

**Meeting of Northwest TN Workforce Board
and Local Elected Officials for LWDA 12
313 W. Cedar Street, Dyersburg, TN
May 23, 2017**

Board Members Present:

Rita Alexander	John Castellaw	Doug Clark	Ian Cochran	John Dougherty
Will Douglas	Landy Fuqua	Brad Hurley	John Killen	Kristy Mercer
Charlie Moore	John Ridgeway	Ted Piazza	Cliff Sturdivant	
Jimmy Williamson				

Board Members via Conference Call:

Lindsey Frilling	Mary Jones	Jennifer Starks
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*Note: Kristie Bennett was accidently left off email distribution reminder list for May 23 meeting. She did receive notice of meeting date on the 2-28-17 meeting agenda. Notice was also posted on website and with media.

Local Elected Officials:

Kenny McBride	Tom Witherspoon	Robin Sealy (for Jeff Huffman)
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Staff Members Present

Jennifer Bane	LeAnn Lundberg	Margaret Prater
Kim Simpson	Laura Speer	Cynthia Webb

Non- Board Committee Members/Career Center Partners

Ronnie Gunnels	Sherry Fowler	Blake Swaggart	Janna Hellums
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Guest Speakers:

Martha Mooneyhan	Sandra Howell	Fayre Crossley
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OPENING: (video) Economic Impact of WIOA for LWDA 12, 2014-15 was played as everyone was seated.

WELCOME: Chairman, Jimmy Williamson welcome everyone and opened the business meeting. Chairman Williamson acknowledged that a quorum was present and issued a reminder of the Conflict of Interest Policy.

PRESENTATION: Sandra Howell and Martha Mooneyhan from Memphis Bioworks reviewed and discussed their presentation regarding the, "Strengthening Working Families Grant." Koriann Riley is our local coordinator for this grant.

Approval of Minutes: (attached) Chairman Williamson asked everyone to review the February 28, 2017 Board Meeting Minutes.

- **A Motion to approve the February 28, 2017 Board Meeting Minutes was made by Brad Hurley and seconded by Ted Piazza. All were in favor and the Motion passed.**

Meeting Reports:

LEO Special Called Meeting April 5: Mayor Kenny McBride gave an update on the April 5, 2017 meeting. Staff was notified on March 30 of the need to make changes in our organizational structure. The Consortium of Local Elected Officials met on April 5 with the NW TN Workforce Board Officers and Margaret Prater. Margaret explained that the State's interpretation was that one entity could not perform all roles (Fiscal Agent, Administrative Entity to provide staff to the Board, One-Stop Operator, and Service Provider for Career and Business Services and Youth Services) as DSCC has done for the past 33 years. Although we were in the process of bidding the One-Stop Operator and have an external Youth Service, the State had advised that we either needed to change the fiscal agent, administrative entity or provider of career/business services.

After much discussion, including whether to challenge the State on its' interpretation, the Consortium of Local Elected Officials agreed that Proposal #3 would be the least disruptive to the system - retaining DSCC as the Fiscal Agent, move the administrative entity/staff to the board under the "corporate" Northwest TN Workforce Board structure, and retain DSCC as provider of career/business services.

Brad Hurley asked for further information regarding the changes. Details from the following reports were given by Jimmy Williamson with additional questions answered by Margaret Prater.

Northwest TN Workforce Board, Inc. Special Called Meeting April 5:

With the Local Elected Officials requesting the Northwest TN Workforce Board, **INC.** assume the function of the board, including hiring staff to assist with those functions, it was determined that Margaret Prater would retire from DSCC and be hired by the NTWB as Executive Director.

Margaret noted there would be significantly more involvement of the Board of Directors with oversight and management of the staff. Prater made a motion to add two local elected officials to the Board of Directors - Chief Elected Official, Gary Reasons and Vice Chief Elected Official, Chris Young - and to allow the Board of Directors to select a private sector member at large from the Northwest TN Workforce Board to replace her as Secretary. Ted Piazza made a second to the motion. The motion carried.

The Board of Directors requested Prater to contact Ian Cochran with Marvin Windows, a private sector member from Lauderdale County, to replace her as Secretary.

TN Department of Labor & Workforce Development Meeting for Board Chair & Chief Elected Official – April 12:

Jimmy Williamson and Mayor Reasons met on April 12 with TDLWD. The State informed the Local Elected Officials and Board Chairs of major changes across the entire state, due to the lack of Firewalls for each area. The changes will affect the way our entire structure is set up since DSCC is the only entity performing various roles in our program.

After this meeting and additional communication from the State it was determined that in order to be in compliance that the NWTN Workforce Board, Inc., will be the employer to staff and Fiscal Agent. Everything else has to be bid out. Below are all topics discussed.

- Overview – Combined State Plan and organizational chart

- Governance - Workforce System Structure ; Roles & Responsibilities; Conflict of Interest Policy; WIA vs. WIOA
- Fiscal - Allocation of funds; Distribution of expenses; Reporting – Enrollment data & Obligations
- Certification – Intent; Process Overview

Margaret provided slides of the Workforce System Structure, Allocation of funds and Distribution of expenses.

With additional comments and questions from the Board membership, Margaret provided additional updates that she had sent out a Request for Proposal for One-Stop Operator, Career, Business and Youth Services on May 16th to approximately 250 organizations/people for their consideration. The final date for bids is June 15th.

Due to potential conflict of interest with partner agencies represented on the Board, Chairman Williamson has requested the chairs and vice chairs of the committees, select board members with knowledge of AJC and youth services, and non-members, including a representative from LWDA 11 and 13 staff to the Board serve on a Review Committee for the RFP. LWDA 12 staff to the board will not participate in the rating, but will be available for questions.

Margaret has been meeting with an attorney to set up the NWTN Workforce Board, Inc., which was established in 2011, as a 501c3 public non-profit organization. The State agreed to give the LWDA until September 30th, to change the Fiscal Agent from DSCC to the Board; however, the remainder of changes will be in place by July 1, 2017.

Board Standing Committee Reports – May 1 & May 2:

Ted Piazza reported that Committee meetings were delayed in an attempt to report resolution of the organizational structure issue. Due to the tight timeframe, the committees met jointly by conference call with an option to meet on May 1 or May 2. The following action was taken:

- Local Plan was approved as posted for public comment on April 3. No comments were received.
- Priority Policy for services was revised to include individuals with barriers, in line with new State priority policy.
- Transitional Jobs Policy and Needs Related Payment Policy, both required by the Plan, were approved, but immediately suspended due to lack of funding. Should funding be available the policies will be reinstated.
- DSCC Paramedic to RN training program was approved for renewal on the Eligible Training Provider List.

MOTION: A motion to approve the Ratified Local Plan was made by Ted Piazza and Sandra Woods seconded the motion. All were in favor and motion carried.

MOTION: A motion to approve the Renewal of the DSCC Paramedic to RN Program for ETPL was made by Ted Piazza and Brad Hurley seconded the motion. All were in favor and the motion carried.

Ted stated that additional information discussed at the committee meetings regarding structure changes had already been reported based on questions, including that DSCC could not be named a sub-recipient, but would have to bid to provide services.

State Workforce Board Meeting – May 12: Sandra Woods reviewed the notes from the meeting and stated that State Workforce Board announced that that all structures must change. The change will be across the state. Their reason for this is due to the lack of Firewall Entities. Each Area should have more than one Entity over them. She also provided information on the certification of American Job Centers.

- 92 centers applied
- 58 approved
- 19 approved with condition
- 15 denied

Margaret provided slide of the map showing that all centers in LWDA 12 were fully certified. Sandra also covered new policies approved by the State Workforce Board as follows:

- Board Meeting Information Access – addressing notification of meetings and timely posting of minutes
- Auxiliary & Americans with Disabilities Act Guidance – use of technology to increase physical and programmatic accessibility to high quality workforce services.
- Minimum Participant Cost Rate – requiring LWDAs to spend 40% of formula allocations “direct” participant cost by June 30, 2018, such as ITA, OJT, etc. Does not include staff or infrastructure cost. The policy also requires continuous improvement with a 50% rate for the Region no later than June 2019.
- Co-Enrollment of American Job Center Customers – outlines the process for participant co-enrollment to leverage resources to increase probability of participant success.
- Youth Eligibility Policy – definition to set local parameters of Requires Additional Assistance and Self-Sufficiency

Staff will review and recommend any necessary local policies or changes at our next Board Meeting.

Approval of By-Law Changes: The Board members were provided with a copy of the proposed bylaws, including a copy with the changes marked in Red. Margaret reviewed the changes stating that a major addition was the section regarding the five (5) member Board of Directors who will provide day-to-day oversight of operations. Regarding the Standing Committees, the bylaws call for the four committees to be combined into two committees due to overlap of responsibilities. Career Center Services will combine with Employer Services to become the American Job Center Committee. Target Population will combine with Promising Practices to become the Opportunities Committee. The current chairpersons will now serve a Chair and Vice Chair for their respective committees. In addition, Ted Piazza, as Vice Chair of the Board will serve as Chair of the Executive Committee.

MOTION: Ted Piazza made a motion to approve the changes to the By-laws. Sandra Woods seconded the motion. All were in favor and the motion carried.

Board Updates:

Regional Plan & Transitional Local Plan: Margaret reviewed the PowerPoint that she presented to the State Workforce Board.

Memorandum of Understanding: Jennifer Bane gave information contained in the MOU, stating that this is to pay expenses of Career Center. The Budget must be approved by May 31st. The Partners have agreed to the Narrative but not the Budget since it is still changing. Once all partners agree, then Chairman Williamson will be asked to sign with approval from the

Board. Jennifer provided a desk-copy of the very comprehensive MOU for any members who wanted to further review the details.

MOTION: Brad Hurley made a motion to approve the MOU, as agreed upon by the partners. Ted Piazza seconded the motion. All were in favor and the motion carried.

Northwest TN Workforce Board, Inc.

Organizational Chart & 501c3 status: Margaret reviewed the handout of the current Organizational Chart, which contains the new structure. Margaret has met with the attorney and accountant and said the documents to become a 501c3 will soon be ready for filing the application.

Financial Report: Cynthia Webb reviewed the attached handout regarding the Budget. She stated that by September 30th there will be \$4.90 left for Adult and a negative for the Dislocated Workers program. Margaret said that the Allocation Proposal for Area 12 is a 10% cut for our area. The cuts were based on general formula, not specific to our area. The State said that each area must allocate 80% of their money in the first quarter of each year. If an area does not do this, then their remaining monies will be forfeited to another area. If the areas allocate the 80% then the State will give them more money. Margaret reported that our area has expended at least 80% of funds and will need additional funds to continue enrollments into the first quarter of the year.

Program Compliance Report: Laura Speer stated that from July1, 2016-May 23, 2017 there have been 14 OJT Contracts with no issues; 4 Incumbent Worker Training grants with no issues; 2 Incumbent Worker grants to be completed this month and Jail2Job program had no issues. We have received eligibility and keyed 1302 participant files from July- March. With regard to performance we are manually tracking the following:

Adults – 81% placements and 74% credentials, DW – 93% placements and 81% credentials and Youth- 80% placements and 100% received credentials.

American Job Center Report: There have been 28 Job Fairs since January 2017 in all counties except Benton. LEAP is in its second year and with 257 new enrollments this year. This makes 405 participants for the Certified Production Technician program over the two year period. There have been 68 participants to complete all four modules. Also, the State approved retaining approximately \$200,000 to purchase equipment for more hands on training and providing technical assistance for the program.

There was no further business, and the meeting adjourned.

