% cut. We will still have the option to request to move funding from Dislocated Worker (DW) to Adult and will most likely do so since we have thankfully not had a lot of DWs for the past few years. We also have the National Dislocated Worker grant to help cover the DWs we do see. Staff will be working on the budget and hope that other funding such as state grants will help make up for some of the loss.

**Future Meeting Dates & Upcoming Events:** Upcoming meeting dates and events were listed on the agenda included in the handouts.

Joe Stephens motioned to adjourn the meeting and Mayor Massey seconded the motion.

Respectfully submitted,

Lana Burchfiel,  
Public Information Specialist

**American Job Center Committee- Linda Beaulieu, Chair / Christina Rhea, Co-Chair**

The committee met on May 8<sup>th</sup> with eight committee members, three guests, staff, and contractors attending. In addition to the reports below, the committee discussed nominations for board secretary, the TN Youth Employment Program, and the proposed relocation of the Decatur County AJC.

**American Job Center Report & Program Highlights:** One-Stop-Operator (OSO), Erica Nance provided the attached AJC Services Report for January-March 2025 which details AJC traffic counts, visit reasons, customer survey results, and estimated KPI results for the quarter. The OSO team is working on creative ways to increase foot traffic in smaller AJCs. Of the 229 individuals who completed a customer survey, 83% of customers marked “completely satisfied.” Erica pointed out that the percentage of satisfied individuals is lower due to over 40 customers skipping that question on the survey, not because they stated that they were unsatisfied with their visit. OSO staff have revamped the survey with the satisfaction question first and will launch it July 1<sup>st</sup>, so that will hopefully decrease the number of people skipping the question and give a more accurate representation of overall customer satisfaction. The committee discussed the Title I / Title III co-enrollment KPI. Staff are reviewing all new Title I enrollments to ensure they are co-enrolled with Title III. The committee also reviewed the attached program highlights discussing the AJC and Training Services success stories, and a summary of the Rural Healthcare Initiative Patient Care Technician Apprenticeship Program.

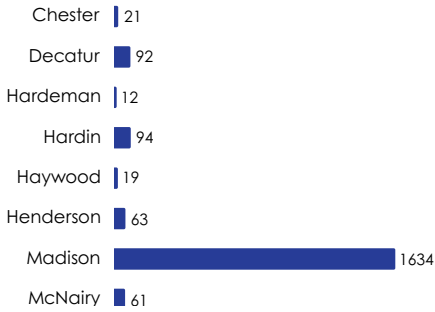
**Career & Training Services Report:** The committee reviewed the attached Career & Training Services Report detailing 109 cumulative enrollments as of March by service type and county, a breakdown of new Individual Training Account (ITA) enrollments by sector and provider, and total ITA investments by provider for all participants this program year. Staff noted that due to new outreach strategies, including targeted flyers, there was an increase in enrollments in April with 22 enrolled. The majority of the 84 ITA enrollments through March were in healthcare, with most ITA participants enrolling in TCATs. The majority, 61%, of training dollars were spent on private training providers. The National Dislocated Worker Grant (NDWG) has 85 enrollments out of a goal of 100 for the three-year grant period. Jennifer Bane noted that the total of 109 enrollments reported on this report is more than the KPI numbers on the AJC report due to these figures including NDWG numbers that are no longer included in our KPI goal due to a change in reporting of co-enrollments. Once staff were aware of the change, they were able to correct this moving forward. If NDWG enrollments had been included, we would have been much closer to our KPI goal of 133 for the year.

**Business Services Report:** The committee reviewed the attached Business Services Report detailing the cumulative On-the-Job Training (OJT) contracts and enrollments as of March, the completion rate, and the breakdown of number trained by sector. We are reimbursing a higher percentage of the wage with some of the special grants, and wages have increased, resulting in the average cost per participant increasing. The apprenticeship program has met its 51 enrollments goal and \$124,296 out of \$126,796 has been expended. The remaining funds will be expended once the final requested document is received. Staff also continue issuing Lightcast reports with 113 reports issued through March.

**Labor Force Participation Rate (LFPR) Strategic Priorities—Pay:** The committee discussed effective and innovative strategies to assist employers regarding pay. Committee members shared that in their experience it can be difficult to get younger workers to understand that the dollar amount of pay isn't their entire package, so they may be more likely to leave for a higher hourly pay rate even when it might not be in their best interest due to benefits. The committee also noted pay as a reason employees leave and that it is hard for smaller businesses to sometimes compete with wages of larger companies. Apprenticeship was noted as best practice because the wage progression and employee training through these programs is a way for employees to see employer investment. Committee members noted less turnover and more retention in general, but healthcare and skilled trades are still competitive. Members agreed that inflation has caused many people to fall behind and become so fixated on trying to get by week-to-week that they can't focus on the total package. The group also discussed how to define a living wage and staff suggested using the ALICE tool by United Way to determine an individual living wage based on each county and adjusted for household characteristics such as number of family members, childcare costs, etc.

# American Job Center Services

## Customer Visits



**1,996**  
Visitors Received  
PY24 Q3

**6,752 / 9,252**  
Visitors to Date  
PY24



## TOP 5 REASONS FOR VISIT

1. Job Search/Resource Room
2. Job Search Assistance
3. Unemployment Insurance
4. Job Fair
5. Title I Career Coaching

**3,101** Services Provided

## Key Performance Indicator Results

### Title I Adult / Dislocated Worker (DW) Youth Enrollments

PY24 Q3

**29 / 33**  
**87.9%**  
**On Target**

Year to Date PY24

**68 / 133 YTD (51.1%)**

### Title I / Title III Co-Enrollments

PY24 Q3

**26% / 80%**  
**32.2%**  
**Off Target**

Year to Date PY24

**24.4% / 90% YTD (27.1%)**

### Title III Wagner Peyser New Enrollments

PY24 Q3

**871 / 249**  
**349.8%**  
**On Target**

Year to Date PY24

**2,021 / 996 YTD (202.9%)**

# Program Highlights

## American Job Centers



In November 2024, **Mary Buggs** visited the American Job Center–Jackson seeking assistance with filing an unemployment claim. Unfamiliar with the process and unsure of where to begin, she faced a daunting challenge.

"I did not know where to begin," Mary recalled. "But the staff at the center were extremely patient with me. They took the time to walk me through each step until I felt confident enough to complete my weekly certification on my own."

Navigating the weekly certification process was not easy. Mary encountered difficulties, but remained persistent. "It was hard for me," she admitted. "But I didn't give up. I kept trying until I felt comfortable doing it without assistance."

Through dedication and ongoing support from the American Job Center–Jackson team, Mary achieved a significant milestone: independence in managing her weekly claims. "That means a lot to me," she said. "To go from needing help every week to doing it on my own is something I'm truly proud of."

Mary credits both the support of the American Job Center staff and her personal faith for her progress. "My advice to others is simple: don't give up. Keep trying until you're satisfied with your progress. Trust in the Lord, and you will be pleased with your work," she said, referencing one of her favorite scriptures: "I can do all things through Christ who strengthens me."

## Training Services



**Jonathan Young** came to the American Job Center-Selmer as a justice-involved individual battling addiction, having lost his family, his home, and his direction. Determined to rebuild, he entered recovery and set his sights on helping others. With support from Title I and SNAP E&T, Jonathan enrolled at the University of Memphis-Lambuth to study Substance Abuse Counseling. Despite his challenges, he made the Dean's List in three out of four semesters and graduated in May 2024. Today, he serves as Recovery Navigator Coordinator at West Tennessee Healthcare through a state-funded grant and is pursuing his LADAC II credential. His journey reflects the transformative power of second chances and a dedication to helping others achieve recovery.

## Business Services

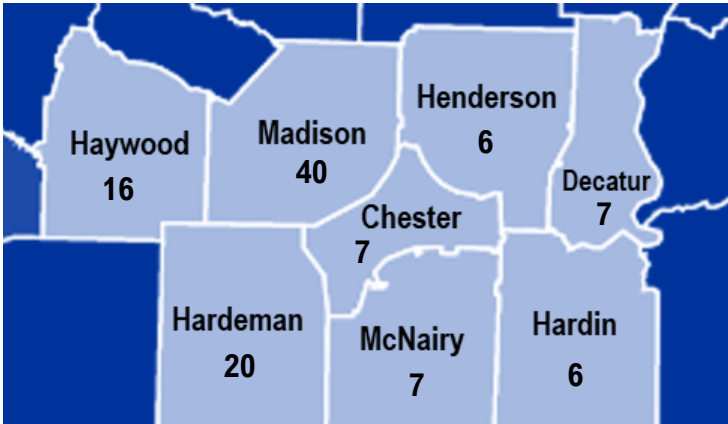


The Southwest Tennessee Workforce Board partnered with West Tennessee Healthcare to secure funding through the Rural Healthcare Initiative for their Patient Care Technician Apprenticeship program. Over the course of the grant, West Tennessee Healthcare plans to onboard and train at least 50 new Patient Care Technicians at Jackson Madison County General Hospital. Through seed funding prior to the grant's official start in July 2025, the first two cohorts are underway with plans to start a third cohort in June.

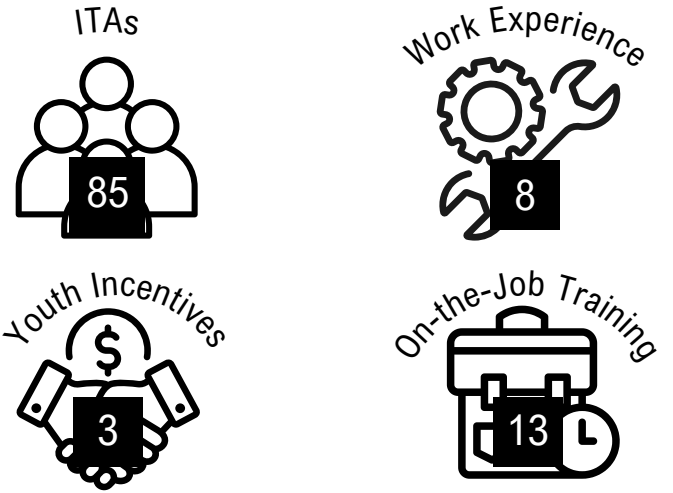
# Training Services

## Total Enrollments by County

Total 109



## Total Enrollments by Service



**National Dislocated Worker Grant**



85 / 100 Enrolled

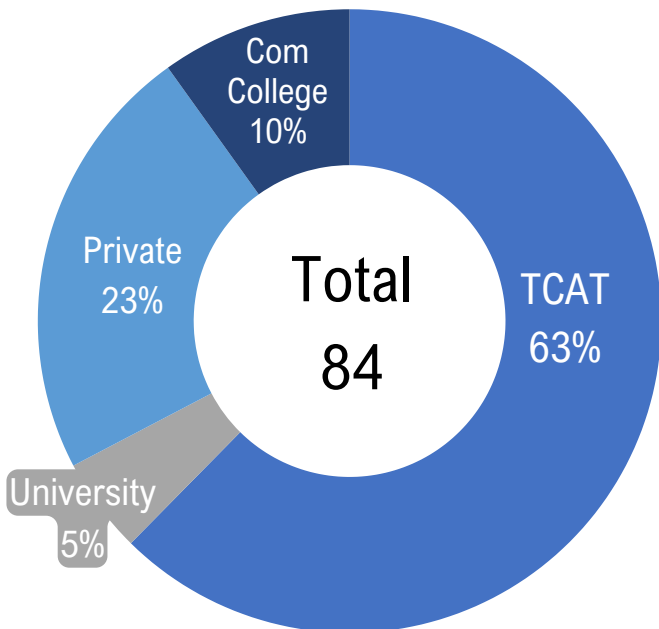


\$286,979 of \$615,978 Expended

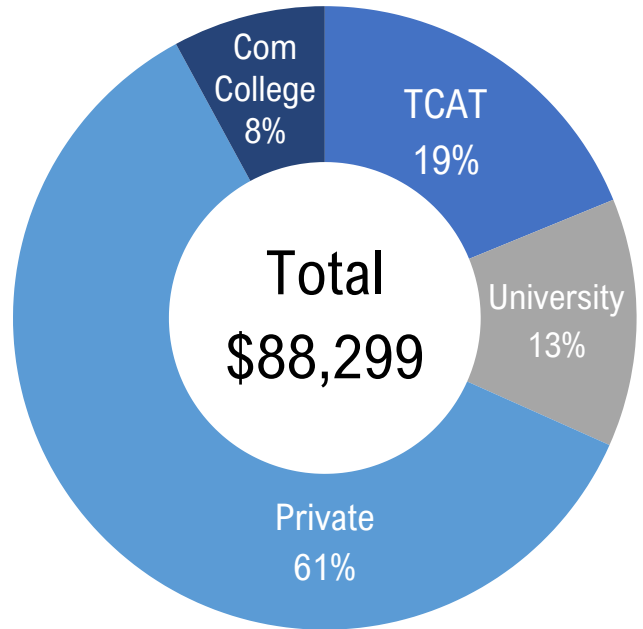
## Individual Training Accounts (ITAs) By Sector



## New ITAs by Provider Type



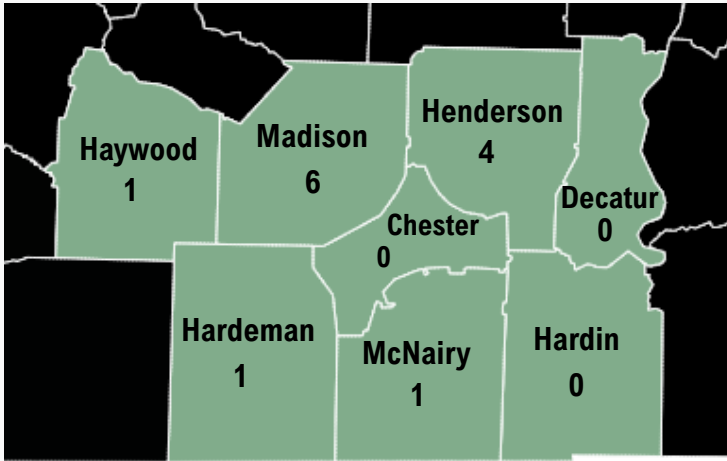
## Total ITA Investment by Provider



# Business Services

## OJT Employers by County

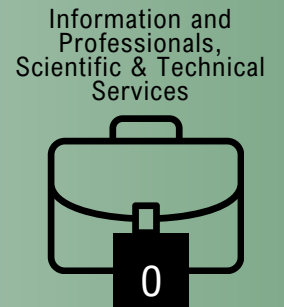
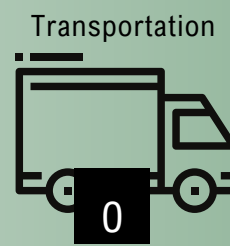
Total 13



## On-the-Job Training Participants



Number Trained by Sector



## Apprenticeship Grant



## Virtually Speaking Webinars

Quarterly Webinar Series Hosted by West TN Workforce Boards

- Recruitment & Retention Trends
- Artificial Intelligence (AI) in the Workplace
- Unemployment Insurance Updates for Tennessee Employers

All webinars are recorded and may be found when you scan the QR code or visit our YouTube page at @NWSWTNAJC



113 Reports Produced



Economy Reports



Industry Reports



Education Reports



Occupation Reports



## Pay

Provide an equitable living wage to all workers and ensure fair compensation practices.

