

Date Certified to Serve	Board Member Name	County Member	Board Member	Special Requirement	Nominator Name	Nominator Organization	Begin Date of Appointment	End Date of Appointment	Conflict of Interest Date	Conflict of Interest
6/3/2019	Rita Alexander	Gibson	Gibson Electric Membership Corp	WIOA Section 107(b)(2)(A)	Libby Wickersham	Gibson Co C of C	7/1/2019	6/30/2023	1/4/2022	1/4/2023
1/14/2022	Rachel Carroll	Henry	Henry County Medical Center	WIOA Section 107(b)(2)(A)	Rob Goad	Paris-Henry County Industrial Committee	2/1/2022	6/30/2023	1/12/2022	1/12/2023
6/3/2019	John G. Castellaw	Crockett	Farmspace Systems LLC	WIOA Section 107(b)(2)(A)	Charlie Moore	Crockett Co C of C	7/1/2019	6/30/2023	2/7/2022	2/7/2023
6/3/2019	R. Keith Cursey	Weakley	Stanley, Black & Decker	WIOA Section 107(b)(2)(A)	Barbara Virgin	Weakley Co C of C	7/1/2019	6/30/2023	2/2/2022	2/2/2023
6/3/2019	Brad Hurley	Carroll	Carroll County Trophies	WIOA Section 107(b)(2)(A)	Stan Sanders	Carroll Co C of C	7/1/2019	6/30/2023	1/7/2022	1/7/2023
9/13/2019	Randy S. Shannon **Interim LEO**	Benton	Shannon Office of Law	WIOA Section 107(b)(2)(A)	Stephanie Harcelroad	Benton Co C of C	10/1/2019	6/30/2023	1/4/2022	1/4/2023
6/3/2019	Ben Marks	Benton	Mark's Building Materials	WIOA Section 107(b)(2)(A)	Sara Kilgore	Benton Co C of C	7/1/2019	6/30/2023	1/4/2022	1/4/2023
6/3/2019	Kristy Mercer	Gibson	Ceco Door	WIOA Section 107(b)(2)(A)	Julie Allen-Burke	Milan C of C	7/1/2019	6/30/2023	2/21/2022	2/21/2023
6/3/2019	Ted Piazza --VICE CHAIR--	Gibson	Rack - IT Industries	WIOA Section 107(b)(2)(A)	Libby Wickersham	Gibson Co C of C	7/1/2019	6/30/2023	1/4/2022	1/4/2023
1/14/2022	Kelly Buffington	Henry	Four Seasons Sales and Service	WIOA Section 107(b)(2)(A)	Rob Goad	Paris-Henry County Industrial Committee	2/1/2022	6/30/2023	1/22/2022	1/22/2023
44608	Zabian Sanders	Lake	Signature HealthCare of Ridgely	WIOA Section 107(b)(2)(A)	Marcia Mills	Reelfoot Area Chamber	2/21/2022	6/30/2023	1/12/2022	1/12/2023
6/3/2019	Jimmy Williamson -- BOARD CHAIR --	Dyer	Aztec Pest Control	WIOA Section 107(b)(2)(A)	Allen Hesler	Dyer Co C of C	7/1/2019	6/30/2023	1/3/2022	1/3/2023
5/8/2019	Lana C. Hammons	Dyer	Develey Mustard & Condiments Corp.	WIOA Section 107(b)(2)(A)	Tim Climer	Develey Mustard & Condiments Corp.	5/21/2019	6/30/2023	3/17/2022	3/17/2023
10/29/2019	William Eddie White	Henry	United Auto Workers Local 9025	WIOA Section 107(b)(2)(B)(i)	Anthony Phifer	United Auto Workers Local 9025	11/1/2019	6/30/2023	3/9/2022	3/9/2023