Respectfully submitted,
Kimberly Simpson

Local Workforce Development Area 12
**Consortium of Local Elected Officials and
Northwest TN Workforce Board, Inc.**
NWTNWB Administrative Office, 313 W Cedar, Dyersburg, TN
Conference Call 1-877-26-1555 # 845157

Tuesday, May 23, 2017 – 11:30 (lunch) 12:00 Business Meeting

Agenda

Lunch: Economic Impact of WIOA for LWDA 12, 2014-15 (video)

UM Sparks Bureau B&ER

Welcome

Strengthening Working Families Grant Program Presentation

Mayor Reasons, Chair CEO

Sondra Howell, Memphis Bioworks

Business Meeting- Call to order & Acknowledge Quorum/Conflict of Interest

Jimmy Williamson, Chair, NTWB

New Member – Gwyn Fisher, TN Department Economic & Community Development

Approval of Minutes of February 28, 2017 Meeting

Meeting Reports:

Local Elected Official Special Called Meeting Report (April 5)

Northwest TN Workforce Board, Inc. Special Called Meeting Report (April 5)

Update Local Elected Official/Board Chair Meeting with TDLWD (April 12)

Board Standing Committee Reports - Joint Committee Meeting (May 1 & May 2)

Mayor Reasons

Jimmy Williamson

Mayor Reasons/Jimmy Williamson

Ted Piazza, Vice Chair

Votes - Local Plan, including Policies: Priority, Transitional Jobs, &

Needs Related Payment; Renewal of DSCC Paramedic to RN Program for ETPL

State Workforce Board Meeting Report:

- State Workforce System Structure
- System Certification
- Policies: Board Meeting Information Access; Auxiliary & Americans with Disabilities Act Guidance; Minimum Participant Cost Rate; Co-Enrollment of American Job Center Customers; Youth Eligibility Policy

Jimmy Williamson/Sandra Woods

Approval of Proposed Bylaw Changes

Jimmy Williamson

Board Updates

- Regional Plan & Transitional Local Plan (Presentation to State Workforce Board)
- **Memorandum of Understanding**
- Northwest TN Workforce Board, Inc.
 - Organizational Chart & 501c3 Status
- Procurement – One Stop Operator, Career/Business Services, Youth Services
 - Timeline
 - Review Committee and Approval Process
- Financial Report
 - Budget/Expenditure Update
 - New Allocations
 - Reallocation Policy
 - Consolidated Business Grant - \$230,000
- Program Compliance Report
 - American Job Center Report

Margaret Prater

Jennifer Bane

Margaret Prater

Cynthia Webb & Margaret Prater

Laura Speer

Connie Stewart & staff

Other business

Future Meeting Dates: August 22 & November 28

**Meeting of Northwest TN Workforce Board
and Local Elected Officials for LWDA 12
313 W. Cedar Street, Dyersburg, TN
February 28, 2017**

Board Members Present:

Karen Bowyer	Doug Clark	Landy Fuqua	Brad Hurley	John Killen	Ben Marks
Charlie Moore	Ted Piazza	John Ridgeway	Cliff Sturdivant	Jimmy Williamson	

Board Members via Conference Call:

Kristie Bennett	Gayanne Williams	Mary Jones
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Local Elected Officials:

Kenny McBride	Benny McGuire	Gary Reasons	Chris Young
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Staff Members Present

Jennifer Bane	LeAnn Lundberg	Margaret Prater	Kim Simpson
Laura Speer	Connie Stewart	Lana Wood	Cynthia Webb

Guest:

Ronnie Gunnels	Robin Sealy
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Welcome and Introduction:

Chairman of the Local Elected Officials, Mayor Gary Reasons, greeted everyone and the invocation was given by Mayor Chris Young.

Chairman Jimmy Williamson opened the business meeting and acknowledged there were enough board members present for a quorum and advised the membership of the conflict of interest policy.

Review & Approval of Minutes: (attached) Chairman Williamson asked everyone to review the November 15, 2016 Board Meeting Minutes.

- **A Motion to approve the November 15, 2016 Board Meeting Minutes was made by Brad Hurley and seconded by Ted Piazza. All were in favor and the Motion passed.**

Board Standing Committee Reports:

Promising Practices: (January 31, 2017) Ben Marks gave the update on the Promising Practices Committee Meeting. He stated that there was discussion on the new law that allows designation of "High Poverty" areas for those counties or census tracts with over 25% poverty rates. Lake and Lauderdale Counties fall into this threshold. This means for youth programming that ALL residents meeting age requirements would be eligible, regardless of economic situation. Margaret noted there was not additional funding available, but she thought we could direct some of the youth money to this group, including a limited amount (observing the 25% cap) for in-school funding, if the committee wanted to pursue. There was discussion on work ethic and soft skills. Jennifer Bane stated that the Work Ethic Certificate and the Way to Win at Work, are being offered/considered in the local area high schools to see if we might replicate either in the American Job Centers. During the meeting, the committee approved pursuing a pilot project using the Way to Win at Work in the Gibson County AJC. It was noted we are looking to expand our jail/inmate programs, without additional funding, so the staff will be reviewing a program in LWDA 11, which uses current American Job Center staff to conduct classes at local jails-resumes, parenting social skills, etc.

Target Population Committee Meeting – (January 31, 2017): Brad Hurley gave an update stating that staff reviewed recent Outreach efforts, including the initiation of "street teams" going into more remote areas. There was suggestions for additional outreach including Parent Teacher organizations, Foster Care Agencies, Finger Printing Center, etc. The committee stressed the need for public awareness of the "street teams." There are extra efforts in Weakley County for the ACT Work Ready Community project. Weakley County is the final county and they are at 85% of their goal. All counties should be certified by

May 2017. Margaret shared that the Jail2Job Program in Dyer County has been very successful. Due to limited funding, we have not been able to replicate the program. Our staff is exploring programs offered in LWDA 11 and plan to partner with DSCC at the NW Correctional Facility in Tiptonville.

Career Center Committee – (February 1, 2017): Ted Piazza shared an update from the Career Center Services Committee meeting. He stated that all 11 applications for the AJC Certification were filed by January 30. Staff shared the traffic count report for the AJCs. Margaret stated that From July 15 to December 15, 2015 the count for all centers was 26,624. For the same time in 2016, the count was 30,984, an increase of 16% or 4,360 visits. The NEW enrollments in post-secondary for the spring term was 82. During the meeting, the committee approved adding the Bethel University Associates in Computer Information Systems program to the WIOA Eligible Training Provider List and based on the recommendation the Executive Committee also approved. The committee also approved the Basic Skill Deficient Policy and based on the recommendation the Executive Committee also approved.

Employer Services Committee – (February 1, 2017): Margaret Prater stated that, as employers, the Committee voted to support the recommendation of the Promising Practices Committee to start a pilot Way to Win at Work at the Gibson County American Job Center. The committee decided to have staff modify survey questions and scale to be more explanatory. The majority of the meeting was the review and ranking of 15 Incumbent Worker Grant Proposals from seven companies. Margaret met with the remainder of the region on February 9 to make regional recommendations. The Regional Committee recommended approval of all 15 proposals and the State has approved. Contracts are being developed with most training to start as early as March 1.

WIOA Updates:

One-Stop Certification Status: : (tab A) Jennifer Bane stated that the certifications for all 11 counties were submitted to the State. During the month of February, the applications will be reviewed by the State. In March, the State will possibly visit the centers.

Regional Plan: : (tab B) Jennifer Bane said that the Regional Plan is due to the State on March 1st. Jennifer, who headed up this project, stated that it had to be approved by the committees and signed by the mayors. The Regional Plan consists mostly of Labor and Demographics. The region met to go over the plan and discussed strategies to meet the needs in the region.

Transitional Local Plan: : (tab C) Jennifer Bane stated that the Plan is due May 3rd and must be posted for comment 30 days prior. This plan consists mostly of compliance listings, Board Agreements, procurement policies, etc., but not Labor and Demographics. The plan aligns with the Regional and State Plan.

One-Stop Operator Procurement: (tab D) Margaret Prater discussed and reviewed the Power point slides of the One-Stop Operator Procurement. She stated that USDOL Employment and Training Guidance was sent out on January 17, 2017. Originally, the State said that they would handle Central Procurement, but in the guidance that changed in order to meet the timeline. Now the procurement will be taken care of by the LWDBs. She reported that the Executive Committee recommended that DSCC not bid for the One-Stop Operator, thereby allowing staff to release the RFP. The OSO would manage the 11 centers overseeing office management with the individual partners managing their employees. The budget for this contract has been set at \$75,000 per year.

The Process for One-Stop Operator Selection for LWDA 12 (tab J) is a narrative of the law. At the bottom of the page, number 1-4 the LEO and Executive Committee voted and approved:

1. Determine if the Board will bid to be the One-Stop Operator OR conduct the procurement process.
2. Establish a maximum amount of funding available for the One-Stop Operator.
3. Establish a timeline for the procurement process to meet implementation deadline of July 1, 2017
4. Authorize DSCC as fiscal agent Administrative Entity to develop the Request for Proposal OR determine the process to identify and secure a third party if DSCC as fiscal agent/Administrative Entity is going to bid.

***** VOTE: Ted Piazza made a motion to approve the One-Stop Operator Process. Gary Reasons seconded the motion. All were in favor. The committee approved the motion.***

Financial Report: (tab E) Recapture/Reallocation Policy is a State implemented new policy. This policy states that we must spend/obligate 80% of funds in the 1st year by June 30. If we do not spend this money they may take the money back. If we spend this, the State has promised to give us money funds in order to keep programs going. Area 12 has already obligated 82% of funds which will leave 7% for the next quarter, which is not enough to continue. Youth is the same and we have obligated 73%. Dislocated Workers is the same and Margaret has asked to transfer \$100,000 from DW to Adult Education. Cynthia Webb said we have \$12,000 left for this quarter.

Program Accountability Review Report: (tab F) PAR audited Area 12 recently and reported, NO FINDINGS!

Executive Committee - (February 22, 2017): Chairman, Jimmy Williamson stated that the Local Elected Officials and NWTNWB Executive Committee met on February 22, 2017. In addition to approving the Standing Committee Reports and action taken, the following items were approved:

- Regional Plan (tab B) presented in earlier during staff updates has been posted for public comment for the required 30 days. The Committee commends the staff and particularly, Jennifer Bane, on taking the lead to coordinate and write the plan for the region.
- Workforce Essentials Youth Contract Extension: (tab O) the committee voted to extend the contract to 6-30-2017 until additional performance can be reviewed.

The following agreements were approved by the Committee:

- Chief Elected Officials Consortium Agreement (tab G)
- Agreement Between Chief Elected Officials and Local Workforce Board (tab H)
- Assurances (to be submitted with Local Plan) (tab T)
- Waiver Request for DSCC to serve as Fiscal Agent, Administrative Entity & Training Provider (tab L) (although DSCC has been providing the following services for the past 33 years, it has been recommended by the federal and state guidance that "formal" agreements be developed to clearly define the roles and responsibilities and eliminate any appearance of conflict of interest.)
- Agreement Between CEO, NWTNWB and Fiscal Agent/Administrative Entity (tab I) - this agreement includes a payment of \$100,000 annually to DSCC to provide the services. (this is amount paid since 2012)
- Agreement of Provider for Career Services & Business Services (tab K) This must be specifically approved by the Local Elected Officials and the Governor. This agreement will be submitted to the State.

Chairman Williamson reviewed the proposed changes in the bylaws, noting that the changes were to include language from the law, regulations and/or guidance from TN Department of Labor and Workforce Development.

**** VOTE: Ted Piazza made a motion to approve the Proposed changes to the By-Laws (tab N). Ben Marks seconded the motion. All were in favor. The committee approved the motion.**

Other: The Board was asked to approve the letter in support of the two Bills requesting the State of Tennessee include the National Career Readiness Certification into the Tennessee High School Curriculum. Margaret prepared a letter in this regard. After the vote, the Local Elected Officials signed the letter.

**** VOTE: Ted Piazza made a motion to approve the letter in support of the two Bills to add the NCRC to Tennessee High School Curriculum. Gary Reasons seconded the motion. All were in favor. The committee approved the motion.**

There was no further business and the meeting adjourned.

Respectfully submitted,
Kimberly Simpson

Minutes of the
Consortium of Local Elected Officials
Special Called Meeting

April 5, 2017

Local Elected Officials Present: Mayor Gary Reasons, Mayor Benny McGuire, Mayor Kenny McBride, Mayor Jake Bynum, Mayor Chris Young, County Executive Jeff Huffman

Northwest TN Workforce Board Officers Present: Jimmy Williamson, Ted Piazza, Karen Bowyer

Staff Present: Margaret Prater

The Northwest TN Workforce Board was notified by the Tennessee Department of Labor and Workforce Development on Thursday, April 30, 2017 of the need to complete the Local Workforce Development Area Current vs. Proposed WIOA Management Structure Questionnaire by close of business Wednesday, April 5, 2017 constituting the need for an emergency special called meeting.