### Strategies and Actions

**Provide all employees an equitable living wage.**

- Pay no less than an indexed, regionally defined living wage. Use tools like the Living Wage Calculator.
- Regularly assess and publish your pay, segmented by meaningful demographics.
- Assess and determine actions to reduce pay inequities by gender and race. For example, do not seek or rely on an applicant's salary history to screen, hire, or set compensation.

**Ensure that compensation practices are equitable and transparent.**

- Publish and regularly update all career paths and their pay. Clearly state required skills and competencies, and ensure that managers apply them.
- Advertise pay ranges for positions.
- Conduct pay-equity analysis by gender, ethnicity, and race and report on results transparently.
- Evaluate all practices that impact compensation, including bonuses, premium pay, overtime, and scheduling, to ensure that those practices are utilized in an equitable and transparent manner.

**Demonstrate fairness and recognition by compensating workers for improving performance.**

- Demonstrate fairness and recognition by increasing worker wages based on objective measures of performance improvement.
- Transparently link part of employee compensation to organizational and/or team performance, such as offering an annual bonus based on organization or team financial performance.

### Sample Resources

- [Good Jobs Diagnostic](#)
- [Future of Work in California](#)
- [Living Wage for Us: Living Wage Calculator \(clickable map\)](#)



**Executive Committee Report-** Gem Bell, Chair / Ben Ferguson, Co-Chair

The committee met on May 8<sup>th</sup> with five committee members, one guest, staff, and contractors attending.

**Facilities & Technology Update:** Texting service for staff has been reinstated. New Surface Pros for board staff have been purchased and are being distributed. Staff are also working on identifying and purchasing AJC printers and Resource Room computers. LeAnn Lundberg announced that she will be reducing her hours but will remain on staff rather than retiring.

**Program Oversight:** The committee reviewed the attached 6-month monitoring reports for the One-Stop Operator contractor, Mid-Cumberland Human Resource Agency, and our Career Service Provider (CSP) for July 2024—December 2024. There are no major concerns with our OSO. The CSP needs to make some improvements in performance and enrollments. As noted in the attached response, CSP staff are already working to address these issues. Staff continue to meet with both contractors monthly to monitor progress.

**Performance & Compliance:** No official complaints have been received, and the attached Monitoring Status Report was reviewed and there have not been any concerning findings. Data validation was held in January, and the attached handout shows the corrected error rate after staff reviewed and made corrections. The only portion staff are still uncertain about is Wagner Peyser since those are reviewed by State staff. The committee also reviewed the attached estimated federal performance results that showed Employment for 2<sup>nd</sup> and 4<sup>th</sup> quarter after exit for Dislocated Workers (DW) and Youth, median wages for DW, credential attainment for Youth, and measurable skills gains for Adults as failing. Since the committee met, official performance results have been received and are included in the handouts and show the above measures and Youth Measurable Skills Gains as failing for the quarter. The current performance results include performance for enrollments from the previous CSP, and as staff stated when we began serving as staff to the Board that they expected there would be a year of poor performance, and it appears it will be this year. Staff are working with the CSP to make as many corrections as possible but expects there to not be enough improvement before the end of the year for the Youth measures, and expect several rates will decrease due to other cases that should be exited. If we fail a measure twice, we can be placed in technical assistance, and after a third time, the State can require the Board to be replaced with new members. Currently, it does not appear that we will fail any of the same measures as last program year. Staff will continue to monitor this closely and will be issuing reports regularly to the CSP staff for corrections and updates.

**Budget & Administration:** The committee reviewed the attached Financial Status Report detailing expenditure and obligation rates as of March, as well as fiscal performance results for the minimum participant cost rate (MPCR), Youth Work Experience (WE) expenditures, and In-School Youth (ISY) expenditures. Our MPCR has increased since last quarter since we can now include state grants and is now a better representation of our expenditures. We are on target for WE, but off target for ISY expenditures. We are putting all ISY expenses to program year (PY) 23 to help increase this measure, but it doesn't look like we have enough before the grant ends 6/30. Staff hope to increase ISY expenses on the PY24 grant that ends next year. The committee also reviewed the attached PY24 budget update which details expenses by category. We are slightly under budget on administrative and program operating costs and are quite a bit under budget on participant costs. Other grants have helped offset costs and will help us carry over more Title I funds for the next program year.

**Program Year 2025 Budget:** The committee reviewed the attached estimated PY25 budget. The estimated carryover amount is conservative, assuming we spend all budgeted funds this year, so Jennifer expects it will be more as noted at the bottom. We have also received additional participant funding which will help with carryover more for next year. DWG and GROWWTH carryover funds are less since last year we had two years of funds remaining and now we will only have about one. Our new Title I allocation is about \$277,000 less than last year, an 18-20% reduction. SCSEP is estimated to be the same as this year, but we don't know yet what our allocation will be. New Rural Health funds that we have been awarded are included, but other funds that we will hopefully receive, such as TYEP, JII, and Apprenticeship are not included. The participant budget is about half of what it was last year, but when we factor in possible additional carryover, it puts us close to the same as last year, and more than what we have expended this year so far. There is a decrease in carryover of Youth funds as we have been working on catching up on the large amount of Youth funds that were transferred from the prior fiscal agent. We will have final carryover numbers in mid-August after the fiscal year closes out.

**The Committee recommends approving the PY25 budget as presented. (VOTE REQUIRED)**

**Proposed move for Decatur County American Job Center (AJC):** TCAT Crump-Parsons (256 W. 9<sup>th</sup> Street, Parsons, TN) has some space for the AJC to move into. Co-locating with TCATs in other counties has helped increase enrollments and decrease costs. The move will save about \$8,000 per year. The move is planned for the end of June/first of July since our current lease ends June 30<sup>th</sup>.

**The committee recommends approving the relocation of the Decatur County AJC to TCAT Crump-Parsons. (VOTE REQUIRED)**

**Schedule Change for Hardin County Affiliate AJC:** As a result of a recent change in State policy, Affiliate AJCs now have the flexibility to be part-time instead of being required to be full-time. Staff recommend closing the center on Fridays to allow the staff person time for more community outreach. On days the staff don't need to be in the community, they will still be in the office on Fridays

**The committee recommends approving the schedule change for the Hardin County Affiliate AJC as presented. (VOTE REQUIRED)**

**Proposed Changes to By-Laws:** The committee reviewed the proposed changes to the Bylaws as outlined in red in the attachment. More details were added to the open meeting requirements section, including detailed rules regarding public comment, and requests for public records and charges for providing those records. The committee did not recommend requiring documentation of citizenship for records request, so the requirement was not added to the by-laws.

**The Committee recommends approving the proposed changes to the Bylaws as presented. (VOTE REQUIRED).**

February 24, 2025

Ms. Kena Hamm, Director of Program Services  
Southwest Career Services Provider  
208 N. Mill Ave., Ste. B  
Dyersburg, TN 38024

Dear Ms. Hamm:

Workforce Innovations, Inc. completed a six-month monitoring review of the Southwest Career Services Provider (CSP) Service Agreement to verify the following:

- Compliance with the Roles of the Title I Service Provider,
- Compliance with all applicable Federal, State, and Local legislation, policies,
- New Enrollments in accordance with the Key Performance Indicator (KPI) Goals,
- Exits meeting the performance measures,
- Enrollment and expenditure levels to meet State required fiscal measures,
- Proper completion of paperwork and entry into State System, VOS
- Compliance within budget limits,
- Timeliness and accuracy of participant invoice submissions,
- Adequacy of documentation for invoices,
- Proper completion of invoices

We are pleased to report all areas of review were in accordance with the service agreement, with the exception of the following items needing improvement in order to meet the Performance Goals:

1. Two Key Performance Indicator (KPI) measures are not on track to meet the annual goal.
2. Nine of Southwest's Federal Performance measures are below the 90% threshold required for passing the goal.
3. In-school youth spending is below the required 35% expenditure rate.
4. The minimum participant cost rate (MPCR) is below the 40% expenditure rate.

Please provide a response by March 17, 2025, to include a plan of action for making the needed improvements outlined above. Due to the deficiencies in performance, additional monitoring was implemented effective January 2025.

If you have any questions, please feel free to contact me.

Sincerely,

Laura Speer  
Director of Performance & Compliance

Cc: Jennifer Bane, Derrick Quinn, Ariel McGahey, Ben Ferguson  
Documents attached: Performance Evaluation

**Career Services Provider (CSP) Performance Evaluation**

**July - Dec 2024**

The following performance goals, per the contract, are utilized to evaluate the performance of the OSO provider.

**(1) Compliance with Compliance with the Roles of the Title I Provider**

- a. Compliance with the Scope of Work, Roles of the Title I Career Service Provider requirements for Adults and Dislocated Workers.

<b>Component/Benchmark</b>	<b>Pass / Fail / Needs Improvement</b>	<b>Improvements Needed</b>
Provide Career Services for eligible WIOA Adults and Dislocated Workers.	Pass	
Provide Individualized Career Services for eligible Adults and Dislocated Workers.	Pass	
Provide Follow-up Services for eligible Adults and Dislocated Workers.	Needs Improvement	Exit dates must be completed timely and must align with activity end dates and supporting documentation in participants' electronic files. More timely, meaningful follow-ups are needed.
Provide Training Services for eligible WIOA Adults and Dislocated Workers.	Needs Improvement	Additional outreach and coordination with training providers to increase training enrollments is needed.
Provide Business Services for eligible Adults and Dislocated Workers.	Pass	

- b. Compliance with the Scope of Work, Roles of the Title I Career Service Provider requirements for Youth.

<b>Component/Benchmark</b>	<b>Pass / Fail / Needs Improvement</b>	<b>Improvements Needed</b>
Provide Intake for eligible WIOA Youth.	Pass	
Provide assessments for eligible WIOA Youth.	Pass	
Provide Individual Service Strategy (ISS) for Youth.	Pass	
Provide Career Coaching for eligible WIOA Youth.	Pass	
Provide Support Services for eligible WIOA Youth.	Pass	
Provide Follow-up Services for eligible WIOA Youth.	Needs Improvement	Exit dates must be completed timely and must align with activity end dates and supporting documentation in participants' electronic files. More timely, meaningful follow-ups are needed.
Provide access to the 14 Youth Program Elements for eligible WIOA Youth.	Needs Improvement	Additional outreach and coordination with partners to increase enrollments is needed.