6/3/2019	Jon Dougherty	Dyer	Amteck	WIOA Section 107(b)(2)(B)(ii)	David Wagner	Amtek	7/1/2019	6/30/2023	12/22/2021	12/22/2022
2/4/2020	Amy McDonald	Dyer	Tennessee Homeless Solutions	WIOA Section 107(b)(2)(B)	Debbie Todd	Tennessee Homeless Solutions	2/1/2020	6/30/2023	1/4/2022	1/4/2023
10/30/2018	Lindsay Frilling	Obion	Union City Boys and Girls Club	WIOA Section 107(b)(2)(B)	Mayor Benny McGuire	Obion County	7/1/2021	6/30/2025	1/4/2022	1/4/2023
3/28/2022	AJ Douglas	Weakley	Weakley County Schools	WIOA Section 107(b)(2)(C)(i)	Mark Maddox	Weakley County Schools	3/28/2022	6/30/2023	3/31/2022	3/31/2023
6/3/2019	Landy Fuqua	Weakley	University of TN at Martin Reed Center	WIOA Section 107(b)(2)(C)(ii)	Jake Bynum	Mayor of Weakley County	7/1/2019	6/30/2023	1/4/2022	1/4/2023
1/29/2021	Melinda Goode	Weakley	Northwest Tennessee HRA	WIOA Section 107(b)(2)(D)(i)	Tim Witherspoon	Northwest Tennessee HRA	7/1/2021	6/30/2025	1/27/2022	1/27/2023
2/16/2022	Randa Hardin	Crockett	Crockett County Chamber of Commerce Tennessee	WIOA Section 107(b)(2)(D)(i)	Tyler Gamble	Crockett C of C Tennessee	2/21/2022	6/30/2025	2/9/2022	2/9/2023
10/30/2018	Kristie Bennett	Carroll	Department of Labor and Workforce Development	WIOA Section 107(b)(2)(D)(ii)	Deniece Thomas	Department of Labor and Workforce Development	7/1/2021	6/30/2025	1/4/2022	1/4/2023
10/30/2018	David Parrish	Henry	Tennessee Department of Human Services	WIOA Section 107(b)(2)(D)(iii)	Cherrell Chambell- Street	Tennessee Department of Human Services	7/1/2019	6/30/2023	2/17/2022	2/17/2023
9/14/2020	Brendan Powell	Shelby	United Food and Commercial Workers Union Local 1529	WIOA Section 107(b)(2)(B)(i)	Rick Slayton	UFCW Local 1529	7/1/2021	6/30/2025	12/22/2021	12/22/2022
12/2/2020	Willie Huffman	Carroll	TCAT Paris McKenzie	WIOA Section 107(b)(2)(B)(ii)	Dr. Bradley White	TCAT Paris McKenzie	7/1/2021	6/30/2025	1/4/2022	1/4/2023
5/4/2021	Monica Heath	Carroll	Chamber of Commerce and Industry	WIOA Section 107(b)(2)(D)(i)	Gary Simmons	Chamber of Commerce and Industry	7/1/2021	6/30/2025	5/16/2022	5/16/2023
11/18/2021	Sam Sinclair	Obion	Excel Boats	WIOA Section 107(b)(2)(A)	Lindsay Frilling	Obion County Joint Economic Development Corporation	12/1/2021	6/30/2023	1/6/2022	1/6/2023

**Northwest Tennessee Workforce Board and  
Consortium of Local Elected Officials Meeting**

**May 17, 2022 –12:00 pm**

Northwest HRA / DD, 124 Weldon Drive, Martin, TN & Zoom Meeting

**Minutes**

**Board Members Attending in Person:** Jimmy Williamson, Ted Piazza, Kelly Buffington, Monica Heath, Kristie Bennett, Brad Hurley, David Parrish, Amy McDonald **Via Zoom:** Randa Hardin, Lindsay Frilling, Dr. Randy Shannon, A.J. Douglas, Jon Dougherty, Ben Marks, John Glad Castellaw

**Local Elected Officials Attending in Person:** Mayors Gary Reasons, Tom Witherspoon, Benny McGuire **Via Zoom:** Mayors Jake Bynum, John Penn Ridgeway, Brett Lashlee, Chris Young

**Committee Members Attending in Person:** Mark Chandler, Sherry Fowler, Justin Crice **Via Zoom:** Ronnie Gunnels, Jana Hellums

**Staff and Contractors Attending in Person:** Jennifer Bane, LeAnn Lundberg, Jeannie Mathis (CSP), Erica Nance (OSO) **Via Zoom:** Laura Speer, Ginger Powell, Lana Burchfiel, Gina Johnson, Terry Williams, Jennifer Eppley (OSO), James Starnes (OSO)

**Other Guests Attending in person:** Benny Roberts (TDLWD), Andy Bianco (Ford Motor Co), Heath McMillan (Blue Oval City-TCAT), Sam Shamblin (TDLWD), J Paul Jackson (Thor Boats), Steve Playl (TDLWD) **Via Zoom:** Angela Hollingsworth (Adult Education)

**Welcome:** Mayor Gary Reasons welcomed all members and guests to the meeting and acknowledged special guests attending.

**Partner Presentations:**

Steve Playl, Jr., the Assistant Commissioner for the Workforce Services Division of the Tennessee Department of Labor and Workforce Development, gave an overview on the state of the workforce in Tennessee. More people are working now than ever before, but Labor Participation Rate is still about the same as pre-pandemic level (60-62%), but jobs have increased. The department is concentrating on how to fill the many open positions in our state, focusing on recruiting Veterans, Youth, and Justice-Involved Individuals, as well as looking at those who retired early, those who had left the workforce due to childcare issues, those wanting to return to the workforce after staying at home to raise children, etc. TDLWD is a State Apprenticeship Agency (SSA), which will cut down on the time it takes for a new apprenticeship to be approved. Employer credits and tax incentives are more strategies that will hopefully help the labor issues.

Andy Bianco, Manager of North American Manufacturing, Learning & Development, Ford gave a quick update on the progress of Ford's Blue Oval City. Currently they are doing their staffing plans and the curriculum development for the new technology for the TCATs.

- Kristie Bennett, West TN Director and BOC Lead, TDLWD, spoke on Blue Oval City being a huge impact for our area and our state. She introduced Heath McMillan, recently appointed by the Tennessee College of Applied Technology (TCAT) Jackson as Executive Vice President of the college's Blue Oval City campus. Kristie reviewed slides that showed the community presentations that Ford has been involved with in our area in March and April. She also presented some ways to stay updated with Blue Oval, including the QR code flyer and @blueovalcity Twitter page. Tennessee and Kentucky are working together to enhance their efforts.