Margaret Prater explained that the State has interpreted the conflict of interest/firewall references in the WIOA to mean that one entity cannot perform all roles (Fiscal Agent, Administrative Entity to provide staff to the board, One-Stop Operator, Service Provider (Career, Business, Youth), Provider of Training Services). Although LWDA 12 is in the process of procuring an outside One-Stop Operator and an outside vendor is used for Youth Provider, Prater was told by Denise Thomas with the TN Department of Workforce Development that this not sufficient to meet the interpretation. Ms. Thomas stated that either the fiscal agent, administrative entity or provider of career services needed to change.

Prater presented four (4) options with pros, cons and action steps:

Proposal #1: DSCC would remain the Fiscal Agent and Administrative Entity Staff to the Board and career/business services would be procured by competitive bid. Prater noted while this was the easiest option, it would be the most disruptive to customers, laying off 40 front-line staff and having to develop contractor processes. Dr. Karen Bowyer, President of DSCC, stated that just providing the fiscal and administrative operation was not within the college mission to provide services to the community.

Proposal #2: Northwest TN Workforce Board (corporate board) would become the Fiscal Agent and Administrative Entity to staff the board. DSCC could remain as provider of Career/Business Services or the services could be competitively procured. Prater stated that this proposal would put us in administratively with other boards and possibly allow more flexibility; however, the time constraint of making the transition by July 1 for fiscal agent, including seeking 501c3 status, was nearly impossible.

Proposal #3: DSCC would be retained as Fiscal Agent, the Administrative Entity staff to the board function would move to the NTWB corporate entity and DSCC would remain as provider of career/business services (or the services could be competitively procured). Prater explained that this option provided the flexibility, included minimal disruption requiring only 5-6 employees to transition to the new corporate entity. Prater recommended under this proposal she retire as soon as possible from DSCC and go to work for the corporate board to begin setting up personnel policies and procedures to “mirror” current salary/benefit structure for herself and future employees who will transfer from the college to the corporation. She will also file the 501c3 application.

Proposal #4: The Local Elected Officials and Northwest TN Workforce Board would attempt to find another entity (possibly one of the counties) to serve as Fiscal Agent and Administrative Entity staff to the board. It was noted that while this would only affect 10-11 staff transitioning, that there was unknown flexibility of a new organization for processing contracts, accounting detail, etc. Concern was also discussed of the liability (workman's compensation, general liability for career centers, etc.) the new organization would be asked to take on may make it difficult to locate one in the time restraints.

After much discussion, including whether to challenge the State on it's interpretation, the Consortium of Local Elected Officials agreed to Proposal #3, to retain DSCC as the Fiscal Agent, move the administrative entity/staff to the board under the "corporate" Northwest TN Workforce Board structure, and retain DSCC as provider of career/business services. The Board of Directors of the Northwest TN Workforce Board were notified of the decision.

There being no further business, the meeting was adjourned.

Minutes of
Northwest TN Workforce Board, Inc.
Board of Directors
Special Called Meeting
April 5, 2017

Board of Directors Present:
Jimmy Williamson, President
Ted Piazza, Vice President
Margaret Prater, Secretary

The Northwest TN Workforce Board was notified by the Tennessee Department of Labor and Workforce Development on Thursday, April 30, 2017 of the need to complete the Local Workforce Development Area Current vs. Proposed WIOA Management Structure Questionnaire by close of business Wednesday, April 5, 2017 constituting the need for an emergency special called meeting.

Margaret Prater explained that the State has interpreted the conflict of interest/firewall references in the WIOA to mean that one entity cannot perform all roles (Fiscal Agent, Administrative Entity to provide staff to the board, One-Stop Operator, Service Provider (Career, Business, Youth), Provider of Training Services). Although LWDA 12 is in the process of procuring an outside One-Stop Operator and an outside vendor is used for Youth Provider, Prater was told by Denise Thomas with the TN Department of Workforce Development that this not sufficient to meet the interpretation. Ms. Thomas stated that either the fiscal agent, administrative entity or provider of career services needed to change.

The Local Elected Officials requested that the Northwest TN Workforce Board, Inc. assume the function of the board, including hiring staff to assist with those functions, a service formerly performed by Dyersburg State Community College as Administrative Entity, noting Margaret Prater would retire from DSCC and be hired by the NTWB as Executive Director.

Prater noted that the Board of Directors accepting the responsibility of oversight and management of the staff and functions of the board would require significantly more involvement than the current agreement with DSCC. Prater made a motion to add two local elected officials to the Board of Directors - Chief Elected Official, Gary Reasons and Vice Chief Elected Official, Chris Young - and to allow the Board of Directors to select a private sector member at large from the Northwest TN Workforce Board to replace her as Secretary. Ted Piazza made a second to the motion. The motion carried.

The Board of Directors requested Prater to contact Ian Cochran with Marvin Windows, a private sector member from Lauderdale County, to serve on the Board of Directors in the capacity of Secretary.

There being no further business, the meeting adjourned.

Career Center Services	Present	Employer Services	Present	Target Population	Present	Promising Practices	Present
Kristie Bennett		Rita Alexander		Glad Castellaw	X	Karen Bowyer	
Yvette Dixon		Keith Cursey	X	Doug Clark		John Bucy	
Bedford Dunavant		Bernadette Fuller		Ian Cochran		Karla Carpenter	
*Melinda Goode		Kristy Mercer		Lindsey Frilling	X	Jon Dougherty	
John Killen		Adam Miller		*Ronnie Gunnels	X	Will Douglas	
Ted Piazza		Charlie Moore		Brad Hurley		Landy Fuqua	X
John Penn Ridgeway	X	Jennifer Starks		Mary Jones		Ben Marks	X
Stewart Stanfill		Jimmy Williamson		David Parrish		*Alvin Smothers	
Cynthia Whitaker		*Sherry Fowler	X	Gayanne Williams		Cliff Sturdivant	
Sandra Woods							
STAFF:		LEO (Ex Officio all committees):					
Jennifer Bane	X						
Margaret Prater	X	Brent Greer	X				
Kim Simpson	X	Denny Johnson	X				
Laura Speer	X	Robin Sealy (for Huffman)	X				
Connie Stewart							
Lana Wood							

*Non-Board Member Representative

**Joint Standing Committees
Northwest TN Workforce Board
Special Called Meeting
Conference Call Only
May 1, 2017**

Welcome and Announcements: Margaret Prater opened the meeting and welcomed everyone, apologizing for the short notice and explaining the reason for emergency timing. She explained that Local Elected Officials and Board of Directors have been meeting for since early April to determine organizational structure changes mandated by the State. Chairman Williamson had suggested delaying the committee meetings until a final approval by the State on April 12; however, that approval was delayed until April 25. The Chief Elected Official and Board Chair were advised of additional changes needed and met on April 27 to make the adjustments. Due to the mandatory Local Plan submission date of May 3, a special called joint standing committee meeting (encompassing all Board Members) was scheduled for May 1 and May 2 by conference call only.

Approval of Local Plan: A copy of the Local Plan was sent to everyone when it was published for 30 day comment and was also attached to the email notification of the meeting. Margaret asked for any questions or comments. Jennifer Bane mentioned that the Local Plan deals with compliance issues. She said the Regional Plan, which was submitted in February, deals with organizational structure and programmatic policy.

- Mayor Denny Johnson made a Motion to Approve the Local Plan as presented. Mayor Brent Greer seconded the motion. All were in favor and the motion carried.

Approval of Revised Priority Policy: Margaret stated that in order to meet State guidance for the Plan, the Priority Policy was revised to include "Individuals with Barriers." On the list of who is served first, this will come after Veterans, Low Income, **and then** Individuals with Barriers, followed by the General Public.

- John Penn Ridgeway made a Motion to Approve the Revised Priority Policy as presented. Ben Marks seconded the motion. All were in favor and the motion carried.

Approval of Transitional Jobs Policy: Margaret stated that the Transitional Jobs Policy is a State required policy to be included in the plan. It is similar to Youth Work Experience, except this is for adults that have major barriers, have been on unemployed for an extended period, have a questionable work history or have not worked in a long time. This would help them get work experience, although it would not guarantee them a full time job. Margaret stated that this is a very costly program and we do not have the funds to cover this policy at this time, but the State requires that we have the policy in place for when funds are available.

- Mayor Denny Johnson made a Motion to approve the Transitional Jobs Policy as presented and to suspend it immediately due to lack of funding. Ben Marks seconded the motion. All were in favor and the motion carried.

Approval of Needs Related Payment Policy: Margaret said this policy must be included in the plan according to the State. The policy provides a stipend to students will in training with the calculation tied to the poverty level, family income and maximum unemployment benefit. At this time, we do not have funds to implement this policy.

- Mayor Brent Greer made a Motion to Approve the Needs Related Payment Policy as presented and suspend it immediately due to lack of funding. Mayor Denny Johnson seconded the motion. All were in favor and the motion carried.

New Organizational Structure: Margaret attended a State meeting in mid-March 2017. At that time, the state officials stated their concerns that **all areas** were doing everything under one agency. The State said that each area needs “Firewalls” for their organizational structure, meaning more than one entity to provide services. Margaret sent our organizational structure to the TDLWD and received feedback that we had Firewall issues, but no specifics. On March 30 the State asked every area to send the current and proposed organizational structures by close of business April 5. After their reviewed, Margaret was advised that that we needed to change either the fiscal agent, administrative entity or career service provider. Margaret met with the LEO and Board Officer on April 5 and submitted the proposed by the deadline. This new structure included having the Northwest TN Workforce Board hire the staff to the board directly versus DSCC hiring them. Mayor Gary Reasons and Chairman of the Board, Jimmy Williamson were invited to Nashville to meet with the State on April 12 to discuss “Firewalls”. The State said that our entities had to be above and below the line, meaning that Fiscal, Administrative, Career Services and Business Services could not be provided by the same entity. Margaret met with the State on April 25 and based on the same information determined we had to make additional changes. The Board Chair, LEO Chair and Margaret met with DSCC President Karen Bowyer and it was decided that Dyersburg State Community College would provide Career/Business Services. The Board will directly provide the Administrative Entity (staff to the board) and Fiscal services formerly provided by DSCC. The State is allowing the fiscal agent to transition by October 1, 2017; everything else will be in place by July 1, 2017. Margaret and the Board Chairs decided that the best decision would be for her to retire from DSCC and go to work for the Board, immediately in order to get the structure set-up for additional staff to transition July 1 and October 1 and to release the RFP for One-Stop Operator as a board employee, not a DSCC employee. Margaret will continue to serve as the Executive Director of Northwest TN Workforce Board.

In addition, the following staff will leave DSCC and go to work for the Board beginning July 1, 2017 - Jennifer Bane, Laura Speer, Derrick Quinn, LeAnn Lundberg and Kimberly Simpson. The Fiscal Staff - Cynthia Webb, Theresa Ethridge and Terry Williams will begin October 1, 2017. Since Margaret has retired, as of April 28, 2017, Jennifer Bane will serve as interim until June 30, 2017. On July 1, 2017, Connie Stewart will take over as Director of Career and Business Services for DSCC. NOTE: The change of organizational structure is happening statewide.

Other: Approval of Renewal of Paramedic to RN Program: For the Eligible Providers list, Jennifer Bane reviewed the program statistics for the Paramedic to RN program. The program was approved last year by the Board, but requires a yearly approval.

- A Motion to Approve the Renewal of Paramedic to RN Program for 2017-2018 as presented was made by Mayor Denny Johnson and Glad Castellaw seconded the motion. All were in favor and the motion carried.

There was no further business and the meeting adjourned.