**(2) Compliance with all applicable Federal, State, and Local legislation, policies, and regulations**

<b>Component/Benchmark</b>	<b>Pass / Fail / Needs Improvement</b>	<b>Improvements Needed</b>
Workforce Innovation and Opportunity Act and related Federal Regulations and Guidance	Pass	
Data Validation requirements	Pass	

Performance Accountability Review requirements	Fail	Nine measures are below 90% of goals.
TN Department of Labor and Workforce Development Policies and Guidance	Pass	
Southwest TN Workforce Board Policies & Guidance	Pass	

A 20% sample of participant (ITA & OJT) applications were reviewed after the 10<sup>th</sup> of the following month for eligibility/data validation/training documents. The OJT applications not included in the 20% sample were reviewed for eligibility/data validation only. All issues identified have already been addressed. Please find below the results of the monthly monitoring reviews:

Summary:	Jul	Aug	Sept	Oct	Nov	Dec	Totals	%
<b>Number of Participants Reviewed:</b>	5	5	4	5	2	4	25	
<b>Number / Percentage of Participants with Findings:</b>	2	4	2	0	0	0	8	32.00%
<b>1. Eligibility Findings:</b>	0	2	0	0	0	0	2	25.00%
<b>2. Data Validation Findings:</b>	2	1	2	0	0	0	5	62.50%
<b>3. Data Entry Findings:</b>	0	1	0	0	0	0	1	12.50%
<b>4. Case Management</b>	0	0	0	0	0	0	0	0.00%
<b>Number / Percentage of Participants with Observations:</b>	5	9	4	5	2	4	29	116.00%
<b>Number / Percentage of Participants with No Monitoring Issues:</b>	0	0	0	0	0	0	0	0.00%

Of the Findings, this would not have caused money to have to be returned. The low-to- moderate risk findings included:

- Incomplete and / or errors on paperwork
- Incomplete and / or errors on VOS keying
- Additional documentation needed

### (3) Key Performance Indicators (KPIs) Enrollments to Meet Key Performance Indicator (KPI) Goals

Component/Benchmark	Pass / Fail / Needs Improvement	Improvements Needed
The contractor is responsible for meeting the KPI measures as outlined below.	Fail	2 KPI measures are failing

Measure	PY 24 Goal	Results as of December 2024	Percentage of Goal
Adult / Dislocated Worker/ Youth New Enrollments	133	39	29.3%
Title I/Title III Co-enrollments	90%	17.5%	19.4%
TYEP Total Enrollments	183	204	111.4%

Measure	July-September Goal	Results	Percentage of Goal
Adult / Dislocated Worker/ Youth New Enrollments	33	27	81.8%
Title I/Title III Co-enrollments	40%	9%	22.5%
TYEP Total Enrollments	183	204	111.4%

Measure	October-December Goal	Results	Percentage of Goal
Adult / Dislocated Worker/ Youth New Enrollments	33	12	36.4%
Title I/Title III Co-enrollments	70%	17.5%	25.0%
TYEP Total Enrollments	183	204	111.4%

*TDLWD Achievement Levels per KPI Policy*

Achievement Level	Threshold
0 – Unacceptable	0 to 20%
1 – Needs Significant Improvement	21 to 50%
2 – Needs Improvement	51 to 70%
3 – Approaching Target	71 to 90%
4 – Target Achieved	91 to 100%
5 – Best Practice, Significantly Above Target	110%+

**(4) Exits to meet the following Federal Performance Measures**

Component/Benchmark	Pass / Fail / Needs Improvement	Improvements Needed
The contractor must meet the local performance measures as outlined below.	Fail	Nine measures for Southwest are below the 90% threshold required for passing the goal as shown in red below.

Adult Measures	Goals	Results (PY24 Q1)	% of Goal Met
Employment Rate 2nd Quarter After Exit	80.1%	81.1%	101.2%
Employment Rate 4th Quarter After Exit	77.2%	80.8%	105%
Median Earnings 2nd Quarter After Exit	\$7,495	\$8,354	111%
Credential Attainment Within 4 Quarters After Exit	68.5%	76.3%	111%
Masurable Skills Gain	81.9%	63.6%	78%

**Dislocated Worker Measures**

Employment Rate 2 <sup>nd</sup> Quarter After Exit	86.9%	71.4%	82%
Employment Rate 4 <sup>th</sup> Quarter After Exit	82%	63.6%	78%
Median Earnings 2 <sup>nd</sup> Quarter After Exit	\$8,306	\$3,729	45%
Credential Attainment Within 4 Quarters After Exit	69.3%	62.5%	90.2%
Masurable Skills Gain	76.2%	60.0%	78.7%

**Youth Measures**

Employment Rate 2 <sup>nd</sup> Quarter After Exit	82.5%	53.5%	65%
Employment Rate 4 <sup>th</sup> Quarter After Exit	78.9%	65.9%	84%
Median Earnings 2 <sup>nd</sup> Quarter After Exit	\$4,803	\$5,901	123%
Credential Attainment Within 4 Quarters After Exit	57.7%	46.6%	80.8%
Masurable Skills Gain	65.2%	46.3%	71%

**Fiscal Monitoring Results:**

<b>Month</b>	<b>CORRECTIONS MADE / NEEDED</b>
<b>Jul-24</b>	One participant had missing and incorrect training documents, one needs assessment had conflicting dates, one WEX participant worked over 40 hours in a week, several transportation VOAs had typed signatures or dates, backup documentation to verify changes for transportation payments was missing, support purchases must have participant signature verifying receipt of items.
<b>Aug-24</b>	One WEX participant needed a corrected start time, one WEX participant was missing case notes explaining why payment was required for previous month, one transportation VOA included dates after activity completion, instructor typed signature on transportation VOA.
<b>Sept-24</b>	One training participant did not have legible needs assessment to verify total cost, one participant had outstanding tuition costs and a case note is required to verify the customer understands they will be responsible for the outstanding balance, two work experience participants had conflicting start times, one transportation payment had incorrect provider, one participant was missing training documents to verify mileage.
<b>Oct-24</b>	One training participant had an incorrect term end date, one participant was missing backup documentation to verify book costs, 2 participants needed a new invoice cover sheet, one WEX participant had overtime pay, WEX participants must have time approved and must clock-in and clock-out every day they work, one participant needed updated backup documentation to show mileage amount, one VOA had conflicting addresses, one supportive service payment was missing supportive documents to verify costs, one participant was missing work experience document upload prior to payment.
<b>Nov-24</b>	One WEX participant was missing reporting lunch breaks, one WEX participant was missing clock-in time, one WEX participant was not clocking in and out via cellphone, one WEX participant needed time adjustment. One participant worked over 40 hours in a week, one participant was missing timesheets. One participant was missing an occupational skill summary.
<b>Dec-24</b>	Training provider address on voucher and needs assessment did not match, 2 vouchers were not paid in VOS, 2 WEX participants had incorrect pay periods, 1 participant was missing supporting documents for backdated training start date, one voucher had the wrong provider name.

<b>Component/Benchmark</b>	<b>Pass / Fail / Needs Improvement</b>	<b>Improvements Needed</b>
35% expenditure rate for PY24 in-school youth (ISY)	Needs Improvement (13.6%)	Additional ISY enrollments and expenditures are needed to achieve the goal for PY 24 funds.
20% expenditure rate on Youth Work Experience	Pass (40.7%)	
40% expenditure rate on direct participant cost	Needs Improvement (27.7%)	Additional training enrollments and expenditures are needed to achieve the goal for PY 24.

March 17, 2025

Ms. Laura Speer, Director of Performance & Compliance  
Workforce Innovations, Inc.  
208 N. Mill Ave., Suite B  
Dyersburg, TN 38024

Dear Ms. Speer:

Please accept the following corrective action plan for the items noted in the CSP Six-Month Review dated February 24, 2025, as needing improvement:

**1. Two Key performance Indicator (KPI) measures are not on track to meet the annual goal.**

The 39 Adult / Dislocated Worker / Youth new enrollments reported through December 2024 does not capture an additional 29 new enrollments in DWG during that same time frame. Going forward we plan to co-enroll DWG participants to capture additional Adult enrollments. We continue to see more efficiency in the referral process as all AJC partners are more comfortable with utilizing the online platform. In January a restructuring of staff responsibilities was implemented to help streamline processes which should, in turn, positively affect enrollments. Mid-February a Youth Career Advisor was hired in the Jackson AJC with a focus on youth work experience for Madison County which will help increase youth enrollments overall. We have multiple outreach events scheduled in the high schools during the spring to increase awareness of the youth work experience program and training scholarships. Staff will continue to enroll Title I-eligible post-secondary students during the mid-term to provide supportive services. KPI progress reports are communicated to staff monthly to keep all staff accountable for meeting KPI goals.

**2. Nine of Southwest's Federal Performance measures are below the 90% threshold required for passing the goal.**

Reports will be generated at the beginning of each quarter and sent to staff as a reminder to capture, and key MSGs in VOS on a timely basis. The restructuring of staff responsibilities will allow four designated staff to focus more on participant follow-up. Reports will be generated quarterly and sent to those four staff to increase awareness and accountability for capturing accurate, up-to-date wage information for participants. Federal performance measure outcomes are communicated to staff as it is received.

**3. In-school youth spending is below the required 35% expenditure rate.**

High school and community outreach events are scheduled throughout the Spring and staff will be attending to promote youth work experience and scholarship opportunities for In-school youth. The process of collecting ITA and Work Experience interest forms through a QR code along with the electronic referral process within the AJCs should positively impact connections with In-School youth. The implementation of electronic timesheets versus the collection of

paper time sheets is much more user-friendly for participants and worksites so we anticipate a greater buy-in due to the easier payroll process. Staff continue to enroll Title I eligible post-secondary students during mid-term to provide supportive services.

**4. The minimum participant cost rate (MPCR) is below the 40% expenditure rate.**

The exerted efforts to increase enrollments should ensure that we are on track to meet the 40% expenditure rate by the end of the program year.

If you have any questions or need additional information, please feel free to contact me.

Sincerely,



Kena Hamm  
Director of Program Services

Cc: Ben Ferguson, Jennifer Bane, Derrick Quinn, Ariel McGahey

February 24, 2025

Ms. Jane Hamrick, Executive Director  
Mid-Cumberland Human Resource Agency  
1101 Kermit Drive, Suite 300  
Nashville, TN 37217

Dear Ms. Hamrick:

Workforce Innovations, Inc. completed a six-month monitoring review of contract number 2306-2406-OSO-62-0923487-MULTI. The purpose of the review was to verify the following:

- Compliance with the Roles of the One-Stop Operator,
- Timeliness of invoices submission,
- Adequacy of documentation,
- Proper completion of invoices,
- Compliance within budget limits, and
- Performance Goals.

We are pleased to report all areas of review were in accordance with the contract with the exception of the following items needing improvement in order to meet the Performance Goals:

1. Traffic count goals are not being met for the American Job Centers (AJCs), indicating a need for additional outreach and promotion of the AJCs.
2. Multiple Key Performance Indicator (KPI) measures are not on track to meet the annual goal.
3. One of Northwest's and nine of Southwest's Federal Performance measures are below the 90% threshold required for passing the goal.

We look forward to continuing our relationship during this contract. If you have any questions, please feel free to contact me.

Sincerely,



Laura Speer  
Director of Performance & Compliance

Cc: Jennifer Bane, Derrick Quinn, Erica Nance, James Starnes, Ariel McGahey  
Documents attached: Performance Evaluation

## One-Stop Operator (OSO) Performance Evaluation

July – December 2024

The following performance goals, per the contract, are utilized to evaluate the performance of the OSO provider.

### (1) Compliance with the Scope of Work and Roles of the One-Stop Operator Provider

Component/Benchmark	Pass / Fail / Needs Improvement	Improvements Needed
Manage Daily AJC Operations	Pass	
Ensure Coordination of Partner Programs within the AJC system	Pass	
Serve as Functional Leader for the AJC system	Pass	
Evaluate Customer Experience	Pass	
Evaluate Negotiated Performance Measures	Pass	
Establishment of AJC Access Points	Pass	

### (2) American Job Center Customer Visits

Component/Benchmark	Pass / Fail / Needs Improvement	Improvements Needed
The contractor is responsible for maintaining average traffic flow as shown below.	Needs Improvement	Some individual visit goals are not being met as shown below.

American Job Center	Individual Visit Monthly Average Goal	December 2024 Actual Monthly Average	Difference from Goal	Percentage of Goal Met
Dyer County	227	244	17	108%
Carroll County	224	312	88	139%
Weakley County	111	99	-12	89%
<b>Northwest Total</b>	<b>562</b>	<b>655</b>	<b>93</b>	<b>117%</b>
Chester County	29	10	-19	33%
Decatur County	19	33	14	173%
Hardeman County	42	13	-29	31%
Hardin County	56	29	-27	52%
Haywood County	30	8	-22	27%
Henderson County	58	27	-31	47%
Madison County	494	648	154	131%
McNairy County	43	25	-18	58%
<b>Southwest Total</b>	<b>771</b>	<b>793</b>	<b>22</b>	<b>103%</b>

### (3) Key Performance Indicators (KPIs)

Component/Benchmark	Pass / Fail / Needs Improvement	Improvements Needed
The contractor is responsible for partner coordination to meet the local performance measures as outlined below.	Needs Improvement	1 KPI goal for NW and 2 KPI goals for SW are not on track to meet the annual goal as shown below.