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

**Approval of Minutes:** The minutes of the 2/22/22 Board meeting were presented for review.

- **MOTION: A motion to approve the 2/22/22 Board minutes as presented was made by Brad Hurley and seconded by Ted Piazza. All were in favor and the motion carried.**

**Agreement Updates:** Jimmy Williamson reviewed the changes to the below agreements as indicated in red on the attached handouts. Both agreements had minor language changes for clarification / correction and references to the non-profit organization were changed when the correct reference is to the full local workforce board. Items

highlighted in green were included in the Southwest (SW) documents and were added to the Northwest (NW) documents in an effort to align the bylaws for both areas. Budget approval was also changed to require a majority instead of a 65% supermajority and the membership of the Board of Directors was revised to be inclusive of both NW and SW representatives.

Bylaws Changes: In addition to the above changes, language from the state's policy regarding requesting a waiver for the board to conduct business if a vacancy hasn't been filled within the allowed timeframe was also added. The bylaws were corrected to say that the Vice-Chair presides over the Executive Committee instead of the Chair, which has been the case for several years, but wasn't reflected in the bylaws.

- **MOTION: A motion to approve the Bylaws changes as presented was made by Ted Piazza and seconded by Mayor Reasons. All were in favor and the motion carried.**

Local Elected Officials Board and Partnership Agreement Changes: In addition to the above changes, the local board policy section was revised to state that policy changes would be reviewed by a Standing Committee rather than the Executive Committee only. Clarification was added that the Executive Committee will serve as the dispute resolution committee if needed.

- **MOTION: A motion to approve the Local Elected Officials Board and Partnership Agreement changes as presented was made by Ted Piazza and seconded by Amy McDonald. All were in favor and the motion carried.**

**Meeting Reports:** All committee reports were provided to the Board ahead of time and are included in the attached handouts.

American Job Center (AJC) Committee: The report of the meeting on 4/25/22 did not have any action items but was presented for discussion during the meeting. Jennifer Bane reviewed highlights from the AJC Partner Dashboard included in the handouts. AJC visits were about the same this quarter as last quarter, but up significantly from the same quarter last year. Visits are still significantly below pre-COVID numbers and visit reasons have stayed about the same. Survey results continue to be good and Business Services numbers are on track. KPI results by partner for the quarter are detailed on the dashboard. Title I goals have been met.

Outreach and Opportunity: The following item from the Outreach and Opportunities Committee meeting on 4/25/22 were presented for discussion and questions prior to voting by Ben Marks:

*Eligible Training Provider List Renewals (ETPL):* Details of the performance of the programs due for renewal and the related labor market information is included in the handouts. Only one of the programs, TCAT Newbern's CPT program, has had any WIOA students. The course was offered at some of the jails, so the performance is lower than typical ETPL programs. The committee recommends renewal of the existing programs for the Eligible Training Provider List as listed on the attached handout.

- **MOTION: A motion to approve renewal of the ETPL as presented was made by Dr. Randy Shannon and seconded by Glad Castellaw. All were in favor and the motion carried.**

Executive Committee: Ted Piazza presented several items the committee discussed and voted on during the April 27<sup>th</sup> meeting including:

- Career Services Provider(s) Selection: Thomas P. Miller & Associates (TPMA), whom we have used in the past, managed the procurement process. Three bidders submitted proposals for both the Adult / Dislocated Worker (DW) component and Youth component – Dyersburg State Community College, Career TEAM LLC, and Equus Workforce Solutions. The committee recommends selecting Dyersburg State Community College as both the Adult / DW and Youth Service Provider, as recommended by TPMA due to being the highest rated as detailed in the attached recommendation report.
  - **MOTION: A motion to approve Dyersburg State Community College as Career Service Provider for Adult / Dislocated Worker and Youth was made by Ted Piazza and seconded by Brad Hurley. All were in favor and the motion carried.**
- Regional and Local Plan Approval: Draft plans are included in the handouts and presented to the board ahead of time for discussion. Both plans were posted for a 15-day public comment period and an after-hours listening session was held for each. No public comments were received.



- **MOTION: A motion to approve the West TN Regional Plan and NW Local Plan as presented was made by Ted Piazza and seconded by Dr. Randy Shannon. All were in favor and the motion carried.**
- **AJC Restructure:** The committee recommends approval of the AJC restructure, as detailed in the attached handout, to include having only three certified AJCs in Dyersburg, Huntingdon, and Dresden, using access points in the remaining counties, and removing three part-time Welcome Function positions from the OSO budget. The estimated cost savings are \$118,600 overall with the Title I share expected to be about \$60,775, the Board RESEA share to be \$11,500, and the rest of the savings to other partners.
  - **MOTION: A motion to approve the AJC Restructure as presented was made by Ted Piazza and seconded by Mayor Reasons. All were in favor and the motion carried.**
- **Proposed PY22 Budget:** The committee recommends approval of the attached PY 22 budget as presented. Allocations are down to about \$1.6 million for next year, a decrease of about \$210,000 from our \$1.8 million allocation last year. Altogether we estimate an almost \$2.3 million operating budget. The estimated expenses factor in reducing the number of certified AJCs, reducing the OSO and CSP contracts, and offsetting the board/fiscal agent expenses due to sharing some staff and costs with Southwest (51% NW and 49% SW based on allocation). The amount remaining for participants is only enough to meet a 36% minimum participant cost rate (MPCR), so we would still need an additional \$136-\$183k from the state to meet the required 40% and have enough to get through the first quarter of the 2023 program year since we will not receive enough funds in that first quarter to operate. Even with the additional funds, the amount available for participants is not enough to meet the demand we have historically seen. The bottom chart of the attached budget is for information purposes to show how the partnership with Southwest affects the proposed budget. Jennifer Bane added that a request has already been submitted for an additional \$195,000 in participant funds, along with an increase and extension to our National Dislocated Worker Grant. If approved, these requests will keep the participant budget about the same as last year.
  - **MOTION: A motion to approve the Proposed PY22 Budget as presented was made by Ted Piazza and seconded by Kristie Bennett. All were in favor and the motion carried.**