Respectfully submitted,

Kimberly Simpson

Career Center Services	Present Y/N	Employer Services	Y/N	Target Population	Y/N	Promising Practices	Y/N
Kristie Bennett		Rita Alexander		Glad Castellaw		Karen Bowyer	
Yvette Dixon		Keith Cursey		Doug Clark		John Bucy	
Bedford Dunavant		Bernadette Fuller		Ian Cochran		Karla Carpenter	
*Melinda Goode		Kristy Mercer	X	Lindsey Frilling		Jon Dougherty	
John Killen		Adam Miller		*Ronnie Gunnels		Will Douglas	
Ted Piazza	X	Charlie Moore		Brad Hurley		Landy Fuqua	
John Penn Ridgeway		Jennifer Starks	X	Mary Jones	X	Ben Marks	
Stewart Stanfill		Jimmy Williamson		David Parrish	X	*Alvin Smothers	
Cynthia Whitaker				Gayanne Williams		Cliff Sturdivant	
Sandra Woods	X						
Jennifer Bane	X	Jake Bynum	X				
Margaret Prater	X	Gwyn Fisher	X				
Kim Simpson	X						
Laura Speer							
Connie Stewart							
Lana Wood	X						

*Non-Board Member Representative

Board Committee Meeting Conference Call Only May 2, 2017

Welcome and Announcements: Margaret Prater opened the meeting and welcomed everyone.

Approval of Local Plan: A copy of the Local Plan was sent to everyone in an email when it was published for public comment. Jennifer Bane mentioned that the Local Plan was posted for the public on April 3, 2017-May 2, 2017. The Plan is due to the State tomorrow, May 3, 2017. The Local Plan deals with local structure and compliance issues. She said the One-year transitional ends June 30, 2017 then goes to the Multi-Year Plan.

- Ted Piazza made a Motion to Approve the Local Plan as presented. Gwyn Fisher seconded the motion. All were in favor and the motion carried.

Approval of Revised Priority Policy: Margaret said that in order to meet State guidance for the Plan, the Priority Policy was revised to include "Individuals with Barriers." On the list of priority of who will be served first, this will come after Veterans, Low Income, **and then** Individuals with Barriers, followed by the General Public.

- Sandra Woods made a Motion to Approve the Revised Priority Policy as presented. Ted Piazza seconded the motion. All were in favor and the motion carried.

Approval of Transitional Jobs Policy: Margaret stated that the Transitional Jobs Policy is a State required policy to be included in the plan. It is similar to Youth Work Experience, except this is for adults that have major barriers, been on unemployment for an extended period, felons, have a bad work history or have not worked in a long time. This would help them get work experience, although it would not guarantee them a full time job. Margaret stated that this is a very costly program and we do not have the funds to cover this policy at this time, but the State requires that we have the policy in place. It was decided that this policy would be approved and suspended, but if funds become available the policy would be revisited at that time.

- Ted Piazza made a Motion to Approve and Suspend the Transitional Job Policy as presented due to the lack of funding but if funds become available then it would be reopened for approval. David Parrish seconded the motion. All were in favor and the motion carried.

Approval of Needs Related Payment Policy: Margaret said this policy must be included in the plan according to State Law. At this time, we do not have funds to implement this policy. The policy would mean funding extra money to qualifying participants. We have never done this because it is very costly. It was decided that until funds become available the Motion should be passed and then suspended. If funding becomes available then the policy would be revisited.

- Ted Piazza made a Motion to Approve and Suspend the Needs Related Payment Policy as presented with the understanding that the policy would be reopened for approval upon availability of funding. Kristy Mercer seconded the motion. All were in favor and the motion carried.

New Organizational Structure: Margaret attended a State meeting in March 2017. At that time, the state officials stated their concerns that **all areas** were doing everything under one agent. The State said that each area needs “Firewalls” for their organizational structure, meaning more than one entity to provide services to the Board. Margaret sent our organizational structure and the State said we had Firewall issues, but did not explain what changes were needed. The State asked every area to send the current and proposed organizational structures. After their review, Margaret was advised that that we needed two separate entities. In April 2017, Mayor Gary Reasons and Chairman of the Board, Jimmy Williamson were invited to Nashville to meet with the State to discuss “Firewalls”. The State said that our entities had to be above and below the line, meaning that Fiscal, Administrative, Career Services and Business Services could not be provided by the same entity. After that meeting, our Board Chairs, LEOs and Margaret met and it was decided that Dyersburg State Community College would provide Career/Business Services. The Board Incorporated will provide the Administrative/Fiscal services. The State is allowing the fiscal department to transition by October 1, 2017; everything else will be in place by July 1, 2017. Margaret and the Board Chairs decided that the best decision would be for her to retire from DSCC and go to work for the Board, Inc., which was incorporated in 2011. Margaret will continue to serve as the Director of Workforce Development for this area. In addition, the following staff will leave DSCC and go to work for the Board, Inc. Serving as Administrative Staff, beginning July 1, 2017 will be Jennifer Bane, Laura Speer, Derrick Quinn, LeAnn Lundberg and Kimberly Simpson. The Fiscal Staff: Cynthia Webb, Theresa Ethridge and Terry Williams will begin October 1, 2017. The reason for this decision was so that DSCC could bid on the One Stop Operator position. If Margaret continued as a Vice President for DSCC, then she could not put the bid out because it would be a conflict of interest. Since Margaret has retired, as of April 28, 2017, Jennifer Bane will serve as interim Director of Workforce Development until June 30, 2017. On July 1, 2017, Connie Stewart will take over as Director of NWTN Workforce Business Services and Career Centers. NOTE: The change of organizational structure is happening statewide.

Other: Approval of Renewal of Paramedic to RN Program: For the Eligible Providers list, Jennifer Bane reviewed the program statistics for the Paramedic to RN program. The program was approved last year by the Board, but requires a yearly approval and is due July 31, 2017.

- A Motion to Approve the Renewal of Paramedic to RN Program for 2017-2018 as presented was made by Ted Piazza and Gwyn Fisher seconded the motion. All were in favor and the motion carried.

There was no further business and the meeting adjourned.

Respectfully submitted,

Kimberly Simpson

BY-LAWS FOR THE

NORTHWEST TENNESSEE WORKFORCE BOARD LOCAL WORKFORCE DEVELOPMENT AREA 12

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ARTICLE I

Name & Establishment

§ 1.1 Name: This body shall be known as Northwest Tennessee Workforce Board, **Inc.** Local Workforce Development Board for Area 12 (LWDA 12); hereinafter referred to as “the Board”. The Board is established in accordance with Workforce Innovation and Opportunity Act of 2014 (WIOA), Section 107.

ARTICLE II

Location

§ 2.1 Location: The principal office of the Board shall be located at 313 West Cedar Street 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 LWDA 12. The Board is organized and shall be operated exclusively for charitable, scientific, literary and educational purposes. This Board supports WIOA activities that develop a quality workforce system to meet the needs of area employers and job seekers, so that Northwest Tennessee is an area where business and industry thrive based on the availability of a skilled workforce and a robust talent pipeline, and where increasing wealth fuels prosperous communities and a high quality of life.

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

ARTICLE IV

Functions of Local Board

§ 4.1 Consistent with WIOA section 108, the functions of the local board shall include the following:

- (1) **LOCAL PLAN** – Develop and submit a Strategic Plan in partnership with the Chief Elected Officials (CEOs) (as defined in 29 - 29 USC 3123) within the LWDA for submission to the Governor of the State of Tennessee. If the local area is part of a planning region that includes other local areas, the Board shall collaborate with the other local boards and chief elected officials in preparation of a regional plan as described in section 106(c)(2);
- (2) **WORKFORCE RESEARCH AND REGIONAL LABOR MARKET ANALYSIS** – In order to assist in the development and implementation of the local plan, the Board shall:
 - A. Carry out analyses of the economic conditions in the region, the needed knowledge and skills for the region, the workforce in the region, and workforce development activities (including education and training) and regularly update such information; and
 - B. Assist the Governor in developing the statewide workforce and labor market information system described in section 15(e) of the Wagner-Peyser Act, specifically in the collection, analysis, and utilization of workforce and labor market information; and
 - C. Conduct other research, data collection, and analysis related to the workforce needs of the regional economy as the board, after receiving input from a wide array of stakeholders.
- (3) **CONVENING, BROKERING, LEVERAGING** – The Board shall convene local workforce development system stakeholders to assist in the development of the local plan and in identifying non-Federal expertise and resources.
- (4) **EMPLOYER ENGAGEMENT** – The Board shall lead efforts to engage with a diverse range of employers:

- A. To promote business representation (particularly representatives with optimal policymaking or hiring authority from employers whose employment opportunities reflect existing and emerging employment opportunities in the region) on the Board; and
 - B. To develop effective linkages with employers in the region to support employer utilization of the local workforce development system and to support local workforce investment activities; and
 - C. To ensure that workforce development activities meet the needs of employers and support economic growth in the region, by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers; and
 - D. To develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers (such as the establishment of industry and sector partnerships).
- (5) CAREER PATHWAYS DEVELOPMENT – The Board, with representatives of secondary and postsecondary education programs, shall lead efforts in the local area to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment.
- (6) PROVEN AND PROMISING PRACTICES – The Board shall lead efforts to:
- A. Identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers, and jobseekers (including individuals with barriers to employment) in the local workforce development system, including providing physical and programmatic accessibility, in accordance with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), to the one-stop delivery system; and
 - B. Identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs.
- (7) TECHNOLOGY – The local board shall develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and jobseekers, by—
- A. Facilitating connections among the intake and case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area;
 - B. Facilitating access to services provided through the one-stop delivery system involved, including facilitating the access in remote areas;
 - C. Identifying strategies for better meeting the needs of individuals with barriers to employment, including strategies that augment traditional service delivery, and increase access to services and programs of the one-stop delivery system, such as improving digital literacy skills; and
 - D. Leveraging resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment.
- (8) PROGRAM OVERSIGHT.—The local board, in partnership with the chief elected official for the local area, shall—
- A. (i) conduct oversight for local youth workforce investment activities authorized under section 129(c), local employment and training activities authorized under subsections (c) and (d) of section 134, and the one-stop delivery system in the local area; and
 - (ii) ensure the appropriate use and management of the funds provided under subtitle B for the activities and system described in clause (i); and
 - B. for workforce development activities, ensure the appropriate use, management, and investment of funds to maximize performance outcomes under section 116.
- (9) NEGOTIATION OF LOCAL PERFORMANCE ACCOUNTABILITY MEASURES.—The local board, the chief elected official, 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, with the agreement of the chief elected official for the local area—
 - (i) shall designate or certify one-stop operators as described in section 121(d)(2)(A); and
 - (ii) may terminate for cause the eligibility of such operators.
 - B. SELECTION OF YOUTH PROVIDERS.—Consistent with section 123, the local board—
 - (i) shall identify eligible providers of youth workforce investment activities in the local area by awarding grants or contracts on a competitive basis (except as provided in section 123(b)), based on the recommendations of the youth standing committee, if such a committee is established for the local area under subsection (b)(4); and

- (ii) may terminate for cause the eligibility of such providers.
 - C. IDENTIFICATION OF ELIGIBLE PROVIDERS OF TRAINING SERVICES.—Consistent with section 122, the local board shall identify eligible providers of training services in the local area.
 - D. IDENTIFICATION OF ELIGIBLE PROVIDERS OF CAREER SERVICES.—If the one-stop operator does not provide career services described in section 134(c)(2) in a local area, the local board shall identify eligible providers of those career services in the local area by awarding contracts.
 - E. CONSUMER CHOICE REQUIREMENTS.—Consistent with section 122 and paragraphs (2) and (3) of section 134(c), the local board shall work with the State to ensure there are sufficient numbers and types of providers of career services and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities) serving the local area and providing the services involved in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities.
- (11) COORDINATION WITH EDUCATION PROVIDERS.—
- A. IN GENERAL.—The local board shall coordinate activities with education and training providers in the local area, including providers of workforce investment activities, providers of adult education and literacy activities under title II, providers of career and technical education (as defined in section 3 of the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2302)) and local agencies administering plans under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741).
 - B. APPLICATIONS AND AGREEMENTS.—The coordination described in subparagraph (A) shall include—
 - (i) consistent with section 232—
 - I. reviewing the applications to provide adult education and literacy activities under title II for the local area, submitted under such section to the eligible agency by eligible providers, to determine whether such applications are consistent with the local plan; and
 - II. making recommendations to the eligible agency to promote alignment with such plan; and
 - (ii) replicating cooperative agreements in accordance with subparagraph (B) of section 101(a)(11) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)), and implementing cooperative agreements in accordance with that section with the local agencies administering plans under title I of that Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f)), with respect to efforts that will enhance the provision of services to individuals with disabilities and other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.
 - C. COOPERATIVE AGREEMENT.—In this paragraph, the term “cooperative agreement” means an agreement entered into by a State designated agency or State designated unit under subparagraph (A) of section 101(a)(11) of the Rehabilitation Act of 1973.
- (12) BUDGET AND ADMINISTRATION.—
- A. BUDGET.—The local board shall develop a budget for the activities of the local board in the local area, consistent with the local plan and the duties of the local board under this section, subject to the approval of the chief elected official.
 - B. ADMINISTRATION.—
 - (i) GRANT RECIPIENT.—
 - I. IN GENERAL.—The chief elected official in a local area shall serve as the local grant recipient for, and shall be liable for any misuse of, the grant funds allocated to the local area under sections 128 and 133, unless the chief elected official reaches an agreement with the Governor for the Governor to act as the local grant recipient and bear such liability.
 - II. DESIGNATION.—In order to assist in administration of the grant funds, the chief elected official or the Governor, where the Governor serves as the local grant recipient for a local area, may designate an entity to serve as a local grant subrecipient for such funds or as a local fiscal agent. Such designation shall not relieve the chief elected official or the Governor of the liability for any misuse of grant funds as described in subclause (I).