Northwest	PY 24 Goal	Results as of December 2024	Percentage of Goal
Adult / Dislocated Worker /Youth New Enrollments	280	130	46%
Wagner Peyser New Enrollments	1,216	1,100	90%
Title I & Title III Co-Enrollments	90%	15.9%	18%
TYEP Total Enrollments	216	261	121%

Southwest	PY 24 Goal	Results as of December 2024	Percentage of Goal
Adult / Dislocated Worker /Youth New Enrollments	133	39	29%
Wagner Peyser New Enrollments	996	1,150	116%
Title I & Title III Co-Enrollments	90%	17.5%	19.4%
TYEP Total Enrollments	183	204	111%

*TDLWD Achievement Levels per KPI Policy*

Achievement Level	Threshold
0 – Unacceptable	0 to 20%
1 – Needs Significant Improvement	21 to 50%
2 – Needs Improvement	51 to 70%
3 – Approaching Target	71 to 90%
4 – Target Achieved	91 to 100%
5 – Best Practice, Significantly Above Target	110%+

**(4) Federal Performance Measures**

Component/Benchmark	Pass / Fail / Needs Improvement	Improvements Needed
The contractor is responsible for partner coordination to meet the local performance measures as outline below.	Needs Improvement	One measure for NW and nine measures for SW are below the 90% threshold

**Northwest**

Adult Measures	Goal	Results (PY24 Q2)	% of Goal Met
Employment Rate 2 <sup>nd</sup> Quarter After Exit	92.2%	92.3%	100%
Employment Rate 4 <sup>th</sup> Quarter After Exit	86.2%	89.9%	104%
Median Earnings 2 <sup>nd</sup> Quarter After Exit	\$8,500	\$9,260	109%
Credential Attainment Within 4 Quarters After Exit	78.6%	83.5%	106%
Measurable Skills Gain	77.4%	72.8%	94%

**Dislocated Worker Measures:**

Employment Rate 2 <sup>nd</sup> Quarter After Exit	83.5%	87.5%	105%
Employment Rate 4 <sup>th</sup> Quarter After Exit	78.4%	71.4%	91%
Median Earnings 2 <sup>nd</sup> Quarter After Exit	\$8,540	\$7,253	85%
Credential Attainment Within 4 Quarters After Exit	69.8%	92.9%	133%
Measurable Skills Gain	90.1%	85.7%	95%

**Youth Measures:**

Employment Rate 2 <sup>nd</sup> Quarter After Exit	87.7%	89.2%	102%
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Employment Rate 4 <sup>th</sup> Quarter After Exit	80%	80.9%	101%
Median Earnings 2 <sup>nd</sup> Quarter After Exit	\$3,922	\$4,893	125%
Credential Attainment Within 4 Quarters After Exit	69.8%	76.7%	110%
Measurable Skills Gain	72.6%	81%	112%

Southwest Adult Measures	Goals	Results (PY24 Q2)	% of Goal Met
Employment Rate 2 <sup>nd</sup> Quarter After Exit	80.1%	81.1%	101.2%
Employment Rate 4 <sup>th</sup> Quarter After Exit	77.2%	80.8%	105%
Median Earnings 2 <sup>nd</sup> Quarter After Exit	\$7,495	\$8,354	111%
Credential Attainment Within 4 Quarters After Exit	68.5%	76.3%	111%
Measurable Skills Gain	81.9%	63.6%	78%

**Dislocated Worker Measures:**

Employment Rate 2 <sup>nd</sup> Quarter After Exit	86.9%	71.4%	82%
Employment Rate 4 <sup>th</sup> Quarter After Exit	82%	63.6%	78%
Median Earnings 2 <sup>nd</sup> Quarter After Exit	\$8,306	\$3,729	45%
Credential Attainment Within 4 Quarters After Exit	69.3%	62.5%	90.2%
Measurable Skills Gain	76.2%	60.0%	78.7%

**Youth Measures:**

Employment Rate 2 <sup>nd</sup> Quarter After Exit	82.5%	53.5%	66%
Employment Rate 4 <sup>th</sup> Quarter After Exit	78.9%	65.9%	84%
Median Earnings 2 <sup>nd</sup> Quarter After Exit	\$4,803	\$5,901	123%
Credential Attainment Within 4 Quarters After Exit	57.7%	46.6%	80.8%
Measurable Skills Gain	65.2%	46.3%	71%

**Fiscal Monitoring Results:**

<u>INVOICE</u>	<u>DATE RECEIVED</u>	<u>CORRECTIONS MADE / NEEDED</u>
Jul-24	8/5/2024	None.
Aug-24	9/4/2024	None.
Sept-24	10/3/2024 & 10/17/24	Cost of business cards changed from \$62.45 to \$62.75 and increased SW benefits by \$0.01.
Oct-24	11/4/2024	Moved SW supplies from the travel column to the OSO supplies column. Corrected the cumulative expenses on the cost reimbursement spreadsheet.
Nov-24	12/4/2024	None.
Dec-24	1/6/2025	Moved SW supplies from the travel column to the OSO supplies column.

**Southwest TN Workforce Board MONITORING STATUS REPORT**

Subcontractor	Purpose of Subcontract	Scheduled	Date of Review (s)	Corrective Action Needed	Letter Mailed:
2406-2506-OJT-20-3820289					
Monogram Refrigeration, LLC					
Haier US Application Solutions, Inc.					
dba GE Appliances					
789 Peach Street	On-the-Job Training	Scheduled: 01-30-2025	Phone Intrview: 06-18-24/ 01-20-25	N/A	Letter Mailed: 03-12-25
Selmer, TN 38375	06-07-24 to 06-06-25		Fiscal: 03-12-25		
Chrissy Rhea, HR Generalist					
<a href="mailto:christina.rhea@geappliances.com">christina.rhea@geappliances.com</a>					
731-434-7089					
2404-2503-OJT-42-1557533					
Lexington Hospital Corporation dba					
Henderson County Community Hospital	On-the-Job Training:		Phone Interview: 02-26-25	Programmatic:	Letter Mailed:
Attn: Ashley Clark, HR Director	04-02-24 to 03-31-25	Scheduled: 02-26-25	Fiscal:		
200 West Church Street					
Lexington, TN 38351					
(731) 968-1709					
<a href="mailto:ashley.clark@henderson.hospital">ashley.clark@henderson.hospital</a>					
<b>RFP's</b>					
2407-2506-WE-86-1107535					
Personnel Placement					
621 Old Hickory Blvd					
Suite A-1	08-01-24 to 06-30-25		Reviewed Weekly		
Jackson, TN 38305					
(731)668-5057					
2402-2412-DG-38-0549190-SW					

Southwest PY23 DEV Error Rate Uncorrected

Southwest PY23 DEV Error Rate Projected Corrected

Adult (112 elements reviewed. 23 failed)

Adult

Long-Term Unemployed at Program Entry (WIOA)	9.09%	Long-Term Unemployed at Program Entry (WIOA)	2
Low Income Status at Program Entry (WIOA)	6.06%	Low Income Status at Program Entry (WIOA)	0%
Date of Program Entry (WIOA)	6.06%	Date of Program Entry (WIOA)	1
Date of Program Exit (WIOA)	30.30%	Date of Program Exit (WIOA)	0%
Date of First Basic Career Service (Staff-Assisted)	6.06%	Date of First Basic Career Service (Staff-Assisted)	0%
Most Recent Date Received Basic Career Services (Self-Service/Information-Only)	6.06%	Most Recent Date Received Basic Career Services (Self-Service/Information-Only)	0%
Most Recent Date Received Basic Career Services (Self-Service/Information-Only)	6.06%	Most Recent Date Received Basic Career Services (Self-Service/Information-Only)	0%
Most Recent Date Received Basic Career Services (Staff-Assisted)	12.12%	Most Recent Date Received Basic Career Services (Staff-Assisted)	0%
Date of Most Recent Career Service (WIOA)	18.18%	Date of Most Recent Career Service (WIOA)	0%
Date of Most Recent Reportable Individual Contact	24.24%	Date of Most Recent Reportable Individual Contact	0%
Most Recent Date Received Individualized Career Service	18.18%	Most Recent Date Received Individualized Career Service	0%
Date Completed, or Withdrew from, Training #1	18.18%	Date Completed, or Withdrew from, Training #1	0%
Established Individual Training Account (ITA)	9.09%	Established Individual Training Account (ITA)	0%
Most Recent Date Received Supportive Services	15.15%	Most Recent Date Received Supportive Services	0%
Retention with the same employer in the 2nd Quarter and the 4th Quarter (WIOA)	6.06%	Retention with the same employer in the 2nd Quarter and the 4th Quarter (WIOA)	0%
Type of Recognized Credential (WIOA)	12.12%	Type of Recognized Credential (WIOA)	0%
Date Attained Recognized Credential (WIAO)	9.09%	Date Attained Recognized Credential (WIAO)	0%
Date of Most Recent Measurable Skill Gains: Postsecondary Transcript/Report Card (WIOA)	12.12%	Date of Most Recent Measurable Skill Gains: Postsecondary Transcript/Report Card (WIOA)	0%
Date of Most Recent Measurable Skill Gains: Secondary Transcript/Report Card (WIOA)	6.06%	Date of Most Recent Measurable Skill Gains: Secondary Transcript/Report Card (WIOA)	0%
Date of Most Recent Measurable Skill Gains: Training Milestone (WIOA)	15.15%	Date of Most Recent Measurable Skill Gains: Training Milestone (WIOA)	0%
Date of Most Recent Measurable Skill Gains: Skills Progression (WIOA)	21.21%	Date of Most Recent Measurable Skill Gains: Skills Progression (WIOA)	2
Date Completed During Program Participation an Education or Training Program Leading to a Recognized Credential or Employment	27.27%	Date Completed During Program Participation an Education or Training Program Leading to a Recognized Credential or Employment	0%

Southwest PY23 DEV Error Rate Uncorrected  
 DW (106 elements reviewed. 4failed)

Southwest PY23 DEV Error Rate Projected Corrected  
 DW

Date of Program Exit (WIOA)	66.67%		Date of Program Exit (WIOA)	1	
Date Completed, or Withdrew from, Training #1	33.33%		Date Completed, or Withdrew from, Training #1	0.00%	
Most Recent Date Received Supportive Services	33.33%		Most Recent Date Received Supportive Services	0.00%	
Date Completed During Program Participation an Education or Training Program Leading to a Recognized Credential or Employment	33.33%		Date Completed During Program Participation an Education or Training Program Leading to a Recognized Credential or Employment	0.00%	

3 DW files reviewed. SW only had 3 exited in PY23

Southwest PY23 DEV Error Rate Uncorrected

Southwest PY23 DEV Error Rate Projected Corrected

Youth (75 elements reviewed. 11 failed (5% or higher))

Youth

Unique Individual Identifier (WIOA)	6.67%		Unique Individual Identifier (WIOA)	0.00%
Date of Birth (WIOA)	10.00%		Date of Birth (WIOA)	0.00%
Individual with a Disability (WIOA)	20.00%		Individual with a Disability (WIOA)	0.00%
Foster Care Youth Status at Program Entry (WIOA)	6.67%		Foster Care Youth Status at Program Entry (WIOA)	0.00%
English Language Learner at Program Entry (WIOA)	20.00%		English Language Learner at Program Entry (WIOA)	0.00%
Date of Program Exit (WIOA)	26.67%		Date of Program Exit (WIOA)	0.00%
Type of Training Service #1 (WIOA)	16.68%		Type of Training Service #1 (WIOA)	0.00%
Training Completed #1	20.00%		Training Completed #1	0.00%
Date Entered Training #2	6.67%		Date Entered Training #2	0.00%
Most Recent Date Received Adult Mentoring Services	13.33%		Most Recent Date Received Adult Mentoring Services	0.00%
Date Enrolled During Program Participation in an Education or Training Program Leading to a Recognized Credential or Employment	16.67%		Date Enrolled During Program Participation in an Education or Training Program Leading to a Recognized Credential or Employment	0.00%

20 Youth files reviewed

Southwest PY23 DEV Error Rate Uncorrected

WP 67 elements reviewed. 11 failed)

Date of Birth (WIOA)	47.50%
School Status At Program Entry (WIOA)	22.50%
Homeless participant, Homeless Children and Youths, or Runaway Youth at Program Entry (WIOA)	10.00%
Ex-Offender Status at Program Entry (WIOA)	12.50%
Migrant and Seasonal Farmworker Status	40.00%
Date of Program Entry (WIOA)	40.00%
Date Of First Basic Career Service (Staff-Assisted)	40.00%
Most Recent Date Received Basic Career Services (Self-Service/Information-Only)	37.50%
Most Recent Date Received Basic Career Services (Staff-Assisted)	40.00%
Date Referred to Department of Veterans Affairs Vocational Rehabilitation and Individual Training Account (ITA) and Employment Program	35.00%
Date of First Individualized Career Service	22.50%
Most Recent Date Received Individualized Career Service	35.00%

Southwest PY23 DEV Error Rate Projected Correct

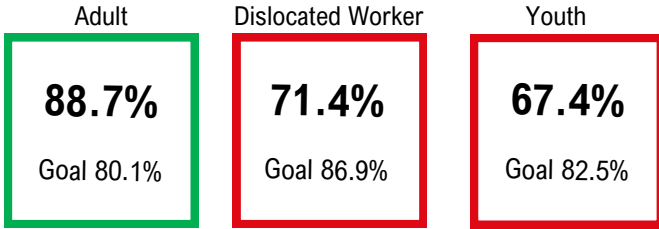
WP

Date of Birth (WIOA)	
School Status At Program Entry (WIOA)	
Homeless participant, Homeless Children and Youths, or Runaway Youth at Program Entry (WIOA)	
Ex-Offender Status at Program Entry (WIOA)	
Migrant and Seasonal Farmworker Status	
Date of Program Entry (WIOA)	
Date Of First Basic Career Service (Staff-Assisted)	
Most Recent Date Received Basic Career Services (Self-Service/Information-Only)	
Most Recent Date Received Basic Career Services (Staff-Assisted)	
Date Referred to Department of Veterans Affairs Vocational Rehabilitation and Individual Training Account (ITA) and Employment Program	
Date of First Individualized Career Service	
Most Recent Date Received Individualized Career Service	