**Other Business and Updates:** Jennifer Bane provided updates on the following items:

Southwest Partnership Update: The SW area's Chief Local Elected Official (CLEO) has selected the Northwest TN Workforce Board, Inc. to serve as the Fiscal Agent / Staff to the Board for the Southwest area, effective 7/1/22, with the transition beginning 4/14/22. Margaret Prater is working as a Consultant to assist with the transition requirements. Jennifer reviewed the changes that have been made to the attached organizational chart, including one shared fiscal staff being added instead of two staff, one dedicated to each region. A new position, Director of Program Services, has been added for each area. Kena Hamm, Interim Executive Director for SW will transition into this position for SW as of 7/1. The position for NW along with the SW Deputy Director position will remain vacant for the time being while staff evaluate structure and needs under the new partnership. The NW Deputy Director will serve in a shared role during this time. Two new Business Services Representatives will be added for SW. Mark Chandler, SW's existing contractor, will transition as a part-temporary position to assist with the transition while the two full-time positions are posted. SW's existing compliance staff, Lucy Locke, will transition as a Compliance Coordinator for SW.

Other: Along with the Greater Memphis (GM) and SW areas, we were a partner of the University of Memphis' TANF Opportunity Act Planning Grant pilot project, which was awarded, and were given the opportunity to apply for the full grant, which has also been awarded. The grant will begin in November and will run for three years and total \$25 million. Our share of the grant awards will cover a portion of salaries and benefits for existing staff and contractor staff, along with a new Program Coordinator and Instructor for grant trainings and workshops, and related operating costs, for a total of over \$1.9 million for the NW area and \$1.26 million for the SW area.

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

Respectfully submitted,

Lana Burchfiel  
Public Information Specialist

**Northwest Tennessee Workforce Board and  
Consortium of Local Elected Officials  
May 17, 2022 –12:00 pm**

Northwest HRA / DD  
124 Weldon Drive  
Martin, TN

[Join Zoom Meeting](#)  
Meeting ID: 880 2344 0244  
Passcode: 009484

**Agenda**

**Welcome & Recognition of Guests**

Mayor Gary Reasons, CLEO

**Workforce Services Update**

Steve Playl Jr., Assistant Commissioner,  
Division of Workforce Services

**Ford Blue Oval City Update**

Andy Bianco, Manager - North America Manufacturing Learning & Development, Ford, and Kristie Bennett, West TN Regional Director and BOC Lead, TLDWD

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

Jimmy Williamson  
Chair, NWTNWB

**Approval of Minutes of February 22, 2022 Meeting (Vote Required)**

**Agreement Updates**

Jimmy Williamson

- Bylaws Changes **(Vote Required)**
- Local Elected Officials and Board Partnership Agreement Changes **(Vote Required)**

**Meeting Reports**

American Job Center Committee Meeting (April 25<sup>th</sup>)

Rita Alexander, Chair

Outreach and Opportunities Committee Meeting (April 25<sup>th</sup>)

Ben Marks, Chair

- Eligible Training Provider List Renewals **(Vote Required)**

Executive Committee Meeting (April 27<sup>th</sup>)

Ted Piazza, Chair

- Career Service Provider Selection **(Vote Required)**
- Regional and Local Plan Approval **(Vote Required)**
- AJC Restructure **(Vote Required)**
- Proposed PY 22 Budget **(Vote Required)**

**Other Business & Updates**

Jennifer Bane, Executive Director

- Southwest Partnership Update
- Other

**Future Meeting Dates & Upcoming Events**

- **Chief Local Elected Officials Meeting: May 17<sup>th</sup>, immediately following the Board meeting**
- Virtually Speaking Webinar – Ask the EEOC: June 2<sup>nd</sup>, 9:00 am (Zoom)
- State Workforce Development Board Meeting: June 3<sup>rd</sup> (Nashville & YouTube), Plans Reviewed
- Southwest Fiscal Agent / Staff to the Board Transition: July 1, 2022
- Regional Planning Council Meeting: tentatively, July 12<sup>th</sup>, 10:00 am (TBD)
- AJC Committee Meeting: July 25<sup>th</sup>, 10:00 am
- Outreach & Opportunities Committee Meeting: July 25<sup>th</sup>, 1:00 pm
- Executive Committee Meeting: July 27<sup>th</sup>, 10:00 am
- Board Meeting Dates, Tuesday, 12:00 pm: August 23<sup>rd</sup> (Annual Meeting) and November 15<sup>th</sup>



# Blue Oval City

We led a revolution in mobility a century ago, and now we're doing it again. America's shift to electric vehicles is happening right here in Tennessee.