- III. DISBURSAL.—The local grant recipient or an entity designated under subclause (II) shall disburse the grant funds for workforce investment activities at the direction of the local board, pursuant to the requirements of this title. The local grant recipient or entity designated under subclause (II) shall disburse the funds immediately on receiving such direction from the local board.
- (ii) GRANTS AND DONATIONS.—The local board may solicit and accept grants and donations from sources other than Federal funds made available under this Act.
- (iii) TAX-EXEMPT STATUS.—For purposes of carrying out duties under this Act, local boards may incorporate, and may operate as entities described in section 501(c)(3) of the Internal Revenue Code of 1986 that are exempt from taxation under section 501(a) of such Code.
- (13) ACCESSIBILITY FOR INDIVIDUALS WITH DISABILITIES.— The local board shall annually assess the physical and programmatic accessibility, in accordance with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), of all one stop centers in the local area.

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

ARTICLE V

Membership and Committees

§ 5.1 Membership: The Board shall be established and certified by the Governor of the State to carry out the functions described in Article IV (and any functions specified for the local board under WIOA.) The chief elected officials in LWDA 12 are authorized to appoint the members of the Board in accordance with the State criteria. As ex-officio members of the Board, the chief elected officials have all rights and privileges stated within these by-laws.

- (1) STATE CRITERIA: The Governor, in partnership with the State board, shall establish criteria for use by chief elected officials in LWDA 12 for appointment of members of the Board in accordance with the requirements of paragraph (2)
- (2) COMPOSITION.—Such criteria shall require that, at a minimum—
- A. **Representatives of Business** - a minimum of 51% of the members of each local board shall be representatives of business in the local area, who—
- (i) are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority;
 - (ii) represent businesses, including small businesses (at minimum 2 members), or organizations representing businesses that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area; and
 - (iii) are appointed from among individuals nominated by local business organizations and business trade associations;
- B. **Labor Organization Representatives** - A minimum of 20% of the membership shall be representatives of the workforce within the local area, who—
- (i) shall include representatives of labor organizations nominated by local labor federations in local areas where employers are represented by labor organizations, or (for a local area in which no employees are represented by such organizations) other representatives of employees;
 - (ii) shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists;
 - (iii) may include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and
 - (iv) may include (optional) representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of WIOA eligible youth, including representatives of organizations that serve out of school youth;

- C. **Representatives of Education & Training** - each local board shall include representatives of entities administering education and training activities in the local area, who—
- (i) shall include a representative of eligible providers administering adult education and literacy activities under WIOA title II;
 - (ii) shall include a representative of institutions of higher education providing workforce investment activities (including community colleges);
 - (iii) may include (optional) representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment;
- D. **Representatives of Government, Economic and Community Development** - each local board shall include representatives of governmental and economic and community development entities serving the local area, who—
- (i) shall include a representative of economic and community development entities;
 - (ii) shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the local area;
 - (iii) shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741), serving the local area;
 - (iv) may include (optional) representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance; and
 - (v) may include (optional) representatives of philanthropic organizations serving the local area; and
- E. **Discretionary Representatives** - each local board may include such other individuals or representatives of entities as the chief elected official in the local area may determine to be appropriate.

- (3) **AUTHORITY OF BOARD MEMBERS.**—Members of the board that represent organizations, agencies, or other entities shall be individuals with optimum policymaking authority within the organizations, agencies, or entities. The members of the board shall represent diverse geographic areas and demographic make-up, in accordance with the most recent US Census, within the local area, as much as possible.
- (4) **SPECIAL RULE.**—If there are multiple eligible providers serving the local area by administering adult education and literacy activities under title II, or multiple institutions of higher education serving the local area by providing workforce investment activities, each representative on the local board described in clause (i) or (ii) of paragraph (2)(C), respectively, shall be appointed from among individuals nominated by local providers representing such providers or institutions, respectively.

§ 5.2 Standing Committees: The Board 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. Such standing committees shall ~~have~~ be chaired by a **Chair and Vice Chair who is** a member of the Board representing private business; may include other members of the Board; and shall include other individuals appointed by the Board who are not members and who are determined to have appropriate experience and expertise. At a minimum, the Board may designate each of the following:

- (1) The **American Job Center (AJC) Career 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 related to American Job Center Services; Selection of Operators and providers; and 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.**
- ~~The Business Services Committee will be responsible for activities related to the Workforce research and regional labor market analysis and Employer engagement functions as outlined in Section 4.1. Additionally, this committee will support 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** Target Populations 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. ~~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.).~~ **The committee** ~~The Promising Practices Committee~~ will lead local workforce development efforts in the functions related to Career pathways development by **recommending alignment of** ~~aligning the employment, training, education, and supportive services that are needed by individuals. This committee will lead efforts in~~ **and** Proven and promising practices identification in meeting the needs of customers of the Career Center system and disseminating this information to the Board. This committee will also support the Outreach and Advancement staff in seeking supplemental grant funds to support workforce development efforts in LWDA 12.
- (3) The Executive Committee shall have the authority to supervise and manage the affairs **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 representatives of business of members of the Board shall not be more than four (4) years, while other members will serve terms of no less than two (2) years. Member terms will be staggered so all terms do not expire at the same time. Members in good standing will automatically renew for subsequent terms until the Board member properly notifies the Chairperson of the Board of the intent to no longer serve.

§ 5.4 **Board Vacancy:** Any vacancy occurring on the Board will be filled in the period between the date of resignation and the date of the second subsequent meeting, not to exceed two full quarters. This includes vacancies created by the removal of members for cause.

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

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

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

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

ARTICLE VI

Officers

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

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

§ 6.3 Board Chairperson: The Chairperson of the Board shall

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

§ 6.4 Vice-Chairperson: The Vice-Chairperson shall

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

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

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

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

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

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

ARTICLE VII

Meetings

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

§ 7.2 Special or Called Meetings: Special meetings of the Board may be called by the Chairperson or at the request of the Vice President for Workforce Development for the Administrative Entity. 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.*

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

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

§ 7.8 Vote by Proxy: Any member of the Board may proxy to another sitting board member by completing and filing the Member Proxy Form. Duly executed proxies must be filed with the Board Chairperson prior to the commencement of the board meeting in which the board member is to be absent. The board member accepting such proxy must be in good standing with the Northwest Tennessee Workforce Board. Any Board member may proxy to another Board member once per year. Such proxies shall be considered valid votes in matters considered by the Board, and shall constitute member participation in absentia.

ARTICLE VIII

Staff to the Board

§ 8.1 Staff: In general, the Board and/or the administrative entity/fiscal agent may hire an executive director and other staff to assist in carrying out the functions described in WIOA sec. 107, subsection (d) using funds available under sections 128(b) and 133(b) as described in section 128(b)(4).

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

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

ARTICLE IX

Amendment of the By-Laws

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

ARTICLE X

Conflict of Interest

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

- (1) Board members shall avoid even the appearance of a conflict of interest. Prior to taking office, Board members must provide to the Board Chair a written declaration of all substantial business interests or relations they, or their immediate families, have with all businesses or organizations that have received, currently receive, or are likely to receive contracts or funding from the Board. Such declarations shall be updated annually or within 30 days of changes in business to reflect any changes in such business interests or relationships. The Board shall appoint an individual to timely review the disclosure information and advise the Local Board Chair and appropriate members of potential conflicts. Board members shall recuse themselves from official board duties if they are involved in a conflict of interest.
- (2) 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.
- (3) It is the responsibility of the Board 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.
- (4) 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.
- (5) Board members or their organizations may receive services as a customer of a local workforce service provider.
- (6) 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.
- (7) 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.
- (8) 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.

- (9) 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.

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

Approved as signed by:

Mr. Jimmy Williamson, Chairman
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Date

Ted Piazza, Vice-Chairman
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Date

Dr. Karen Bowyer, Secretary
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Date

BY-LAWS FOR THE

NORTHWEST TENNESSEE WORKFORCE BOARD LOCAL WORKFORCE DEVELOPMENT AREA 12

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ARTICLE I

Name & Establishment

§ 1.1 Name: This body shall be known as Northwest Tennessee Workforce Board, Inc., Local Workforce Development Board for Area 12 (LWDA 12); hereinafter referred to as “the Board”. The Board is established in accordance with Workforce Innovation and Opportunity Act of 2014 (WIOA), Section 107.

ARTICLE II

Location

§ 2.1 Location: The principal office of the Board shall be located at 313 West Cedar Street 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 LWDA 12. The Board is organized and shall be operated exclusively for charitable, scientific, literary and educational purposes. This Board supports WIOA activities that develop a quality workforce system to meet the needs of area employers and job seekers, so that Northwest Tennessee is an area where business and industry thrive based on the availability of a skilled workforce and a robust talent pipeline, and where increasing wealth fuels prosperous communities and a high quality of life.

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

ARTICLE IV

Functions of Local Board

§ 4.1 Consistent with WIOA section 108, the functions of the local board shall include the following:

- (1) **LOCAL PLAN** – Develop and submit a Strategic Plan in partnership with the Chief Elected Officials (CEOs) (as defined in 29 - 29 USC 3123) within the LWDA for submission to the Governor of the State of Tennessee. If the local area is part of a planning region that includes other local areas, the Board shall collaborate with the other local boards and chief elected officials in preparation of a regional plan as described in section 106(c)(2);
- (2) **WORKFORCE RESEARCH AND REGIONAL LABOR MARKET ANALYSIS** – In order to assist in the development and implementation of the local plan, the Board shall:
 - A. Carry out analyses of the economic conditions in the region, the needed knowledge and skills for the region, the workforce in the region, and workforce development activities (including education and training) and regularly update such information; and
 - B. Assist the Governor in developing the statewide workforce and labor market information system described in section 15(e) of the Wagner-Peyser Act, specifically in the collection, analysis, and utilization of workforce and labor market information; and
 - C. Conduct other research, data collection, and analysis related to the workforce needs of the regional economy as the board, after receiving input from a wide array of stakeholders.
- (3) **CONVENING, BROKERING, LEVERAGING** – The Board shall convene local workforce development system stakeholders to assist in the development of the local plan and in identifying non-Federal expertise and resources.
- (4) **EMPLOYER ENGAGEMENT** – The Board shall lead efforts to engage with a diverse range of employers:

- A. To promote business representation (particularly representatives with optimal policymaking or hiring authority from employers whose employment opportunities reflect existing and emerging employment opportunities in the region) on the Board; and
 - B. To develop effective linkages with employers in the region to support employer utilization of the local workforce development system and to support local workforce investment activities; and
 - C. To ensure that workforce development activities meet the needs of employers and support economic growth in the region, by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers; and
 - D. To develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers (such as the establishment of industry and sector partnerships).
- (5) CAREER PATHWAYS DEVELOPMENT – The Board, with representatives of secondary and postsecondary education programs, shall lead efforts in the local area to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment.
- (6) PROVEN AND PROMISING PRACTICES – The Board shall lead efforts to:
- A. Identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers, and jobseekers (including individuals with barriers to employment) in the local workforce development system, including providing physical and programmatic accessibility, in accordance with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), to the one-stop delivery system; and
 - B. Identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs.
- (7) TECHNOLOGY – The local board shall develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and jobseekers, by—
- A. Facilitating connections among the intake and case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area;
 - B. Facilitating access to services provided through the one-stop delivery system involved, including facilitating the access in remote areas;
 - C. Identifying strategies for better meeting the needs of individuals with barriers to employment, including strategies that augment traditional service delivery, and increase access to services and programs of the one-stop delivery system, such as improving digital literacy skills; and
 - D. Leveraging resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment.
- (8) PROGRAM OVERSIGHT.—The local board, in partnership with the chief elected official for the local area, shall—
- A. (i) conduct oversight for local youth workforce investment activities authorized under section 129(c), local employment and training activities authorized under subsections (c) and (d) of section 134, and the one-stop delivery system in the local area; and
(ii) ensure the appropriate use and management of the funds provided under subtitle B for the activities and system described in clause (i); and
 - B. for workforce development activities, ensure the appropriate use, management, and investment of funds to maximize performance outcomes under section 116.
- (9) NEGOTIATION OF LOCAL PERFORMANCE ACCOUNTABILITY MEASURES.—The local board, the chief elected official, 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, with the agreement of the chief elected official for the local area—
 - (i) shall designate or certify one-stop operators as described in section 121(d)(2)(A); and
 - (ii) may terminate for cause the eligibility of such operators.
 - B. SELECTION OF YOUTH PROVIDERS.—Consistent with section 123, the local board—
 - (i) shall identify eligible providers of youth workforce investment activities in the local area by awarding grants or contracts on a competitive basis (except as provided in section 123(b)), based on the recommendations of the youth standing committee, if such a committee is established for the local area under subsection (b)(4); and

- (ii) may terminate for cause the eligibility of such providers.
 - C. IDENTIFICATION OF ELIGIBLE PROVIDERS OF TRAINING SERVICES.—Consistent with section 122, the local board shall identify eligible providers of training services in the local area.
 - D. IDENTIFICATION OF ELIGIBLE PROVIDERS OF CAREER SERVICES.—If the one-stop operator does not provide career services described in section 134(c)(2) in a local area, the local board shall identify eligible providers of those career services in the local area by awarding contracts.
 - E. CONSUMER CHOICE REQUIREMENTS.—Consistent with section 122 and paragraphs (2) and (3) of section 134(c), the local board shall work with the State to ensure there are sufficient numbers and types of providers of career services and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities) serving the local area and providing the services involved in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities.
- (11) COORDINATION WITH EDUCATION PROVIDERS.—
- A. IN GENERAL.—The local board shall coordinate activities with education and training providers in the local area, including providers of workforce investment activities, providers of adult education and literacy activities under title II, providers of career and technical education (as defined in section 3 of the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2302)) and local agencies administering plans under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741).
 - B. APPLICATIONS AND AGREEMENTS.—The coordination described in subparagraph (A) shall include—
 - (i) consistent with section 232—
 - I. reviewing the applications to provide adult education and literacy activities under title II for the local area, submitted under such section to the eligible agency by eligible providers, to determine whether such applications are consistent with the local plan; and
 - II. making recommendations to the eligible agency to promote alignment with such plan; and
 - (ii) replicating cooperative agreements in accordance with subparagraph (B) of section 101(a)(11) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)), and implementing cooperative agreements in accordance with that section with the local agencies administering plans under title I of that Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f)), with respect to efforts that will enhance the provision of services to individuals with disabilities and other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.
 - C. COOPERATIVE AGREEMENT.—In this paragraph, the term “cooperative agreement” means an agreement entered into by a State designated agency or State designated unit under subparagraph (A) of section 101(a)(11) of the Rehabilitation Act of 1973.
- (12) BUDGET AND ADMINISTRATION.—
- A. BUDGET.—The local board shall develop a budget for the activities of the local board in the local area, consistent with the local plan and the duties of the local board under this section, subject to the approval of the chief elected official.
 - B. ADMINISTRATION.—
 - (i) GRANT RECIPIENT.—
 - I. IN GENERAL.—The chief elected official in a local area shall serve as the local grant recipient for, and shall be liable for any misuse of, the grant funds allocated to the local area under sections 128 and 133, unless the chief elected official reaches an agreement with the Governor for the Governor to act as the local grant recipient and bear such liability.
 - II. DESIGNATION.—In order to assist in administration of the grant funds, the chief elected official or the Governor, where the Governor serves as the local grant recipient for a local area, may designate an entity to serve as a local grant subrecipient for such funds or as a local fiscal agent. Such designation shall not relieve the chief elected official or the Governor of the liability for any misuse of grant funds as described in subclause (I).

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

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

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

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

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

ARTICLE V

Membership and Committees

§ 5.1 Membership: The Board shall be established and certified by the Governor of the State to carry out the functions described in Article IV (and any functions specified for the local board under WIOA.) The chief elected officials in LWDA 12 are authorized to appoint the members of the Board in accordance with the State criteria. As ex-officio members of the Board, the chief elected officials have all rights and privileges stated within these by-laws.

(1) STATE CRITERIA: The Governor, in partnership with the State board, shall establish criteria for use by chief elected officials in LWDA 12 for appointment of members of the Board in accordance with the requirements of paragraph (2)

(2) COMPOSITION.—Such criteria shall require that, at a minimum—

A. **Representatives of Business** - a minimum of 51% of the members of each local board shall be representatives of business in the local area, who—

- (i) are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority;
- (ii) represent businesses, including small businesses (at minimum 2 members), or organizations representing businesses that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area; and
- (iii) are appointed from among individuals nominated by local business organizations and business trade associations;

B. **Labor Organization Representatives** - A minimum of 20% of the membership shall be representatives of the workforce within the local area, who—

- (i) shall include representatives of labor organizations nominated by local labor federations in local areas where employers are represented by labor organizations, or (for a local area in which no employees are represented by such organizations) other representatives of employees;
- (ii) shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists;
- (iii) may include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and
- (iv) may include (optional) representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of WIOA eligible youth, including representatives of organizations that serve out of school youth;

- C. **Representatives of Education & Training** - each local board shall include representatives of entities administering education and training activities in the local area, who—
 - (i) shall include a representative of eligible providers administering adult education and literacy activities under WIOA title II;
 - (ii) shall include a representative of institutions of higher education providing workforce investment activities (including community colleges);
 - (iii) may include (optional) representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment;
- D. **Representatives of Government, Economic and Community Development** - each local board shall include representatives of governmental and economic and community development entities serving the local area, who—
 - (i) shall include a representative of economic and community development entities;
 - (ii) shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the local area;
 - (iii) shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741), serving the local area;
 - (iv) may include (optional) representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance; and
 - (v) may include (optional) representatives of philanthropic organizations serving the local area; and
- E. **Discretionary Representatives** - each local board may include such other individuals or representatives of entities as the chief elected official in the local area may determine to be appropriate.

- (3) **AUTHORITY OF BOARD MEMBERS.**—Members of the board that represent organizations, agencies, or other entities shall be individuals with optimum policymaking authority within the organizations, agencies, or entities. The members of the board shall represent diverse geographic areas and demographic make-up, in accordance with the most recent US Census, within the local area, as much as possible.
- (4) **SPECIAL RULE.**—If there are multiple eligible providers serving the local area by administering adult education and literacy activities under title II, or multiple institutions of higher education serving the local area by providing workforce investment activities, each representative on the local board described in clause (i) or (ii) of paragraph (2)(C), respectively, shall be appointed from among individuals nominated by local providers representing such providers or institutions, respectively.

§ 5.2 Standing Committees: The Board 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. Such standing committees shall have a Chair and Vice Chair who is a member of the Board representing private business; may include other members of the Board; and shall include other individuals appointed by the Board who are not members and who are determined to have appropriate experience and expertise. At a minimum, the Board may designate each of the following:

- (1) The American Job Center (AJC) Services Committee will provide information and assist with operational and other issues relating to the one-stop delivery system, which may include representatives of the one-stop partners. This committee will oversee activities related to AJC Technology Services; Coordination with education providers; and Employer engagement functions as outlined in Section 4.1. This committee also supports the Career Development Services Team in their efforts to provide job seekers with opportunities to explore career options, identify barriers, access resources, develop skills, and apply for jobs and the Business Services Team in providing employers with opportunities to identify potential workers, assess skill gaps, and facilitate training of employees to meet employer needs.
- (2) The Outreach and Opportunities Committee will be responsive to the provision of services to individuals with particular service needs, such as veterans, youth ages 16-24, individuals with a disability, dislocated workers, offenders, and others with barriers to employment. The committee will lead local workforce development efforts in the functions related to Career pathways development by recommending alignment of employment, training, education, and supportive services and proven and promising practices identification in meeting the needs of customers of the Career Center system and disseminating

this information to the Board. This committee will also support the staff in seeking supplemental grant funds to support workforce development efforts in LWDA 12.

- (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 representatives of business of members of the Board shall not be more than four (4) years, while other members will serve terms of no less than two (2) years. Member terms will be staggered so all terms do not expire at the same time. Members in good standing will automatically renew for subsequent terms until the Board member properly notifies the Chairperson of the Board of the intent to no longer serve.

§ 5.4 Board Vacancy: Any vacancy occurring on the Board will be filled in the period between the date of resignation and the date of the second subsequent meeting, not to exceed two full quarters. This includes vacancies created by the removal of members for cause.

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

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

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

§ 5.6 Resignation: A member may resign his or her membership at any time by tendering his or her resignation in writing to the Chairperson, or in the case of the resignation of the Chairperson, to the Vice-Chairperson

or Vice President for Workforce Development for the Administrative Entity. A resignation shall become effective upon the date specified in such notice or, if no date is specified, upon receipt of the resignation by the Board.

ARTICLE VI

Officers

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

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

§ 6.3 Board Chairperson: The Chairperson of the Board shall

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

§ 6.4 Vice-Chairperson: The Vice-Chairperson shall

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

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

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

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

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

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

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

ARTICLE VII

Meetings

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

§ 7.2 Special or Called Meetings: Special meetings of the Board may be called by the Chairperson or at the request of the Vice President for Workforce Development for the Administrative Entity. 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.*

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

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

§ 7.8 Vote by Proxy: Any member of the Board may proxy to another sitting board member by completing and filing the Member Proxy Form. Duly executed proxies must be filed with the Board Chairperson prior to the commencement of the board meeting in which the board member is to be absent. The board member accepting such proxy must be in good standing with the Northwest Tennessee Workforce Board. Any Board member may proxy to another Board member once per year. Such proxies shall be considered valid votes in matters considered by the Board, and shall constitute member participation in absentia.

ARTICLE VIII

Staff to the Board

§ 8.1 Staff: In general, the Board and/or the administrative entity/fiscal agent may hire an executive director and other staff to assist in carrying out the functions described in WIOA sec. 107, subsection (d) using funds available under sections 128(b) and 133(b) as described in section 128(b)(4).

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

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

ARTICLE IX

Amendment of the By-Laws

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

ARTICLE X

Conflict of Interest

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

- (1) Board members shall avoid even the appearance of a conflict of interest. Prior to taking office, Board members must provide to the Board Chair a written declaration of all substantial business interests or relations they, or their immediate families, have with all businesses or organizations that have received, currently receive, or are likely to receive contracts or funding from the Board. Such declarations shall be updated annually or within 30 days of changes in business to reflect any changes in such business interests or relationships. The Board shall appoint an individual to timely review the disclosure information and advise the Local Board Chair and appropriate members of potential conflicts. Board members shall recuse themselves from official board duties if they are involved in a conflict of interest.
- (2) 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.
- (3) It is the responsibility of the Board 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.
- (4) 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.
- (5) Board members or their organizations may receive services as a customer of a local workforce service provider.
- (6) 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.
- (7) 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.
- (8) 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.
- (9) 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.