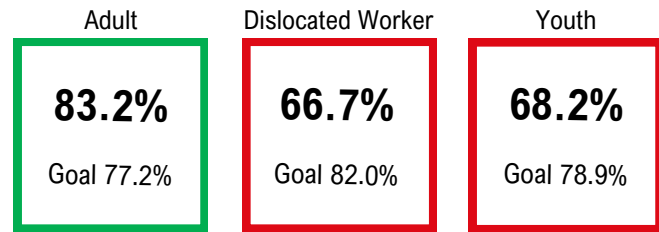
# Performance & Fiscal



Employment Rate 2nd Quarter After Exit



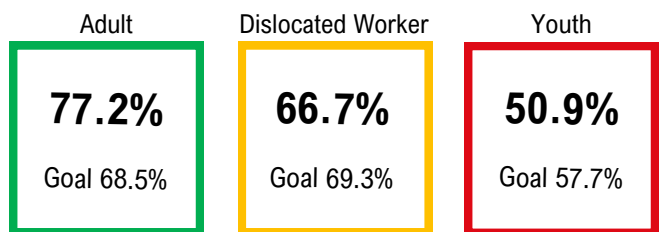
Employment Rate 4th Quarter After Exit



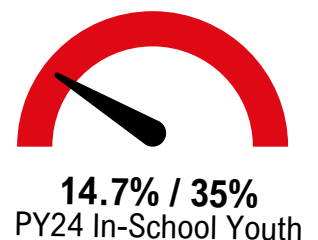
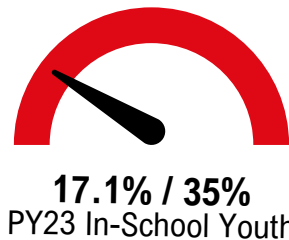
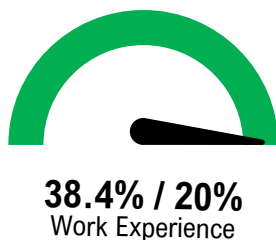
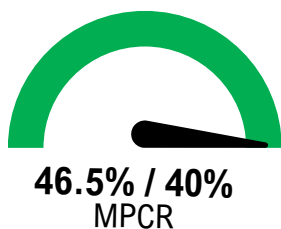
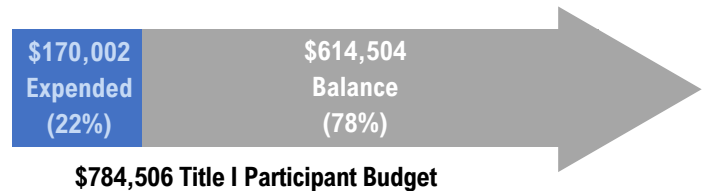
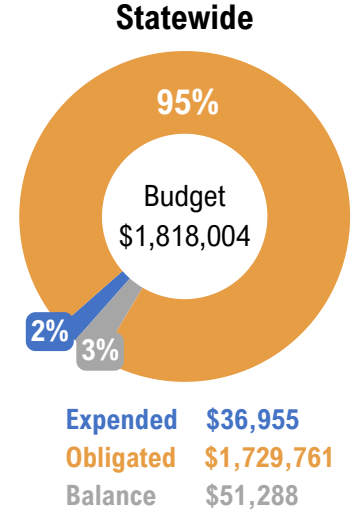
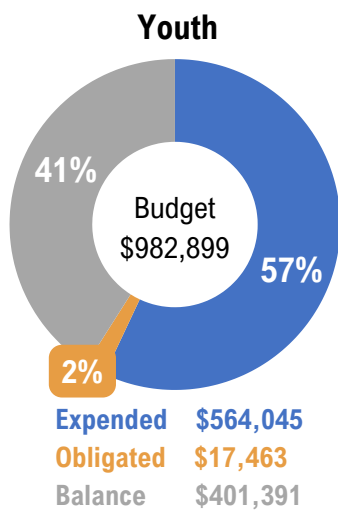
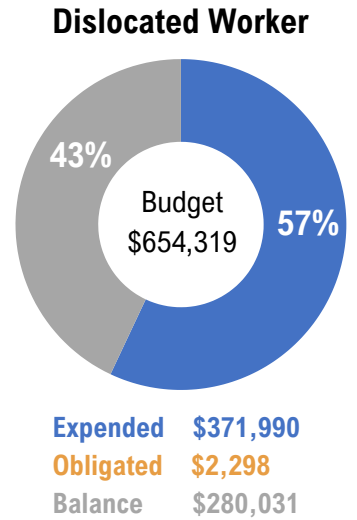
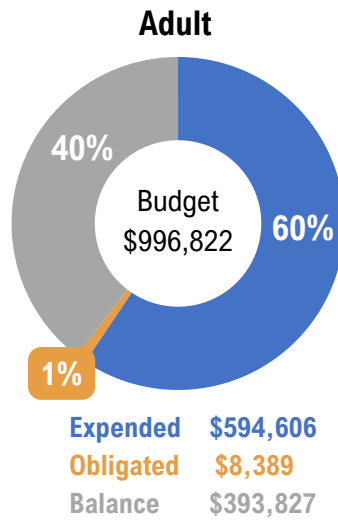
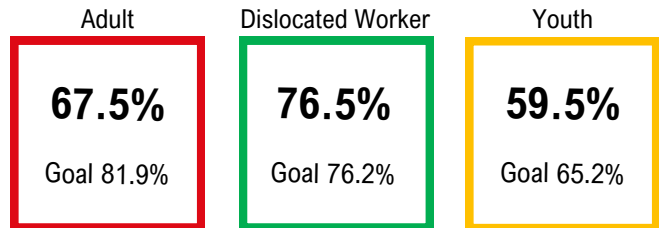
Median Earnings 2nd Quarter After Exit



Credential Attainment Within 4 Quarters After Exit



Measurable Skills Gain



PY23 Q3 WIOA Core Performance Measures	West Tennessee Region								
	47130 Greater Memphis			47145 Northwest Tennessee			47160 Southwest Tennessee		
Adult Measures	Pass/Fail		Fail	Pass/Fail		Pass	Pass/Fail		Fail
	Negotiated	Actual	% of Goal	Negotiated	Actual	% of Goal	Negotiated	Actual	% of Goal
Exiters		670			145			66	
Participants Served		1608			305			143	
EER 2nd Qtr after exit	82.00%	80.5%	98%	92.20%	91.80%	100%	80.10%	90.0%	112.4%
EER 4th Qtr after exit	81.50%	82.8%	102%	86.20%	91.20%	106%	77.20%	83.2%	108%
Med. Earnings	\$ 7,982	\$ 8,580	107%	\$ 8,500	\$ 9,308	110%	\$ 7,495	\$ 8,492	113%
Cred. Attainment	72.40%	64.0%	88.4%	78.60%	81.60%	104%	68.50%	77.2%	113%
MSG	72.30%	75.0%	104%	77.40%	76.10%	98%	81.90%	65.6%	80%
Dislocated Worker	Pass/Fail		Pass	Pass/Fail		Fail	Pass/Fail		Fail
	Negotiated	Actual	% of Goal	Negotiated	Actual	% of Goal	Negotiated	Actual	% of Goal
Exiters		211			16			5	
Participants Served		348			25			22	
EER 2nd Qtr after exit	84.40%	86.5%	102%	83.50%	87.50%	105%	86.90%	71.40%	82%
EER 4th Qtr after exit	83.70%	89.3%	107%	78.40%	82.40%	105%	82.00%	66.70%	81.3%
Med. Earnings	\$ 8,699	\$ 8,690	100%	\$ 8,540	\$ 7,253	85%	\$ 8,306	\$ 7,152	86%
Cred. Attainment	69.90%	69.3%	99.1%	69.80%	92.90%	133%	69.30%	66.70%	96.2%
MSG	73.90%	76.8%	104%	90.10%	91.30%	101%	76.20%	76.50%	100.4%
Youth	Pass/Fail		Fail	Pass/Fail		Pass	Pass/Fail		Fail
	Negotiated	Actual	% of Goal	Negotiated	Actual	% of Goal	Negotiated	Actual	% of Goal
Exiters		332			72			28	
Participants Served		1135			102			61	
EER 2nd Qtr after exit	82.50%	75.7%	92%	87.70%	87.00%	99%	82.50%	67.40%	82%
EER 4th Qtr after exit	80.50%	78.1%	97%	80.00%	91.30%	114%	78.90%	68.20%	86%
Med. Earnings	\$ 5,548	\$ 6,063	109%	\$ 3,922	\$ 4,855	124%	\$ 4,803	\$ 5,273	110%
Cred. Attainment	64.50%	46.7%	72.4%	69.80%	87.20%	124.9%	57.70%	52.70%	91.3%
MSG	60.00%	35.6%	59.3%	72.60%	77.90%	107%	65.20%	57.90%	89%

**Southwest PY 2024 Budget - Revised Aug. 2024**  
vs. YTD Expenditures as of 3/31/2025

	Budget	July - Sept. 2024 Expenses	Percentage of Budget	Oct. - Dec. 2024	Percentage of Budget	Jan. - Mar. 2025	Percentage of Budget	PY 24 YTD Total	Percentage of Budget
<b>Administrative Budget (all grants)</b>	\$ 387,732.38	\$ 75,246.89	19%	\$ 75,481.76	19%	\$ 101,037.96	26%	\$ 251,766.61	65%
<b>Formula Participant Budget</b>	\$ 784,505.90	\$ 90,778.96	12%	\$ 42,629.77	5%	\$ 36,592.91	5%	\$ 170,001.64	22%
								<b>Participant YTD = 20.30%</b>	
<b>Operating Budget</b>	\$ 1,028,948.84	\$ 257,237.21	25%	\$ 257,237.21	25%	\$ 257,237.21	25%	\$ 1,028,948.84	100%
IFA Expenses (including OSO)	\$ 118,948.84	\$ 28,118.32	24%	\$ 28,765.14	24%	\$ 28,327.50	24%	\$ 85,210.96	72%
Career Service Provider (w/o DWG)	\$ 560,000.00	\$ 135,138.13	24%	\$ 130,245.01	23%	\$ 127,593.39	23%	\$ 392,976.53	70%
Board / Fiscal Agent Expenses	\$ 350,000.00	\$ 64,071.04	18%	\$ 58,105.92	17%	\$ 67,258.78	19%	\$ 189,435.74	54%
<b>Total Operating Expenses</b>	\$ 1,028,948.84	\$ 227,327.49	22%	\$ 217,116.07	21%	\$ 223,179.67	22%	\$ 667,623.23	65%
<i>Remaining Balance</i>	\$ -	\$ 29,909.72	3%	\$ 40,121.14	4%	\$ 34,057.54	3%	\$ 361,325.61	35%
								<b>Operations YTD = 79.70%</b>	
<b>Adult &amp; DW Part. &amp; Program</b>	\$ 985,836.52	\$ 157,396.40	16%	\$ 139,568.10	14%	\$ 131,912.84	13%	\$ 428,877.34	44%
<b>Youth Part. &amp; Program</b>	\$ 827,618.22	\$ 160,710.05	19%	\$ 120,177.74	15%	\$ 127,859.74	15%	\$ 408,747.53	49%
<b>Total Part. &amp; Program</b>	\$ 1,813,454.74	\$ 318,106.45	18%	\$ 259,745.84	14%	\$ 259,772.58	14%	\$ 837,624.87	46%
<i>Remaining Balance</i>	\$ -	\$ 1,495,348.29	82%	\$ 1,235,602.45	68%	\$ 975,829.87	54%	\$ 975,829.87	54%
<b>Adult &amp; DW Program Only</b>	\$ 621,147.69	\$ 132,886.19	21%	\$ 124,197.13	20%	\$ 122,151.40	20%	\$ 379,234.72	61%
<b>Youth Program Only</b>	\$ 407,801.15	\$ 94,441.30	23%	\$ 92,918.94	23%	\$ 101,028.27	25%	\$ 288,388.51	71%
<b>Total Program</b>	\$ 1,028,948.84	\$ 227,327.49	22%	\$ 217,116.07	21%	\$ 223,179.67	22%	\$ 667,623.23	65%
<i>Remaining Balance</i>	\$ -	\$ 801,621.35	78%	\$ 584,505.28	57%	\$ 361,325.61	35%	\$ 361,325.61	35%

Southwest PY 25 Budget Estimated, March 2025	Admin. (Title I + State \$)	Adult Prg (w/ Adult Transfer)	DW Prg (w/o AT)	Youth Program	Title I Program Total	Total Title I Budget	QUEST DWG	SCSEP Admin / Program	Rural Health	GROWWTH	Total Budget	
<b>Estimated PY 24 Carryover</b>	\$160,745.00	\$179,907.00	\$75,786.00	\$110,405.00	\$366,098.00	\$526,843.00	\$158,327.00	\$0.00	\$0.00	\$0.00	<b>\$685,170.00</b>	
<b>PY 25 Allocations*</b>	\$125,872.90	\$419,622.30	\$301,594.50	\$411,639.30	\$1,132,856.10	\$1,258,729.00	\$0.00	\$152,544.00	\$164,000.00	\$451,143.84	<b>\$1,873,872.84</b>	
<b>Total PY 24 Funding Available</b>	<b>\$286,617.90</b>	<b>\$599,529.30</b>	<b>\$377,380.50</b>	<b>\$522,044.30</b>	<b>\$1,498,954.10</b>	<b>\$1,785,572.00</b>	<b>\$158,327.00</b>	<b>\$152,544.00</b>	<b>\$164,000.00</b>	<b>\$451,143.84</b>	<b>\$2,559,042.84</b>	
<i>Difference from PY 24</i>	<i>-\$181,764.05</i>	<i>-\$122,128.18</i>	<i>-\$14,421.96</i>	<i>-\$305,573.92</i>	<i>-\$442,124.06</i>	<i>-\$623,888.11</i>	<i>-\$322,227.17</i>	<i>-\$8,973.00</i>	<i>\$164,000.00</i>	<i>-\$385,486.59</i>	<i>-\$1,190,240.78</i>	
IFA Expenses (including OSO)	\$4,460.23	\$37,250.99	\$10,205.75	\$78,261.15	\$125,717.89	\$130,178.12	\$11,918.75	\$4,058.50	\$0.00	\$82,318.82	<b>\$228,474.19</b>	
Career Service Provider	\$0.00	\$224,840.00	\$61,600.00	\$273,560.00	\$560,000.00	\$560,000.00	\$75,000.00	\$18,730.24	\$6,250.00	\$257,327.08	<b>\$917,307.32</b>	
Board / Fiscal Agent Expenses	\$282,157.67	\$178,850.00	\$49,000.00	\$122,150.00	\$350,000.00	\$632,157.67	\$29,000.00	\$6,619.58	\$6,250.00	\$111,497.94	<b>\$785,525.19</b>	
<b>Total Operating Expenses*</b>	<b>\$286,617.90</b>	<b>\$440,940.99</b>	<b>\$120,805.75</b>	<b>\$473,971.15</b>	<b>\$1,035,717.89</b>	<b>\$1,322,335.79</b>	<b>\$115,918.75</b>	<b>\$29,408.32</b>	<b>\$12,500.00</b>	<b>\$451,143.84</b>	<b>\$1,901,898.38</b>	
<i>*May be adjusted between line items / programs</i>												
<b>Balance for Participants (Minus PY 25 Q1 Expenses)*</b>		\$130,847.06	\$256,574.75	\$48,073.15	<b>\$435,494.96</b>		\$42,408.25	\$123,135.68	\$151,500.00	\$0.00	<b>\$523,994.96</b>	
			<i>Participant % of Program Funds</i>		35.3%							
<i>Difference from PY 24</i>		<i>-\$74,186.73</i>	<i>-\$3,835.89</i>	<i>-\$361,164.38</i>	<i>-\$439,187.00</i>	\$ -	<i>-\$87,217.50</i>	\$ -	\$151,500.00		<i>-\$374,904.50</i>	
<i>Potential Carryover</i>	\$	<i>240,000.00</i>	\$	<i>16,000.00</i>	\$	<i>160,000.00</i>	\$	<i>416,000.00</i>	\$	<i>-</i>	\$	<i>540,000.00</i>
<i>Difference from Potential PY 25 Participant Budget</i>	\$	<i>165,813.27</i>	\$	<i>12,164.11</i>	\$	<i>(201,164.38)</i>	\$	<i>(23,187.00)</i>	\$	<i>36,782.50</i>	\$	<i>151,500.00</i>