BlueOval City, a nearly six-square-mile site that will produce over 6,000 jobs, will be the largest, most advanced, most efficient auto production complex in our 118-year history, and we want you to be a part of it.



## Hello, Tennessee!

The countdown is on! Stay up to date on our hiring plans and news by scanning here and registering for our updates.



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**Northwest Tennessee Workforce Board and  
Consortium of Local Elected Officials Meeting**  
**February 22, 2022 –12:00 pm**  
Security Bank / [Zoom Meeting](#)  
211 S. College Street Trenton, TN

**Minutes**

**Board Members Attending in Person:** Jimmy Williamson, Kelly Buffington, Randa Hardin, Melinda Goode; **Via Zoom:** Jon Dougherty, David Parrish, Landy Fuqua, Ben Marks, Rita Alexander, Kristie Bennett, Brad Hurley, Amy McDonald, Glad Castellaw, Kristy Mercer, Lana Hammons

**Local Elected Officials Attending in Person:** Mayor Gary Reasons **Via Zoom:** Mayors Jake Bynum and John Penn Ridgeway

**Committee Members Attending in Person:** Sherry Fowler; **Via Zoom:** Ronnie Gunnels, Mark Chandler, Blake Swaggert

**Staff and Contractors Attending in Person:** Jennifer Bane, LeAnn Lundberg, Laura Speer, Ginger Powell, Erica Nance (OSO); **Via Zoom:** Lana Burchfiel, Gina Johnson, Lana Wood, Maleia Evans, Terry Williams, Jennifer Eppley (OSO), James Starnes (OSO), Connie Stewart (CSP)

**Other Guests Attending in person:** Jacy Warrell (RHA), Dr. Scott Cook (DSCC); **Via Zoom:** Dr. William Arnold, Dashonda Evans (RHA), Talandra Jones (RHA), Dr. Vicky Burton (RHA), AJ Douglas and Angela Hollingsworth (Adult Education)

**Welcome:** Mayor Gary Reasons welcomed all members and guests to the meeting and acknowledged special guests attending.

**Partner Presentation:** Jacy Warrell, Executive Director of the Rural Health Association gave a short presentation regarding the healthcare challenges for rural areas of Tennessee and the organization's activities to address the issues. In Tennessee, 91 out of 95 counties are considered health professional shortage areas. Rural Health works with universities trying to promote National Health Services Corps (Nurse Corps), an incentive program for nurses to practice in rural communities. TN Center for Health Workforce Development (TCWD) also has incentive programs to bring physicians to rural areas. Under those contracts, most of the programs focus on the higher education opportunities. However, the nursing shortage in TN includes the entry level positions such as CNAs and nursing assistants, as well as behavioral health aides, etc. A Delta Regional Authority Grant has made it possible for West TN Healthcare to partner with Rural Health to provide apprenticeships in different areas. It's been very challenging to get started, but since hiring a workforce development director, connections have been made. Apprenticeship numbers are currently around 15, but there are funds available that can support C.N.A. testing fees, etc. The DRA grant is focused on 5 counties for the CNA apprenticeship. Since retention is as big of an issue as recruitment, they are looking at professional development and other grant opportunities.

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

**Approval of Minutes:** The minutes of the November 9, 2021 Board meeting were presented for review.

- **MOTION: A motion to approve the 11/9/21 Board minutes as presented was made by Mayor Reasons and seconded by Landy Fuqua. All were in favor and the motion carried.**

**Office of Reentry (OOR) Presentation:** Dr. William Arnold, Director of OOR, shared a short presentation. This office started July of last year, and serves to help reduce recidivism and help individuals transition from incarceration to reentry to the community. Three goals are data tracking of formerly incarcerated individuals through Jobs4TN with a partnership with TDOC and TCI, increasing staff capacity by repurposing career advisor staff in AJCs to assist justice-involved individuals, and improving awareness by normalizing reentry. We have roughly 50,000 incarcerated individuals in Tennessee, so it's important to have a plan to help them with reentry.

There are over \$35,000 available for each labor board for reentry efforts. Northwest plans to apply for these funds.

**Meeting Reports:** All committee reports were provided to the Board ahead of time and are included in the attached handouts. The reports of the American Job Center Committee meeting on 1/24/22 and Executive Committee meeting on 1/26/22 did not have any action items but were presented for discussion during the meeting. The following items from the Outreach and Opportunities Committee meeting on 1/24/22 were presented for discussion and questions prior to voting:

*Youth Design and Incentives Policy:* The committee reviewed proposed changes to the policy as noted in red in the attached handout. The changes would allow for individuals who are referred to Title I from Adult Education to also receive the HiSet incentives, as opposed to only individuals who first started with Title I as the policy was originally written. The committee recommends approval of the changes to the Youth Design and Incentives Policy as noted in red in the handouts.

- **MOTION: A motion to approve the Youth Incentive Policy Changes as presented was made by Ben Marks and seconded by Mayor Reasons. All were in favor and the motion carried.**

*Programs due for renewal on the Eligible Training Provider List (ETPL):* In addition to reviewing the programs due for renewal, possible changes to the review process were discussed, such as possibly looking at removing programs if they haven't had any WIOA students within a certain time due to the new ETPL reporting requirements. Details of the performance of the programs due for renewal and the related labor market information is included in the handouts. Only one of the programs has had any WIOA students. The committee recommends renewal of the existing programs for the Eligible Training Provider List as listed on the attached handout.