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

Approved as signed by:

Mr. Jimmy Williamson, Chairman
1230 S Main
Dyersburg, TN 38024
731-288-6001
jimmy_williamson@att.net

Date

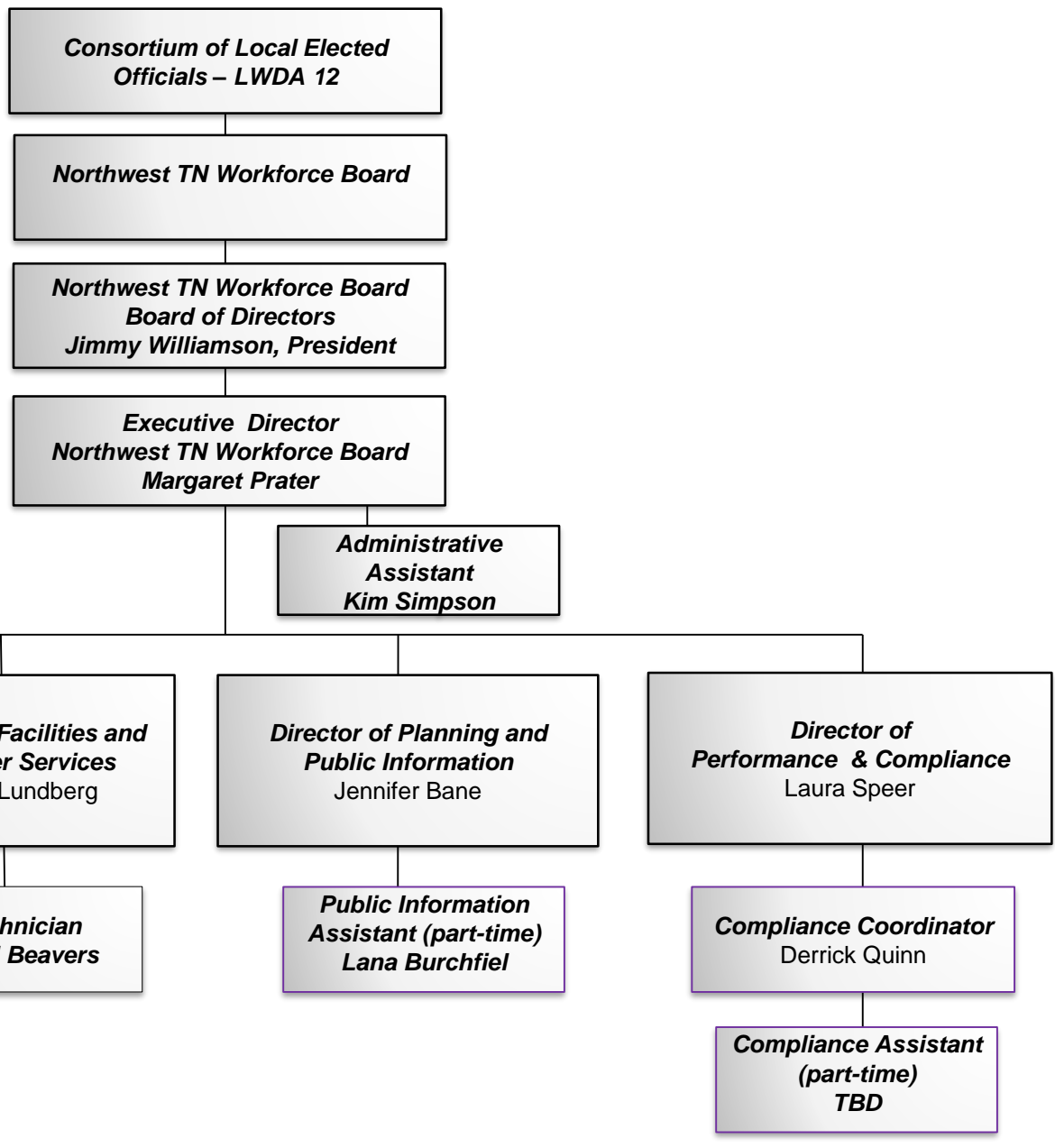
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Date

Dr. Karen Bowyer, Secretary
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Date

Northwest TN
Workforce Board, Inc.
July 1, 2017
Administrative Entity &
Fiscal Agent*
*October 1, 2017



SERVICE DELIVERY METHOD THROUGH THE LOCAL COMPREHENSIVE ONE-STOP CENTER(S)

PROGRAM	SERVICES PROVIDED THROUGH <i>OWN STAFF</i>	SERVICES PROVIDED THROUGH <i>CROSS-TRAINED PARTNER STAFF</i>	SERVICES PROVIDED THROUGH <i>CONTRACTOR PROVIDER</i>	SERVICES PROVIDED THROUGH <i>DIRECT LINKAGE</i>
Title I (Adult, Dislocated Worker, Youth)	All (Adults and Dislocated Workers)	Services: Partner:	Services: Youth Services Provider: Workforce Essentials, Inc.	Services: Method:
Title II: Adult Education and Family Literacy	2, 3, 5, 7, 8	Services: Partner:	Services: Provider:	Services: Method:
Title III: Employment Programs under Wagner-Peyser	2 - 11	Services: Partner:	Services: Provider:	Services: Method:
Title IV: Rehabilitation Services	2 - 9, 11	Services: Partner:	Services: Provider:	Services: Method:
Post-secondary Career and Technical Education under Perkins		Services: Partner:	Services: Provider:	Services: 2 - 9, 11 Method: Phone, Email, or Website
Unemployment Insurance		Services: 10 Partner: On-Site Partners	Services: Provider:	Services: 10 Method: Jobs4TN.gov
Job Counseling, Training and Placement Services for Veterans	2 - 6, 8, 9 (Dyersburg)	Services: 2 Partner: On-Site Partners	Services: Provider:	Services: 2 - 6, 8, 9 (Huntingdon) Method: Phone or Email
Trade Readjustment Allowance (TRA)	2 - 10	Services: Partner:	Services: Provider:	Services: 2 - 10 (Huntingdon) Method: Phone or Email
Trade Adjustment Assistance (TAA)	2 - 10	Services: Partner:	Services: Provider:	Services: 2 - 10 (Huntingdon) Method: Phone or Email
Migrant and Seasonal Farmworkers		Services: Partner:	Services: Provider:	Services: 2 - 9, 11 Method: Phone or Email
National Farmworker Jobs Program		Services: Partner:	Services: Provider:	Services: 2 - 9, 11 Method: Phone or Email
Community Services Block Grant (CSBG)		Services: Partner:	Services: Provider:	Services: 5, 9 Method: Phone or Email
Senior Community Services Employment Program (SCSEP)		Services: Partner:	Services: Provider:	Services: 2 - 6, 9 Method: Phone or Email

PROGRAM	SERVICES PROVIDED THROUGH <i>OWN STAFF</i>	SERVICES PROVIDED THROUGH <i>CROSS-TRAINED PARTNER STAFF</i>	SERVICES PROVIDED THROUGH <i>CONTRACTOR PROVIDER</i>	SERVICES PROVIDED THROUGH <i>DIRECT LINKAGE</i>
TANF	2 - 11	Services: Partner:	Services: Provider:	Services: Method:
Second Chance	Not available in LWDA 12	Services: Partner:	Services: Provider:	Services: Method:
Housing and Urban Development Employment and Training Activities	Not available in LWDA 12	Services: Partner:	Services: Provider:	Services: Method:
Job Corps	Not available in LWDA 12	Services: Partner:	Services: Provider:	Services: Method:
YouthBuild	Not available in LWDA 12	Services: Partner:	Services: Provider:	Services: Method:
Other (specify): NALA		Services: Partner:	Services: Provider:	Services: 2 - 9
Other (specify):		Services: Partner:	Services: Provider:	Method: Phone or Email
Other (specify):		Services: Partner:	Services: Provider:	Services: Method:
Other (specify):		Services: Partner:	Services: Provider:	Services: Method:

ADULT & DISLOCATED WORKER - LWDA BUDGET PROJECTIONS FOR 17-18

Prepared 5/18/17 as of 4/30/17

Adult	Dislocated Worker	TOTAL
Adult Carryover to New Yr	DW Carryover to New Yr	Carryover Adult & DW
319,628.76	310,039.16	629,667.92
Balance at end of PY15-16 6/30/16	Balance at end of PY15-16 6/30/16	Balance at end of PY15-16 6/30/16
319,628.76	310,039.16	629,667.92
51%	49%	100%
Plus new allocation 7/1/16	Plus new allocation 7/1/16	Plus new allocation 10/1/16
100,000.00	100,000.00	200,000.00
Transfer Dislocated Worker to Adult	Transfer Dislocated Worker to Adult	Transfer Dislocated Worker to Adult
(297,604.51)	(46,618.39)	(344,222.90)
Less Direct Participant Obligations 7/1/16-9/30/16	Less Direct Participant Obligations 7/1/16-9/30/16	Less Direct Participant Obligations 7/1/16-9/30/16
(146,480.89)	(145,619.95)	(292,100.84)
Less Career Center Operations 7/1/16-9/30/16	Less Career Center Operations 7/1/16-9/30/16	Less Career Center Operations 7/1/16-9/30/16
Balance at end of 1st qtr 9/30/16	Balance at end of 1st qtr 9/30/16	Balance at end of 1st qtr 9/30/16
113,757.37	137,213.81	250,971.18
45%	55%	100%
Plus new allocation	Plus new allocation	Plus new allocation
Less 30% Reserve	Less 30% Reserve	Less 30% Reserve
942,544.00	739,123.00	1,681,667.00
Plus new allocation 10/1/16	Plus new allocation 10/1/16	Plus new allocation 10/1/16
(65,583.05)	(15,962.24)	(81,545.29)
Less Direct Participant Obligations 10/1/16-12/31/16	Less Direct Participant Obligations 10/1/16-12/31/16	Less Direct Participant Obligations 10/1/16-12/31/16
(178,320.32)	(161,180.50)	(339,500.82)
Less Career Center Operations 10/1/16-12/31/16	Less Career Center Operations 10/1/16-12/31/16	Less Career Center Operations 10/1/16-12/31/16
Balance at end of 2nd Qtr 12/31/16	Balance at end of 2nd Qtr 12/31/16	Balance at end of 2nd Qtr 12/31/16
812,398.00	699,193.47	1,511,591.47
Plus new allocation	Plus new allocation	Plus new allocation
Less Direct Participant Obligations 1/1/17-3/31/17	Less Direct Participant Obligations 1/1/17-3/31/17	Less Direct Participant Obligations 1/1/17-3/31/17
(269,140.34)	(82,097.62)	(351,237.96)
Less Career Center Operations 1/1/17-3/31/17	Less Career Center Operations 1/1/17-3/31/17	Less Career Center Operations 1/1/17-3/31/17
(194,685.98)	(160,034.10)	(354,719.88)
Balance at end of 3rd Quarter 3/31/17	Balance at end of 3rd Quarter 3/31/17	Balance at end of 3rd Quarter 3/31/17
348,571.68	457,064.15	805,635.83
Plus new allocation	Plus new allocation	Plus new allocation
Transfer from DW to Adult	Transfer from DW to Adult	Transfer from DW to Adult
100,000.00	(100,000.00)	-
Less Direct Participant Obligations 4/1/17-6/30/17	Less Direct Participant Obligations 4/1/17-6/30/17	Less Direct Participant Obligations 4/1/17-6/30/17
(103,629.33)	(51,786.34)	(155,415.67)
Less Career Center Operations 4/1/17-6/30/17	Less Career Center Operations 4/1/17-6/30/17	Less Career Center Operations 4/1/17-6/30/17
(138,131.09)	(251,756.83)	(389,887.92)
Balance at end of 4th Quarter 6/30/17	Balance at end of 4th Quarter 6/30/17	Balance at end of 4th Quarter 6/30/17
206,761.26	\$3,520.18	260,281.44