*Applications pending for additional Youth Employment (\$550,000) and Justice-Involved (\$150,000) Funds.*

*Actual YTD participant expenses: Adult = \$48,441, Dislocated Worker = \$1,202, Youth = \$120,359.*

## SW AJC Locations and Hours of Operation

COUNTY	ADDRESS	CITY	CENTER CLASSIFICATION	DAYS	HOURS
Chester	1449 White Ave.	Henderson	Specialized	M   Tu   W	7:30AM-4PM
Decatur	256 W 9th St	Parsons	Specialized	M   Tu   W	8AM-4:30PM
Hardeman	1685 US-34	Whiteville	Specialized	M   Tu   W	7:30AM-4PM
Hardin	1565 Wayne Rd	Savannah	Affiliate	M   Tu   W   Th	8AM-4:30PM
Haywood	401 Morgan St	Brownsville	Specialized	M   Tu   W	8AM-4PM
Henderson*	80-B S Broad St	Lexington	Affiliate	M   Tu   W   Th   F	8AM-4:30PM
McNairy	701B Industrial Park Dr	Selmer	Specialized	M   Tu   W	8AM-4:30PM
Madison*	1124 Whitehall St, Ste 100	Jackson	Comprehensive	M   Tu   W   Th   F	8AM-4:30PM

**Centers by Foot Traffic:** Data from VOS Greeter Reports for PY24

Madison Co. - Jackson	Decatur Co. - Parsons	Chester Co. - Henderson
McNairy Co. - Selmer	Hardin Co. - Savannah	Haywood Co. - Haywood
Henderson Co. - Lexington	Hardeman Co. - Whiteville	

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

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## **Article I: Name & Establishment**

**§ 1.1 Name:** This body shall be known as Southwest Tennessee Workforce Board, for the Southwest Tennessee Local Workforce Development Area (SWTN 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 Southwest 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 Southwest 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 Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Madison, and McNairy counties of Tennessee.

**§ 3.2 Term of the Bylaws:** These bylaws are effective beginning July 1, 2025. Bylaws must be reviewed every two years from the effective date.

## **Article IV: Functions of Local Board**

**§ 4.1 Roles and Responsibilities:** Consistent with WIOA section 107(d) and Tennessee Department of Labor and Workforce Development (TDLWD) requirements 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 Local Elected Officials (LEOs) (as defined in 29 - 29 USC 3123) within the LWDA for submission to the Governor of the State of Tennessee by the Local Board Chair. The LEOs, Chief Local Elected Official (CLEO), and Local Board will collaborate to write and approve the Local Strategic Plan utilizing the board committee structure, including seeking input from appropriate staff to the board and one-stop partner staff, as needed. The Local Strategic Plan will be published for public comment according to TDLWD policy 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);
- (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 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 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, subject to the approval 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 (B), an eligible entity (which may be a consortium of entities) shall be designated or certified as a one-stop operator through a competitive process consistent with federal, state, and local procurement requirements. Procurement results shall be presented to the Executive Committee

- of the Board, which includes the CLEO as a member, for approval or recommendation to the full Workforce Board, including LEOs serving as ex-officio members; and
- (ii) may terminate for cause the eligibility of such operators based on documentation through monitoring and oversight conducted of non-compliance with the contractual agreement for services procured. Documentation shall be presented to the Executive Committee for approval or recommendation to the full Workforce Board, including LEOs serving as ex-officio members..
- 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 consistent with federal, state, and local procurement requirements (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, including cost and performance data.
  - 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 through a competitive process, consistent with federal, state, and local procurement requirements. Procurement results shall be presented to the Executive Committee of the Board, which includes the CLEO as a member, for approval or recommendation to the full Workforce Board, including LEOs serving as ex-officio members. The Career Service Provider may be terminated for cause based on documentation through monitoring and oversight conducted of non-compliance with the contractual agreement for services procured. Documentation shall be presented to the Executive Committee for approval or recommendation to the full Workforce Board.
  - 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, with input from the LEOs through participation on the Executive Committee and as ex-officio members of the Workforce Board, 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 the Board Chair prior to submission to the Chief Local Elected Officials for final approval and submission 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. The Executive Committee of the Board shall assess and reassess the physical and programmatic accessibility on an annual basis or when physical and programmatic changes that may impact access are made.

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 who is authorized to appoint 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;
- (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; and
- (i) Establish or revise local policy through a process of Staff to the Board consulting with either the Board of Directors or a Standing Committee of the LWDB or presenting directly to the LWDB to respond to the policy consideration by vote. All policies will reflect the signature of the LWDB Chair to demonstrate that they have been formally reviewed and approved by the LWDB.

## **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 Local Elected Official in Southwest TN LWDA is 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 Local Elected Official, in consultation with the LEOs of the counties as needed, 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 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 – 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

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. Nominees will not be approved until all supporting documentation is complete, accurate, and contained in one (1) submission. The member must not be seated onto the LWDB until a certification letter from TDLWD has been received to affirm the nomination.

A majority – defined as the greater sum of the whole (largest percentage) - 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 local elected officials have all rights and privileges stated within these by-laws. As ex-officio members of the Workforce Board, LEOs/CLEO receive notices and all materials and are encouraged to participate in quarterly and special called board meetings. This includes collaborating with the Local Board on the following:

- 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 contributions.
- Communicating the shared vision, goals and workforce development needs of local communities through attending presentations and review/comment on quarterly and annual reports; and
- Reviewing, monitoring, sharing and communicating with responsible staff/contractors to determine outcomes of performance metrics and any necessary adjustments for improvement.

- (1) **STATE CRITERIA:** The Governor, in partnership with the State board, shall establish criteria for use by the chief elected official in Southwest TN LWDA for appointment of members of the Board in accordance with the requirements of paragraph (2). Further, in accordance with Workforce Services 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 majority – defined as the greater sum of the whole (largest percentage) - 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, 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 one (1) or more representative, who shall be a member of a labor organization or a training director, from a joint labor-management registered 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 at least one (1) representative of eligible providers administering adult education and literacy activities under WIOA title II;

- (ii) shall include at least one (1) 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 at least one (1) representative of economic and community development entities in the LWDA;
  - (ii) shall include at least one (1) 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 at least one (1) 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 or hiring 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 who is a member of the Board representing private business and a Vice-Chair who is a member of the Board representing a private-business, labor organization, apprenticeship program, or economic and community development entity; 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 American Job 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 Southwest 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. In accordance with Workforce Services Local Governance, documentation for renewal of a Local Board member's nomination or their conflict-of-interest form must be received within one (1) full calendar quarter following expiration. The CLEO will sign and submit a Renewal Form to extend the tenure of LWDB members in good standing. The Renewal Form must acknowledge:

- The member's organization that they indicated on the nomination form,
- The member has a conflict-of-interest form signed within 365 days of membership renewal,
- The member has not violated the Local Board's bylaws that would bring cause to the termination of their appointment, and
- The member's new begin and end dates of service, in compliance with the term limits of the Local Board's bylaws.

All member renewal due to change in employment must include a new nomination form and conflict-of-interest form signed by the LWDB member (if expired or not on file at the time of renewal).

**§ 5.4 Board Vacancy:** Any vacancy occurring on the Board will be filled within one (1) full calendar quarter from expiration or the last official day that the member served on the LWDB, including all documentation submitted, approved and confirmed. 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. 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 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.

**§ 5.5 Removal:** Any member of the Board will be removed for cause by the Chief 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 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. Removal of a member requires a two-thirds (2/3) vote at the Board meeting, at which a quorum is present.

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

**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 will be notified, in writing, within fifteen (15) days of the decision and will be provided the reason for removal. 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. The appeal must be sent by certified mail (return receipt) to the CLEO in care of Executive Director, at 208 N. Mill Ave., Dyersburg, TN 38024. A committee of LEOs 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 the 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.

**§ 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 (90% of target or higher), 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 three (3) 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
- (5) have authority to approve and sign, with the Vice-Chairperson, Secretary or any other proper officer thereunto authorized by the Board, Local Board budget, contracts, proposals, local and regional plans, selection and certification of One-Stop Operators and Career Service Providers, negotiated local performance measures, assessment of programmatic and physical accessibility 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.

**§ 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 over the Executive Committee meetings;
- (4) preside at all meetings of the Board during the absence or disability of the Chairperson of the Board;
- (5) 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;
- (6) 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
- (7) 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 boards 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 from the Northwest and Southwest local areas and one regional private sector, labor organization, apprenticeship program, or economic and community development entity representative selected by the other Directors. The Northwest Board Chairperson will serve as the President, the Southwest Board Chairperson as Vice-President, and the regional representative as Secretary of the entity selected to serve as Fiscal Agent/Staff to the Board. 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 entity serving in the capacity of staff to the Board and Fiscal Agent. 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 (including conference telephone or electronic communications, wherein all Board members have access to the discussion and vote of all participating members), 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 Southwest TN LWDA Board Meetings, including location, date, and time, will be posted on the Board’s website and social media page, and be emailed to Board Members and Local Elected Officials for distribution thirty (30) days prior to the meeting and will also serve as public outreach to encourage community engagement.
- 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.
- Board meetings will be conducted in an open manner and available to the public.
- **The Tennessee Open Meetings Act requires governing bodies to provide a period for public comment at every meeting where there is an actionable item on the agenda. The public comments must be germane to items on the agenda. The governing body may put reasonable restrictions on the period for public comment, such as the number of speakers or the time period for public comment. Individuals seeking to make public comments are required to sign in prior to the commencement of the meeting.**
  - **Speakers are limited to three minutes during the public comment period portion of the meeting only. All comments must directly relate to agenda items. Meeting agendas will be made available at least seven (7) calendar days prior to the meeting through the organization’s website. At the discretion of the meeting Chair, speakers whose comments do not relate directly to agenda items will be instructed to comment on meeting agenda items only, or they will be asked to discontinue their comments. Individuals who do not follow these guidelines will be asked to leave the meeting.**
  - **To request agenda time for the public comment period, individuals must contact the Board staff through the organization’s website, in person, by writing, telephone, or other means, a minimum of two (2) business days prior to the scheduled meeting date. Individuals must specify the agenda item(s) they will be commenting on. Approval of requests to be added to the public comment section of the agenda received after the deadline will be at the discretion of the meeting Chair.**
- 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 by the next quarterly calendar board meeting. Failure to do so will result in technical assistance. Multiple offenses may result in a corrective action plan or sanction. The State will maintain and internal comprehensive roster sheet for monitoring purposes. The public-facing 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 representation, and
  - The organization
  - the member represents.

**§ 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 Southwest 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 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. 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 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 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 the **Tennessee Public Records Act (TPRA)**, TCA 10-7-503(a)(2)(A)(B). **Under the TPRA, record requests must be sufficiently detailed to enable the entity to**

identify the specific records sought. Requests for inspection may be made orally or in writing using the office of open records counsel (OORC) form using the link below. In-person or mailed requests may be made at the address listed above in Article II: Location. Requests for inspection may also be made by phoning 731-286-3585 or emailing [ajc@wfiinc.org](mailto:ajc@wfiinc.org). Requests for copies, or requests for inspection and copies, must be made in writing using the OORC request form. Requestors may not make copies or duplicates using their own devices, such as a cell phone camera or flash drive. The OORC Request Form is available online at:

<https://comptroller.tn.gov/content/dam/cot/orc/documents/oorc/policies-and-guidelines/RecordsRequestForm.pdf>.

(3)(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.

(3)(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 ~~request~~ ~~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.

(3)(C) The Board is not required to compile information or create or recreate records that do not exist.

(3)(D) If a record contains confidential information or information that is not open for public inspection, the records custodian shall prepare a redacted copy prior to providing access. Whenever a redacted record is provided, a records custodian should provide the requestor with the basis for redaction. The basis given shall be general in nature and not disclose confidential information.