- **MOTION: A motion to approve renewal of the ETPL as presented was made by Ben Marks and seconded by Mayor Gary Reasons. All were in favor and the motion carried.**

*New ETPL Programs:* The committee reviewed four new programs submitted for approval by UT Martin including bachelor's degrees in Cell & Molecular Biology, Mechanical Engineering, and Veterinary Science, and a certificate in Video Game Design. The labor market information indicates growth and / or a positive number of annual openings for the related occupations. Any students funded, if the programs are approved, would be limited to the anticipated number of available jobs in our area. The committee recommends approval of the new UT Martin programs as listed above, and on the attached handout, for addition to the Eligible Training Provider List.

- **MOTION: A motion to approve the addition the new programs to the ETPL as presented was made by Ben Marks and seconded by Melinda Goode. All were in favor and the motion carried.**

Consortium of Local Elected Officials (February 14, 2022): Mayor Gary Reasons summarized the committee's discussion regarding the proposed opportunity for partnership with Southwest, particularly the economic impact for the Northwest area and the use of existing staff or addition of new staff. The mayors voted to move forward with this partnership if Southwest does approve the move. Mayor Reasons also mentioned the discussion regarding the proposed changes to the AJC structure to include fewer certified AJCs and more access points as in-person visits to the centers continue to be down considerably over the past few years, regardless of outreach to try to get traffic counts up. Staff will develop a plan to serve all counties with three certified centers and access points to be presented for approval at the May meeting.

**Other Business and Updates:** Jennifer Bane referenced the meeting reports included in the handouts, drawing attention to the state plan being out for public comment and the local and regional planning activities.

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

Respectfully submitted,  
Lana Burchfiel, Public Information Specialist

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

<b>Table of Contents</b>	
<b>Article I: Name &amp; Establishment</b>	<b>2</b>
§ 1.1 Name	2
<b>Article II: Location</b>	<b>2</b>
§ 2.1 Location	2
<b>Article III: Mission and Purpose</b>	<b>2</b>
§ 3.1 Mission and Purpose of the Board	2
§ 3.2 Term of the Bylaws	2
<b>Article IV: Functions of Local Board</b>	<b>2</b>
§ 4.1 Roles and Responsibilities	2
<b>Article V: Membership and Committees</b>	<b>6</b>
§ 5.1 Membership	6
§ 5.2 Standing Committees	8
§ 5.3 Terms	9
§ 5.4 Board Vacancy	9
§ 5.5 Removal	10
§ 5.6 Resignation	10
§ 5.7 Board Certification	10
<b>Article VI: Officers</b>	<b>11</b>
§ 6.1 Board Officers	11
§ 6.2 Election and Term of Office	11
§ 6.3 Board Chairperson	11
§ 6.4 Vice-Chairperson	11
§ 6.5 Secretary	11
§ 6.6 Vacancies	12
§ 6.7 Recall of Officers	12
§ 6.8 Resignation	12
§ 6.9 Board of Directors	12
<b>Article VII: Meetings</b>	<b>12</b>
§ 7.1 Regular and Annual meetings	12
§ 7.2 Special or Called Meetings	12
§ 7.3 Quorums	13
§ 7.4 Participation in Meetings	13
§ 7.5 Open Meeting Requirement	13
§ 7.6 Presumption of Assent	14
§ 7.7 Expenses and Compensation	14
§ 7.8 Vote by Proxy	14
<b>Article VIII: Staff to the Board</b>	<b>14</b>
§ 8.1 Staff	14
§ 8.2 Qualifications	14
§ 8.3 Limitation on Rate	14
<b>Article IX: Amendment of the By-Laws</b>	<b>14</b>
§ 9.1 Amendment of By-Laws	14
<b>Article X: Conflict of Interest</b>	<b>15</b>
§ 10.1 Conflict of Interest	15
<b>Article XI: Compliance with Law</b>	<b>16</b>
§ 11.1 Compliance with Law	16
<b>Article XII: Rules of Order</b>	<b>16</b>
§ 12.1 Rules of Order	16
<b>Signatures</b>	<b>16</b>

## Article I: Name & Establishment

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

## Article II: Location

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

## Article III: Mission and Purpose

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

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

**§ 3.2 Term of the Bylaws:** The term of the bylaws cannot exceed two (2) years. These bylaws are effective beginning July 1, 2022 with an end date of June 30, 2024.

## Article IV: Functions of Local Board

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

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

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



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

(10) SELECTION OF OPERATORS AND PROVIDERS.—

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

(11) COORDINATION WITH EDUCATION PROVIDERS.—

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

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

(12) BUDGET AND ADMINISTRATION.—

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

B. ADMINISTRATION.—

(i) GRANT RECIPIENT.—

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

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

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

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

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

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

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

**Other LWDB roles and responsibilities include:**

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

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

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

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

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

## Article V: Membership and Committees

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

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

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

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

- A Nomination Form signed by the CLEO; and
- A Conflict of Interest Form signed by the nominee to the LWDB; and
- A recommendation letter from the head of the organization the nominee represents, a Chamber of Commerce within the LWDA, or the LEO for the nominee's county. This letter must identify the individual being nominated and must also acknowledge the nominee's optimum policymaking authority, **as it aligns with a curriculum vita, resume, or work history, to support the qualifications of the nomination.**

Completed nomination forms must be submitted to the TDLWD for review. Once the form has been reviewed, the LWDB will receive a follow-up letter of certification or denial within five (5) business days. The member must not be seated onto the LWDB until a certification letter from TDLWD has been received to affirm the nomination.