NEW YEAR 17-18

Plus new allocation 7/1/17	Plus new allocation 7/1/17	Plus new allocation 10/1/17
114,637.00	125,212.00	239,849.00
Less Direct Participant Obligations 7/1/17-9/30/17	Less Direct Participant Obligations 7/1/17-9/30/17	Less Direct Participant Obligations 7/1/17-9/30/17
(95,311.56)	(35,010.61)	(130,322.17)
Less Career Center Operations 7/1/17-9/30/17	Less Career Center Operations 7/1/17-9/30/17	Less Career Center Operations 7/1/17-9/30/17
(225,981.80)	(145,708.44)	(371,690.24)
Balance at end of 1st Quarter 9/30/17	Balance at end of 1st Quarter 9/30/17	Balance at end of 1st Quarter 9/30/17
4.50	(4,486.87)	(4,481.97)
Plus new allocation 10/1/17	Plus new allocation 10/1/17	Plus new allocation 10/1/17
839,938.00	719,055.00	1,558,993.00
Less Direct Participant Obligations 10/1/17-12/31/17	Less Direct Participant Obligations 10/1/17-12/31/17	Less Direct Participant Obligations 10/1/17-12/31/17
-	(145,708.44)	(371,690.24)
Less Career Center Operations 10/1/17-12/31/17	Less Career Center Operations 10/1/17-12/31/17	Less Career Center Operations 10/1/17-12/31/17
Balance at end of 2nd Qtr 12/31/17	Balance at end of 2nd Qtr 12/31/17	Balance at end of 2nd Qtr 12/31/17
613,961.10	567,839.69	1,181,800.79
Plus new allocation	Plus new allocation	Plus new allocation
Less Direct Participant Obligations 1/1/18-3/31/18	Less Direct Participant Obligations 1/1/18-3/31/18	Less Direct Participant Obligations 1/1/18-3/31/18
(59,130.33)	(24,671.29)	(83,801.62)
Less Career Center Operations 1/1/18-3/31/18	Less Career Center Operations 1/1/18-3/31/18	Less Career Center Operations 1/1/18-3/31/18
(225,981.80)	(145,708.44)	(371,690.24)
Balance at end of 3rd Quarter 3/31/18	Balance at end of 3rd Quarter 3/31/18	Balance at end of 3rd Quarter 3/31/18
328,788.77	397,459.46	726,248.23
Plus new allocation	Plus new allocation	Plus new allocation
Less Direct Participant Obligations 4/1/18-6/30/18	Less Direct Participant Obligations 4/1/18-6/30/18	Less Direct Participant Obligations 4/1/18-6/30/18
(17,288.78)	(4,670.00)	(21,958.78)
Less Career Center Operations 4/1/18-6/30/18	Less Career Center Operations 4/1/18-6/30/18	Less Career Center Operations 4/1/18-6/30/18
(225,981.80)	(145,708.44)	(371,690.24)
Balance at end of 4th Quarter 6/30/18	Balance at end of 4th Quarter 6/30/18	Balance at end of 4th Quarter 6/30/18
85,518.19	247,081.02	332,599.21

Balance	\$ (3,224.00)
July 17 - Sep 17	\$ 100,000.00
Oct 17 - Dec 17	\$ 100,000.00
Jan 18 - Mar 18	\$ 100,000.00
Apr 18 - June 18	\$ 100,000.00
Short	\$ (64,176.79)
Total through Sep. 2017	\$ 332,599.21

YOUTH - LWDA BUDGET PROJECTIONS FOR 17-18

Prepared 5/28/17 as of 4/30/17

OUT-OF-SCHOOL YOUTH & WORK EXP- (Minimum 75%)		REMAINING BALANCE FOR IN-SCHOOL YOUTH		TOTAL	
Carryover to New Yr OSY & Work Experience	1,179,707.87	Carryover to New Year ISY	103,286.26	Carryover	1,282,994.23
Youth Contract Carryover OSY	(107,549.20)			Less Direct Participant Oblig 10/1/16-12/31/16	(143,171.35)
Youth Contract Work Exp Carryover	(350,297.18)			Less Career Center Oper 10/1/16-12/31/16	(56,049.00)
				Less Career Center Oper 10/1/16-12/31/16 (Work Exp)	(33,998.49)
Balance at end of PY15-16 6/30/16	721,861.59	Balance at end of PY14-15 6/30/15	103,286.26	Balance at end of PY15-16 6/30/16	825,147.85
Less Direct Participant Oblig 7/1/16-9/30/16	(76,667.18)	Less Direct Participant Oblig 7/1/16-9/30/16	(11,336.87)	Less Career Center Oper 7/1/16-9/30/16	(88,024.05)
Less Career Center Oper 7/1/16-9/30/16	(133,597.74)	Less Career Center Oper 7/1/16-9/30/16		Less Career Center Oper 7/1/16-9/30/16 (Work Exp)	(33,998.49)
Less Career Center Oper 7/1/16-9/30/16 (Work Exp)	(33,998.49)	Less Career Center Oper 7/1/16-9/30/16 (Work Exp)			
Balance 9/30/16	477,608.18	Balance 9/30/16	91,949.39	Balance 9/30/16	569,557.57
Plus new allocation				Plus new allocation	
Less Direct Participant Oblig 10/1/16-12/31/16		Less Direct Participant Oblig 10/1/16-12/31/16		Less Direct Participant Oblig 10/1/16-12/31/16	
Less Career Center Oper 10/1/16-12/31/16	(143,171.35)	Less Career Center Oper 10/1/16-12/31/16		Less Career Center Oper 10/1/16-12/31/16	(143,171.35)
Less Career Center Oper 10/1/16-12/31/16 (Work Exp)	(56,049.00)	Less Career Center Oper 10/1/16-12/31/16 (Work Exp)	-	Less Career Center Oper 10/1/16-12/31/16 (Work Exp)	(56,049.00)
Balance 12/31/16	278,387.83	Balance 12/31/16	91,949.39	Balance 12/31/16	370,337.22
Transfer In-School Youth Balance		Transfer In-School Youth Balance		Transfer In-School Youth Balance	
Less Direct Participant Oblig 1/1/17-3/31/17	(65,710.95)	Less Direct Participant Oblig 1/1/17-3/31/17	(75,000.00)	Less Direct Participant Oblig 1/1/17-3/31/17	(65,710.95)
Less Career Center Oper 1/1/17-3/31/17	(145,660.04)	Less Career Center Oper 1/1/17-3/31/17	-	Less Career Center Oper 1/1/17-3/31/17 (Work Exp)	(145,660.04)
Less Career Center Oper 1/1/17-3/31/17 (Work Exp)	(59,300.82)	Less Career Center Oper 1/1/17-3/31/17 (Work Exp)	-	Less Career Center Oper 1/1/17-3/31/17 (Work Exp)	(59,300.82)
Beginning Balance 3/31/17	82,716.02	Beginning Balance 3/31/17	16,949.39	Beginning Balance 3/31/17	99,665.41
NEW YEAR 17-18					
Plus new allocation 4/1/17	503,559.00	Plus new allocation 4/1/17	47,000.00	Plus new allocation 4/1/17	550,559.00
Transfer In-School Youth Balance		Transfer In-School Youth Balance		Transfer In-School Youth Balance	
Less Direct Participant Oblig 4/1/17-6/30/17	(31,773.69)	Less Direct Participant Oblig 4/1/17-6/30/17	(732.00)	Less Direct Participant Oblig 4/1/17-6/30/17	(32,505.69)
Less Career Center Oper 4/1/17-6/30/17	(123,981.04)	Less Career Center Oper 4/1/17-6/30/17	-	Less Career Center Oper 4/1/17-6/30/17	(123,981.04)
Less Career Center Oper 4/1/17-6/30/17 (Work Exp)	(60,099.99)	Less Career Center Oper 4/1/17-6/30/17 (Work Exp)	(11,100.00)	Less Career Center Oper 4/1/17-6/30/17 (Work Exp)	(60,099.99)
Salaries & Benefits	11,100.00	Salaries & Benefits	(11,100.00)	Salaries & Benefits	-
Balance 6/30/17	781,520.33	Balance 6/30/17	52,117.39	Balance 6/30/17	833,637.72
Less Direct Participant Oblig 7/1/17-9/30/17	(7,457.50)	Less Direct Participant Oblig 7/1/17-9/30/17	(732.00)	Less Direct Participant Oblig 7/1/17-9/30/17	(8,189.50)
Less Career Center Oper 7/1/17-9/30/17	(117,792.84)	Less Career Center Oper 7/1/17-9/30/17	-	Less Career Center Oper 7/1/17-9/30/17	(117,792.84)
Less Career Center Oper 7/1/17-9/30/17 (Work Exp)	(59,898.42)	Less Career Center Oper 7/1/17-9/30/17 (Work Exp)	(11,100.00)	Less Career Center Oper 7/1/17-9/30/17 (Work Exp)	(59,898.42)
Salaries & Benefits	11,100.00	Salaries & Benefits	(11,100.00)	Salaries & Benefits	-
Balance 9/30/17	(91,526.43)	Balance 9/30/17	40,285.39	Balance 9/30/17	(51,241.04)
Transfer In-School Youth Balance		Transfer In-School Youth Balance		Transfer In-School Youth Balance	
Less Direct Participant Oblig 10/1/17-12/31/17	(117,792.84)	Less Direct Participant Oblig 10/1/17-12/31/17	-	Less Direct Participant Oblig 10/1/17-12/31/17	(117,792.84)
Less Career Center Oper 10/1/17-12/31/17	(59,898.42)	Less Career Center Oper 10/1/17-12/31/17	-	Less Career Center Oper 10/1/17-12/31/17	(59,898.42)
Less Career Center Oper 10/1/17-12/31/17 (Work Exp)	(59,898.42)	Less Career Center Oper 10/1/17-12/31/17 (Work Exp)	-	Less Career Center Oper 10/1/17-12/31/17 (Work Exp)	(59,898.42)
Salaries & Benefits	11,100.00	Salaries & Benefits	(11,100.00)	Salaries & Benefits	-
Balance 12/31/17	(257,115.69)	Balance 12/31/17	29,185.39	Balance 12/31/17	(227,930.30)
Less Direct Participant Oblig 1/1/18-3/31/18	(5,166.00)	Less Direct Participant Oblig 1/1/18-3/31/18	(732.00)	Less Direct Participant Oblig 1/1/18-3/31/18	(5,900.00)
Less Career Center Oper 1/1/18-3/31/18	(117,792.84)	Less Career Center Oper 1/1/18-3/31/18	-	Less Career Center Oper 1/1/18-3/31/18	(117,792.84)
Less Career Center Oper 1/1/18-3/31/18 (Work Exp)	(59,898.42)	Less Career Center Oper 1/1/18-3/31/18 (Work Exp)	(11,100.00)	Less Career Center Oper 1/1/18-3/31/18 (Work Exp)	(59,898.42)
Salaries & Benefits	11,100.00	Salaries & Benefits	(11,100.00)	Salaries & Benefits	-
Balance 3/31/18	(427,872.95)	Balance 3/31/18	17,353.39	Balance 3/31/18	(410,519.56)
Plus new allocation 4/1/17	503,559.00	Plus new allocation 4/1/17	47,000.00	Plus new allocation 4/1/17	550,559.00
Transfer In-School Youth Balance		Transfer In-School Youth Balance		Transfer In-School Youth Balance	
Less Direct Participant Oblig 4/1/18-6/30/18	(3,901.50)	Less Direct Participant Oblig 4/1/18-6/30/18	-	Less Direct Participant Oblig 4/1/18-6/30/18	(3,901.50)
Less Career Center Oper 4/1/18-6/30/18	(117,792.84)	Less Career Center Oper 4/1/18-6/30/18	-	Less Career Center Oper 4/1/18-6/30/18	(117,792.84)
Less Career Center Oper 4/1/18-6/30/18 (Work Exp)	(59,898.42)	Less Career Center Oper 4/1/18-6/30/18 (Work Exp)	(11,100.00)	Less Career Center Oper 4/1/18-6/30/18 (Work Exp)	(59,898.42)
Salaries & Benefits	11,100.00	Salaries & Benefits	(11,100.00)	Salaries & Benefits	-
Balance 6/30/18	306,195.29	Balance 6/30/18	53,253.39	Balance 6/30/18	359,448.68