(3)(E) No duplication costs will be charged for requests for records less than 25 pages. For requests greater than 25 pages, records custodians shall provide requestors with an itemized estimate of the charges prior to producing copies of records and may require pre-payment of such charges before producing requested records.

- (i) \$0.15 per page for all letter- and legal-size black and white copies.
- (ii) \$0.50 per page for all letter- and legal-size color copies.
- (iii) Labor when time exceeds two (2) hours.
- (iv) If an outside vendor is used, the actual costs assessed by the vendor.

(3)(F) The Board will aggregate record requests in accordance with the Frequent and Multiple Request Policy promulgated by the OORC when more than (4) requests are received within a calendar month (either from a single individual or a group of individuals deemed working in concert). The records custodian must inform the individuals that they have been deemed to be working in concert and that they have the right to appeal the decision to the OORC.

## **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 Southwest Tennessee Workforce Board on 6/12/2025

As signed by:

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Ben Ferguson, Chairman Date  
621 Old Hickory Boulevard, Suite A-1  
Jackson, TN 38305  
731-688-5056  
[ben@pplstaffing.com](mailto:ben@pplstaffing.com)

---

Gemtraius Bell, Vice-Chairman Date  
751 North Dupree Avenue  
Brownsville, TN 38012  
731-772-3690  
[bellgemtraius@yahoo.com](mailto:bellgemtraius@yahoo.com)

---

, Secretary Date

---

Mike Creasy, Chief Local Elected Official, Mayor of Decatur County  
P.O. Box 488  
Decaturville, TN 38329  
731-852-2131  
[mcreasy@decaturcountyttn.gov](mailto:mcreasy@decaturcountyttn.gov)

**Outreach & Opportunities Committee Report:** Joe Stephens, Chair / Vice-Chair- Open

The committee met on May 8<sup>th</sup> with six committee members, two guests, staff, and contractors attending. In addition to the reports below, the committee discussed Labor Force Participation Rate (LFPR) Strategic Priorities and nominations for board secretary.

**Target Populations Report- Youth Services:** Kena Hamm provided an update on youth services, noting that staff are preparing for the receipt of additional TN Youth Employment Program (TYEP) funds and working to increase Title I Youth enrollments and expenditures. We had the opportunity to apply for bridge funding for May and June for TYEP. Participants cannot begin working until the contract modification is received, and it did not arrive until May 16<sup>th</sup>. Due to the delay in receiving the contract, we may not be able to fully expend the funding by June 30<sup>th</sup>, but staff are working to enroll and serve as many as possible in the time we have. We also applied for close to \$500,000 in TYEP funding for July 2025 through August 2026. Staff have since been notified that we will be receiving \$342,222 in funding for July 1, 2025-June 30, 2026. Enrollment goals have been set by county to help ensure an equitable distribution of slots/funding throughout the region.

**Youth Participant Report:** Kena reported on a participant with a disability enrolled last year at TCAT Crump in graphic design. After completing the program, she had issues finding employment. AJC staff were able to place her in work experience at an assisted living center. She had some initial challenges, but the AJC staff were able to help her overcome them. Her placement ended on April 1<sup>st</sup>, but Kena got an email afterwards that the supervisor hired her part-time at the center, with hopes for a full-time position. Kena said the participant made strong connections with the residents that helped lead to her position.

**Adult Education Report:** Stewart Stanfill shared that they have greatly exceeded their skills level and education level gains goals. Adult Education is partnering with Helping Hands on a dental lab technician pre-apprenticeship program, and a second cohort will begin in the fall. The program includes OSHA 10 safety certification training, digital literacy, and adult education training and is free to the individual. Employment is guaranteed for graduates of the program.

**Vocational Rehabilitation (VR) Report:** No report.

**Talent Pipelines Report:** The committee reviewed the attached Talent Pipelines report detailing career exploration and talent pipelines efforts and programs. GROWWTH is on track to hit the enrollment goal with 326 / 375 enrolled. TYEP met enrollment goals, and we have nearly expended the current funds. Staff have been very busy with the TRANSFR Virtual Reality headsets, with over 500 simulations experienced. The Senior Community Service Employment Program (SCSEP) expenditures are on track. The Justice-Involved grant shows 24/60 served through March. All funds are currently obligated with several jail classes planned and several on-the-job training (OJT) participants in progress, so we are on track to meet goals and expend all funds by the grant end date of June 30<sup>th</sup>.

**Eligible Training Provider List (ETPL) Program Renewals:** The committee reviewed the attached list of programs due for renewal, including corresponding labor market information and performance data. The Occupational Therapy Assistant program is being removed by Jackson State since it is not currently offered. The Paralegal program is currently only approved for the state ETPL, not the local ETPL, and it is recommended to continue that way as indicated in the attached list. All other programs due for renewal are recommended to remain on both the State and Local ETPLs.

**The committee recommends the approval of the renewal of the ETPL programs as presented. (VOTE REQUIRED)**

# Talent Pipelines



GROWING RELATIONAL AND OCCUPATIONAL WEALTH IN WEST TENNESSEE HOUSEHOLDS

## Tennessee Youth Employment Program



**204 / 183**  
New Enrollments

**\$549,287 / \$568,238**  
Expended



**Number  
Enrolled to Date:  
326 / 375**

## TRANSFR Virtual Reality Headsets



**17**  
High Schools/  
Organizations  
Participating

**353 / 225**  
Active Explorers

**504**  
Careers Explored

## Senior Community Service Employment Program (SCSEP) Grant



**14 / 17**  
Total Served

**\$93,792 / \$141,866**  
Expended

## Justice Involved Individuals

**24 / 60**  
Individuals Served

**\$33,171 / \$90,000**  
Expended



## Labor Force Update

**108,431** ▼  
Number in the Labor Force

**104,275** ▼  
Number Employed

**4,156** ▼  
Number Unemployed

**3.8%** ▼  
Unemployment Rate March 2025

**Southwest ETPL Program Renewals**

Provider Name	Program Name	SOC / Occupation	Duration	Total Cost	2024 Jobs	2027 Jobs	2024-2027 Change	Median Hourly Earnings	Local In-Demand Criteria* Met?	Overall Completion Rate*	Overall Employment 2nd QTR after Exit*	WIOA Total Enrolled	WIOA Completion Rate*	Overall Employment 2nd QTR after Exit*	Performance Criteria** Met?	Recommended for Renewal?
JSCC	Occupational Therapy Assistant	31-2011- Occupational Therapy Assistants	5 Semesters/Terms	\$17371.60	54	56	2	\$ 26.99	No- Positive growth of less than 1 per year	0%	0%	0	0%	0%	N/A- Less than 10 WIOA students.	No, to be deactivated (currently not offered by JSCC)
JSCC	PARALEGAL	23-2011- Paralegals and Legal Assistants	10 Weeks	\$2395.00	135	137	2	\$ 22.43	No- Positive growth of less than 1 per year	0%	0%	0	0%	0%	N/A- Less than 10 WIOA students.	State ETPL Only (already only on State ETPL)
JSCC	Certified Electronic Health Records Specialist	29-2072- Medical Records Specialists	12 Months	\$1730.00	125	132	7	\$ 23.74	Yes	25%	71%	0	0%	50%	N/A- Less than 10 WIOA students.	Yes, State and Local ETPL
JSCC	COMPUTER INFORMATION TECHNOLOGY	15-1232- Computer User Support Specialists	4 Semesters/Terms	\$11016.32	235	247	13	\$ 22.48	Yes	29%	79%	3	33%	100%	N/A- Less than 10 WIOA students.	Yes, State and Local ETPL
TCAT AT JACKSON	COMPUTER INFORMATION SYSTEMS	15-1244- Network and Computer Systems Administrators	16 Months	\$4513.88	95	99	4	\$ 34.50	Yes	68%	55%	3	67%	67%	N/A- Less than 10 WIOA students.	Yes, State and Local ETPL
TCAT AT JACKSON	INDUSTRIAL ELECTRICITY	47-2111- Electricians	20 Months	\$8189.71	686	735	49	\$ 26.76	Yes	85%	79%	6	100%	100%	N/A- Less than 10 WIOA students.	Yes, State and Local ETPL

**\*In-Demand Criteria**

Minimum of 10 jobs in the local area  
 Positive job growth of at least 1 new job per year  
 Median wage is above the self-sufficiency wage (\$14.48)  
 At least 1 more job than resident worker per year  
 Typically requires no higher than a Bachelor's degree and no no work experience at entry.

Aligns with one of the regional priority sectors listed below:  
 Healthcare & Social Assistance      Information  
 Skilled Trades & Transportation      Manufacturing  
 Professional, Scientific, & Technical Services

**\*\*Performance Criteria (for programs with at least 10 WIOA-funded students)**

All student completion and employment rate greater than or equal to 60%.  
 WIOA student completion and employment rate greater than or equal to 40%



# Executive Summary

To: SWDB Members, CLEOs, and Local Board Chairs

From: Amy Maberry, SWDB Executive Director

Date: May 23, 2025

**Subject: Executive Summary for SWDB Meeting of May 16, 2025**

**Welcome** - Chairman Berry provided the following points of follow-up and announcements:

- **AI Data Request**- TDLWD is working with several partners who are already doing similar data collection and will continue to follow-up at future meetings.
- **SWDB Funding Position Statement Letter** was issued on May 7, 2025, to federal legislators leading committees influencing federal appropriations of workforce funding. Our TN state representation were also copied for their awareness.
- **TN Works Advocacy One-Pager** will be provided to SWDB members to support their advocacy and communication of Governor Lee's TN Works initiative. This is being developed in coordination with TN Works Hub partners and will be issued in the coming weeks.
- **Save the Date for August 21<sup>st</sup>** for our second bi-annual SWDB Strategic Planning Session. More details to come.
- Reminder to SWDB Members to please wear your **SWDB Pins** to meetings so you can be recognized as members.

**Consent Agenda**- There was one item on the Consent Agenda: SWDB meeting minutes of February 28, 2025, which was approved.

**Workforce System Updates**- TDLWD Commissioner Deniece Thomas provided federal level updates and announced the Department would be requesting waivers from USDOL regarding specific provisions of WIOA that restrict states' funding flexibility.

**Presentation: Connecting Industry and Workforce**- Josh Brown, President & CEO of TN Chamber of Commerce & Industry, presented information about the TN Chamber's work to connect industry and workforce for the purpose of informing the Board and supporting expanded partnerships and system alignment.

**Presentation: Unemployment Insurance Tax Project Update**- Chris Russ and Charles Jansen, TDLWD, provided information about TDLWD's efforts to update the Unemployment Insurance Division's system for collecting employer taxes. This improved system provides increased customer service to employers, saving them time in reporting and streamlining the process.

**Oversight Committee Update:**

- TDLWD Fiscal Updates from Brian Eardley, TDLWD:
  - Workforce development investment from the state has been vital in offsetting continued federal declination in funding
  - Funding levels and expenditures expected to remain consistent with prior year (as a result of increased state investment)
  - Greater focus on Wagner Peyser enrollments has yielded increased participation
  - Updating TN's American Job Center system by reviewing brick-and-mortar footprint while complimenting with cost-effective outreach models has been successful in reducing infrastructure costs
  - TDLWD is expected to receive approximately \$18M in new state appropriations



# Executive Summary

- for micro-credentialing, youth employment, and strategic support activities
- TDLWD continues to explore available federal discretionary awards and has applied for a \$5.9M apprenticeship award in April and intends to apply for a data quality grant later in May
- Vocational Rehabilitation (VR) staff provided follow-up from the committee's interim informational meeting to refine data requests. VR has identified additional State metrics to demonstrate performance: Preparing youth for work; starting clients on the path toward employment; and helping clients meet their employment goals. The committee will continue to review quarterly progress reports to evaluate efficiency.

## **Operations Committee Update:**

- Tennessee Youth Employment Program, Buddy Hoskinson, TDLWD:
  - 2025 program funding cycle (application review and issuance of contract awards) currently in progress
  - Goal of 8,000 enrollments; braided funding with Vocational Rehabilitation will ensure service delivery for youth with disabilities
- Shalondria Shaw, TDLWD, provided an overview of the Tennessee Apprenticeship Council (TAC). She shared information on program design, performance goals, employer engagement, and how TAC can integrate with the work of the Operations Committee.
- Briana Moore, TDLWD, provided an overview of the Education & Training Workgroup that includes partners from several state and for-profit organizations. The goal of this workgroup is to implement strategic, data-driven solutions that expand access to high-quality education and workforce development training, increase credential attainment, and close age gaps by aligning with industry needs. Continuous updates will be shared with the Operations Committee.

## **Innovation Committee Update:**

- Non-Degree Credential Grant Program, Brooks Young, TDLWD
  - \$6.3 million in *state* funds administered by TDLWD
  - Designed to meet workforce demand in high-wage, high-demand occupations across growing and emerging industries in Tennessee
  - Cross-agency coordination to develop curriculum
  - Support development and implementation of short-term, stackable industry recognized non-degree training programs
  - Competency-driven, aligned with employer input and industry standards.
- Phase II of SWDB's partnership with the University of Tennessee Center for Industrial Services (UTCIS) will begin July 1, 2025. Phase II will design and deploy a Local Workforce Development Board (LWDB) Certification project consistent with the previously established State Workforce Development Board Certification. SWDB members will be invited to support throughout the one-year project.
- For informational purposes: Using an employer driven model, Tech901 provides high-impact credentials in multiple tech-focused industry areas (IT/Cybersecurity, Data Analytics, Software Development). Their mission is to expand Memphis' tech talent pool by providing quality and affordable training focused on in-demand careers at a fast pace (4-16 weeks per credential). They are a registered apprenticeship provider.