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

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

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

- (ii) shall include a representative of institutions of higher education providing workforce investment activities (including community colleges);
  - (iii) may include (optional) representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment;
- D. **Representatives of Government, Economic and Community Development** - each local board shall include representatives of governmental and economic and community development entities serving the local area, who—
- (i) shall include a representative of economic and community development entities;
  - (ii) shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the local area;
  - (iii) shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741), serving the local area;
  - (iv) may include (optional) representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance; and
  - (v) may include (optional) representatives of philanthropic organizations serving the local area; and
- E. **Discretionary Representatives** - each local board may include such other individuals or representatives of entities as the chief elected official in the local area may determine to be appropriate.
- F. **County Representatives** - The CLEO must establish a LWDB that reflects the diversity of the counties that comprise the LWDA by requiring at least one (1) nomination per county. LWDB representation must be fair and equitable across the LWDA and is in accordance with WIOA policy regarding LWDB member nominations. LWDB members must exhibit the demographic diversity of the counties within their respective LWDA.

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

**§ 5.2 Standing Committees:** The Board, in accordance with WIOA Section 107(b)(4)(A), may designate and direct the activities of standing committees to provide information and to assist the Board in carrying out activities authorized in this section. The primary purpose of standing committees shall be to consider and recommend actions—and propose policies—in the functional areas under their jurisdictions, subject to final approval by the LWDB. Such standing committees shall have a Chair and Vice Chair who is a member of the Board representing private business; may include other members of the Board; and shall include other individuals appointed by the Board who are not members and who are determined to have appropriate experience and expertise. At a minimum, the Board may designate each of the following:

- (1) The American Job Center (AJC) Services Committee will provide information and assist with operational and other issues relating to the one-stop delivery system, which may include representatives of the one-stop partners. This committee will oversee activities related to AJC Technology Services;



Coordination with education providers; and Employer engagement functions as outlined in Section 4.1. This committee also supports the Career Development Services Team in their efforts to provide job seekers with opportunities to explore career options, identify barriers, access resources, develop skills, and apply for jobs and the Business Services Team in providing employers with opportunities to identify potential workers, assess skill gaps, and facilitate training of employees to meet employer needs.

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

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

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

**§ 5.4 Board Vacancy:** Any vacancy occurring on the Board will be filled in the period between the date of resignation and the date of the second subsequent meeting, no later than the subsequent calendar quarter from the last official day that the member served on the LWDB. This includes vacancies created by the removal of members for cause. LWDB members replacing out-going individuals at mid-term will serve the remainder of the out-going member term. **Any action taken by the Board, with a vacancy or term expiration beyond the time period described in the by-laws must be approved through a waiver from the TDLWD prior to the Board meeting of such action. Waivers are to be requested in writing to the Assistant Commissioner of Workforce Services with an explanation of why a vacancy was not filled in the defined timeframe and a description of the process underway to fill the vacancy.**

**§ 5.5 Removal:** Any member of the Board will be removed for cause by the Chief Elected Official (CLEO), if any of the following occurs: (a) documented violation of conflict of interest; (b) failure or refusal to work cooperatively with the Board and to abide by the By-Laws as stated in 5.4; (c) documented proof of fraud and/or abuse and (d) failure to meet board member representation requirements defined in WIOA; (e) other causes as determined by the Board. Removal of a member shall also constitute removal as an officer of the Board and as a member of all committees of the Board. Intent to remove a member must be stated in the call of the meeting and be provided to all voting members at least five (5) days prior to the meeting. **Removal of a member requires a two-thirds (2/3) vote at the Board meeting, at which a quorum is present.**

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

**5.5.2** A member who has a change of employment that results in a change of membership classification must resign or be removed by the Chief Local Elected Officials immediately as a representative of that entity.

Documentation of Board member violation and subsequent removal will be maintained by the LWDA in the form of attendance logs, conflict of interest forms and other documentation deemed necessary. **A Board member subject to removal will be notified, in writing, within fifteen (15) days of the decision and will be provided the reason for removal.** A Board member subject to removal may appeal by submitting a letter in writing within 30 days of notice of removal to the CLEO stating reasons to remain as an active member of the Board. **The appeal must be sent by certified mail (return receipt) to the CLEO in care of Executive Director, at 208 N. Mill Ave., Dyersburg, TN 38024.** A committee of LEOs will review the appeal and make a decision prior to the next scheduled date of the Board.

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

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

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

**5.7.2** The Governor shall have the authority to decertify a LWDB at any time after providing written notice and opportunity for comment, under the following conditions: (1) Documentation of fraud or abuse; (2) Failure to meet the local performance accountability measures for 2 consecutive program years; (3) Failure to meet all LWDB certification requirements; or (4) Failure to carry out the required functions of the LWDB. If the Governor decertifies a LWDB, the Governor may require that a new LWDB be appointed

and certified for the LWDA. Certifying a new LWDB will take place pursuant to a reorganization plan developed by the Governor, in consultation with the LEOs, which is consistent with WIOA Section 107(b).