## **Closing Remarks-** Next meeting Friday, August 22, 2025

*\*Note: Full Minutes will be available on the [SWDB Website](#) following the next quarterly meeting.*



**State Workforce  
Development Board**

# UTCIS Board Certification

## Phase II: Local Board Deployment

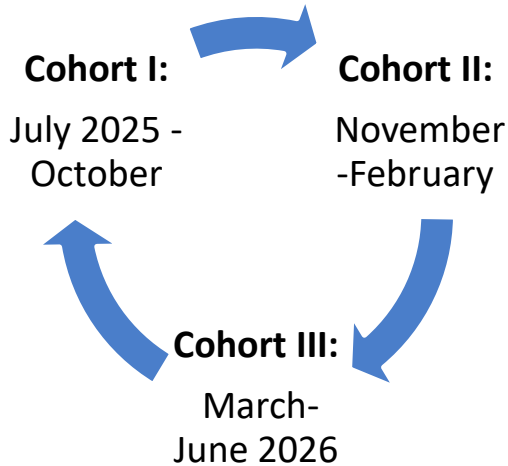
# Project Overview- Begins July 1, 2025

- Phase II will design and administer a Local Workforce Development Board (LWDB) Certification project consistent with the previously established State Workforce Development Board Certification.
- The local board certification project will include the same elements of governance: standards based on Baldrige Criteria and the Workforce Innovation and Opportunity Act (WIOA); demonstration of competence; and levels of achievement as the State Program.
- The project will consist of a one-year timeline evaluating three local boards at time in a cohort system.



Center for Industrial Services  
INSTITUTE *for* PUBLIC SERVICE

# LWDB Cohort Timeline



<p>Phase I: First LWDB cohort</p> <ul style="list-style-type: none"> <li>○ Conduct orientation and survey</li> <li>○ Assess process and conduct interviews</li> <li>○ Identify draft findings and recommendations</li> <li>○ Identify and initiate deployment of rapid improvements</li> </ul>	<p>Phase II: Second LWDB cohort</p> <ul style="list-style-type: none"> <li>○ Conduct orientation and survey</li> <li>○ Assess process and conduct interviews</li> <li>○ Identify draft findings and recommendations</li> <li>○ Identify and initiate deployment of rapid improvements</li> </ul>
<p>Phase III: Third LWDB cohort:</p> <ul style="list-style-type: none"> <li>○ Conduct orientation and survey</li> <li>○ Assess process and conduct interviews</li> <li>○ Identify draft findings and recommendations</li> <li>○ Identify and initiate deployment of rapid improvements</li> </ul>	<p>Final Report Package:</p> <ul style="list-style-type: none"> <li>• Prioritized recommendations for future success to include:             <ul style="list-style-type: none"> <li>○ Innovations</li> <li>○ Adoption of best practices</li> <li>○ “Just Do It” improvements</li> </ul> </li> <li>• Summary of resources that could be used to address recommendations</li> <li>• Appendices</li> </ul>

# Goals & Deliverables

- Identify and prioritize short- and long-term recommendations for improvement, change, or innovation
- Formulate recommendations to close gaps and introduce best practices, effectiveness, and efficiency
- LWDBs will receive certification ratings and assistance from experienced Baldrige trained examiners

# SWDB Opportunities to Engage

- Support Board Certification Deployment at LWDB Level
  - Partner to deliver Certification Orientation to a LWDB
  - Support board member interviews during the assessment
- Support Best Practice & Improvement across all boards
  - Serve in a role to validate potential best practices
  - Prioritize rapid improvements and strategic innovations
  - Lead by example

Unique Count of Title I and Title III Customers

Report Period ending June 30, 2024

## Program Completers Served



# 2,261,435

Staff-Assisted Program Completers Served

## Employment Success



# 68.6%

Percent Employed



# \$42,552

Estimated Average Annual Earnings Per Person

## Economic Impact



# \$66,053,737,136

Total Estimated Annual Earnings for All Employed

Source: FutureWorks BI; Data derived from the USDOL National Public PIRL; Program Year 2023 Q4 Release; Report Period ending June 30, 2024



Please visit <https://futureworksystems.com/board-infographic-2023> for detailed information about the data used in this report and how to access more data insights.



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## Program Completers Served



# 428,867

Staff-Assisted Program Completers Served

## Employment Success



# 69.9%

Percent Employed



# \$36,415

Estimated Average Annual Earnings Per Person

## Economic Impact



# \$10,922,607,852

Total Estimated Annual Earnings for All Employed

Source: FutureWorks BI; Data derived from the USDOL National Public PIRL; Program Year 2023 Q4 Release; Report Period ending June 30, 2024



Please visit <https://futureworksystems.com/board-infographic-2023> for detailed information about the data used in this report and how to access more data insights.



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Unique Count of Title I and Title III Customers

Report Period ending June 30, 2024

### Program Completers Served



# 32,871

Staff-Assisted Program Completers Served

### Employment Success



# 69.70%

Percent Employed



# \$33,744

Estimated Average Annual Earnings Per Person

### Economic Impact



# \$773,291,680

Total Estimated Annual Earnings for All Employed

Source: FutureWorks BI; Data derived from the USDOL National Public PIRL; Program Year 2023 Q4 Release; Report Period ending June 30, 2024



Please visit <https://futureworksystems.com/board-infographic-2023> for detailed information about the data used in this report and how to access more data insights.



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**U.S. Department of Labor**

Employment and Training Administration  
200 Constitution Avenue, N.W.  
Washington, D.C. 20210



05/15/2025

Reginald Carrick  
All Star Training Academy  
44 Warehouse Courtyard, Building O  
Suite 120  
Jackson, TN 38301

Email: [1stchoicelabtesting@gmail.com](mailto:1stchoicelabtesting@gmail.com)

Dear Mr. Carrick:

The U.S. Department of Labor (DOL), Employment and Training Administration (ETA), has received all relevant documents from all parties and completed our review of your appeal to the Secretary of Labor as prescribed in Workforce Innovation and Opportunity Act (WIOA) Section 181(c).

In your appeal, you are seeking DOL’s review of the denial of your request by the Tennessee Department of Labor and Workforce Development for additional WIOA funding in the Northwest and Southwest Local Workforce Development Areas.

You filed an appeal with the State of Tennessee against Workforce Innovations, Inc., which serves as the Fiscal Agent to both the Northwest and Southwest Local Workforce Development Boards (LWDBs). You alleged you are an eligible training provider (ETP) who received limited funding for training with Title I Adult, Dislocated Workers and Youth funds, whereas other eligible training providers are not receiving this same limitation. Your appeal seeks DOL’s review of the denial of your appeal of the LWDB’s decision to cap the number of individual training accounts (ITAs) available to enroll participants in your training program.

**Timeline**

- You reached out to Tennessee’s Labor and Workforce Development Oversight Division (Oversight Division) on August 15, 2024, to file a complaint of denial of WIOA service. You officially filed an appeal with the State’s Oversight Division on August 26, 2024.
- On or about October 11, 2024, a State Oversight Grievance Committee was assembled and received submissions from you and the LWDBs. The Grievance Committee determined the complaint was unsubstantiated.
- On or about October 28, 2024, you requested a hearing from the State. This hearing occurred via video call on January 9, 2025. The Hearing Officer agreed with the Grievance Committee that the complaint was unsubstantiated.

- On February 6, 2025, you appealed the State's hearing decision to the U.S. Department of Labor.

### **DOL Review**

WIOA Section 181(c) and the regulations at 20 CFR 683.600 require all states and local areas that administer WIOA funds to establish procedures for participants or other affected parties to file grievances or complaints alleging violations of the requirements of WIOA Title I. WIOA Section 181(c) also provides that a party subject to an adverse decision by the local area may appeal the adverse decision to the state, and that a party subject to an adverse decision by a state may appeal the adverse decision to the DOL. The scope of our review is limited to investigation and imposition of remedies for a violation of the requirements of WIOA Title I.

### **DOL Determination**

WIOA Section 181(c) and the regulations at 20 CFR 683.600 require all states and local areas that administer WIOA funds to establish a grievance procedure that includes an opportunity for a hearing. DOL has considered the evidence and determined that, in this matter, the State of Tennessee properly had a grievance procedure in place and followed the established procedure by providing you with a hearing. DOL's review determined that no violation of WIOA Title I requirements has occurred.

The evidence revealed that your company is not recognized as an ETP by the Northwest LWDB. The evidence revealed that you and the Southwest LWDB participated in the State's hearing on January 9, 2025. You and the Southwest LWDB had the opportunity to present evidence and testimony. The Southwest LWDB presented evidence that its policies require allotting ITAs tied to in-demand sectors and occupations based in part on available labor market information (LMI) and ETP performance.

The evidence revealed that every employment sector has an ITA cap, and that based on LMI, certain occupations may have higher ITA caps than others. Once the ITA cap for a particular occupation is reached, the Southwest LWDB does not then provide funding for additional ITAs above the maximum limit. The evidence revealed that your training program does not have any restrictions on obtaining funding from other sources to enroll students in your training program. The evidence did not reveal an improper limitation on WIOA funding or services by the Southwest LWDB.

Section 188 of WIOA prohibits recipients of WIOA Title I funding from discriminating based on race, color, religion, sex, national origin, age, disability, or political affiliation or belief in the administration of WIOA Title I-funded programs or activities. Individuals who believe they have been unlawfully discriminated against have the right to file a complaint with the state or local area or DOL's Civil Rights Center (CRC). In most cases, where the complaint is filed is the choice of the individual. If the complaint is filed with the state or local area and the state or local area fails to process the complaint within 90 days, or the complainant is dissatisfied with the resolution, the complainant may file the complaint with DOL's CRC either electronically or at the following address:

Civil Rights Center  
ATTENTION: Office of External Enforcement  
U.S. Department of Labor  
200 Constitution Ave NW  
Room N-4123  
Washington, DC 20210

Instructions on how to file a complaint are found at <https://www.dol.gov/agencies/oasam/centers-offices/civil-rights-center/external/how-to-file-complaint>.

DOL hereby upholds the State's decision. This letter constitutes DOL's final determination action on your appeal, and it may not be appealed.

Sincerely,

A handwritten signature in blue ink, appearing to read "Thomas Kodiak".

Thomas Kodiak  
Administrator  
Office of Grants Management

cc: Renata Ajibodou, Regional Administrator, ETA Atlanta Regional Office  
Becky Dykes, Attorney, Tennessee Southwest LWDB Workforce Innovations, Inc.  
The Honorable Janet Songer, WIOA Hearing Officer, Tennessee Department of Labor and Workforce Development

Good afternoon.

My name is Reggie Carrick, and I'm the CEO of All Star Training Academy. But today, I'm not just here as a CEO. I'm here as someone who wakes up every single day committed to changing lives—one skill, one certification, and one opportunity at a time.

And I need you to hear me clearly:

*Forklift operator training isn't just needed. It's essential to the future of our workforce.*

Across Jackson and our surrounding counties, we're witnessing something powerful. Warehouses are expanding. Trucks are moving. Goods are flowing. And behind every one of those operations is a forklift operator—powering production, keeping supply chains running, and supporting families.

But here's the truth: we have the jobs, but we don't have enough trained people to fill them.

Right now, there are over 400 forklift-related job postings in Madison County alone. And that's only the ones labeled as forklift jobs. The real number is even greater—hidden in listings for “shippers,” “handlers,” “coordinators.” Read the fine print, and you'll find the same requirement: *Must operate a forklift. Must be certified.*

And our employers—they're sounding the alarm.

**Delta Faucet** is trying to fill over 30 forklift roles.

**Manpower Mid-South** needs 2 to 4 operators every week.

**Express Employment Professionals** is ready to send candidates to us—if we can meet the demand.

**Ryder, XPO, AutoZone, ADM**—they're not just hiring, they're competing for certified forklift talent.

**Chairman Ferguson**, I want to take a moment to speak directly to you.

*You know this market.* Your company sends people to one of these very employers for forklift-related positions. You've seen the gap. You've felt the pressure to find certified, job-ready workers. And that firsthand knowledge makes your leadership on this Board even more critical right now.

At All Star, we've built a program that meets this demand. But we can't scale it alone.

We need this Board to not just see the data—we need you to feel the urgency. Because these aren't just open positions. They are open doors.

They're a lifeline for a single mother working two jobs.

They're a second chance for someone reentering society after incarceration.

They're a pathway for young people who've been told college isn't their only shot.

They are real, accessible, transformational opportunities.

When someone walks through our doors, they aren't just trying to earn a certification.

In regards to your questions about demand, I am currently in the process of trying to fill over 30 open FL roles and from my conversations with others in the community others are struggling to fill similar positions in their organizations as well.

Thanks

Joe A Cox

CDC Site Director

Cell 315-771-9573

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**U.S. Department of Labor**

**Office of the Assistant Secretary  
for Administration and Management  
Washington, D.C. 20210**



Reginald Carrick  
44 Warehouse Courtyard  
Building O, Suite 120  
Jackson, TN 38301

CRC Case No. 24-TN-011

Dear Reginald Carrick:

The U.S. Department of Labor's Civil Rights Center (CRC) has reviewed the complaint we received from you on July 1, 2024. We accept the following issues for investigation:

**Whether from approximately February 15, 2024, to August 15, 2024, American Job Center (AJC) located in Jackson, Tennessee, discriminated against Reginald Carrick, owner of All-Star Training Academy, LLC (All-Star), on the basis of race and color by denying opportunities as a training provider.**

**Whether, at any point between February 15, 2024, to August 15, 2024, American Job Center (AJC), in Jackson, Tennessee, retaliated against Reginald Carrick, owner of All-Star, for engaging in a protected activity.**