## **Article VI: Officers**

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

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

**§ 6.3 Board Chairperson:** The Chairperson of the Board shall

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

**§ 6.4 Vice-Chairperson:** The Vice-Chairperson shall

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

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

- (1) keep the minutes of the proceedings of the Board;
- (2) ensure that all notices are duly given in accordance with the provisions of these By-laws;



- (3) keep a register of the mailing address and electronic addresses of each member of the Board, as furnished to the Secretary by each member; and
- (4) in general perform all duties pertinent to the office of Secretary and such other duties as may from time to time be assigned by the Chairperson of the Board.

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

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

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

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

## Article VII: Meetings

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

**§ 7.2 Special or Called Meetings:** Special meetings of the Board may be called by the Chairperson or at the request of the Executive Director. Special meetings may also be called upon the written request of five members of the Board. Special or called meetings may be held under certain circumstances where a pertinent issue needs to come before the Board prior to the next scheduled meeting. This meeting can take place by means of conference telephone or electronic communications, wherein all Board members have access to the discussion and vote of all participating members. The purpose of the meeting shall be stated in the notice and no other business shall be transacted at the meeting. The Chairperson shall fix the time and place and provide notice to all voting members at

least five (5) business days prior to the meeting. The notice shall state the location or means of communication for the meeting, in addition to the time and date. The local board shall make available to the public, through electronic means and print media, notice of upcoming open meetings.

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

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

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

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

- Whether the member serves on the Executive Committee.

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

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

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

## **Article VIII: Staff to the Board**

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

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

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

## **Article IX: Amendment of the By-Laws**

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

## Article X: Conflict of Interest

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

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

that appropriate staff members are familiar with it and its requirements in order to prepare state or local plans and the conflict of interest policy.

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

## **Article XI: Compliance with Law**

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

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

## **Article XII: Rules of Order**

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

## **Signatures**

*Revisions approved by Northwest Tennessee Workforce Board on 5/17/2022*

*As signed by:*

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

Date

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Ted Piazza, Vice-Chairman  
6 Industrial Park Drive Dyer, TN 38330  
731-692-3424  
[tpiazza@advancetabco.com](mailto:tpiazza@advancetabco.com)

Date

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Brad Hurley, Secretary  
Carroll County Chamber of Commerce  
P.O. Box 726, 20740 East Main Street Huntingdon, TN 38344  
731-986-4664  
[cchamber@earthlink.net](mailto:cchamber@earthlink.net)

Date



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

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

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

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

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

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

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

**1. Local Board Membership**

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

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

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

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

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

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

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



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

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

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

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

- A Nomination Form signed by the CLEO; and
- A Conflict of Interest Form signed by the nominee to the LWDB; and
- A recommendation letter from the head of the organization the nominee represents, a Chamber of Commerce within the LWDA, or the LEO for the nominee's county. This letter must identify the individual being nominated and must also acknowledge the nominee's optimum policymaking authority, as it aligns with a curriculum vita, resume, or work history, to support the qualifications of the nomination.

Additionally, the LWDB officers and CLEO shall ensure that the composition of the LWDB reflects the demographics of the LWDA in accordance with the most recent US Census and represents diverse geographic areas within the local area, as much as possible, by requiring at least one (1) nomination per county.

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

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

**Change in Status:** A member who has a change of employment that results in a change of membership classification must resign or be removed by the Chief Local Elected Official immediately as a representative

of that entity. Documentation of Board member violation and subsequent removal will be maintained by the LWDA in the form of attendance logs, conflict of interest forms and other documentation deemed necessary.

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

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

**Removal:** Any member of the Workforce Development Board will be removed for cause by the Chief Local Elected Official (CLEO), if any of the following occurs: (a) documented violation of conflict of interest; (b) failure or refusal to work cooperatively with the Board and to abide by the By-Laws as stated in 5.4; (c) documented proof of fraud and/or abuse; (d) failure to meet Board member representation requirements as defined in WIOA; and (e) other causes as determined by the Board. Removal of a member shall also constitute removal as an officer of the Board and as a member of all committees of the Board. Intent to remove a member must be stated in the call of the meeting and be provided to all voting members at least five (5) days prior to the meeting. **Removal of a member requires a two-thirds (2/3) vote at the Board meeting, at which a quorum is present**

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

A member who has a change of employment that results in a change of membership classification must resign or be removed by the Chief Local Elected Official immediately as a representative of that entity.

Documentation of Board member violation and subsequent removal will be maintained by the LWDA in the form of attendance logs, conflict of interest forms and other documentation deemed necessary. **A Board member subject to removal will be notified, in writing, within fifteen (15) days of the decision and will be provided the reason for removal.** A Board member subject to removal may appeal by submitting a letter in writing within 30 days of notice of removal to the CLEO stating reasons to remain as an active member of the Board. **The appeal must be sent by certified mail (return receipt) to the CLEO, in care of Executive Director, at 208 N. Mill Ave., Dyersburg, TN 38024.** A committee of LEOs will review the appeal and make a decision prior to the next scheduled date of the Board.

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

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

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

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

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

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

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

**Standing Committees:** In accordance with WIOA Section 107(b)(4)(A), the Board may designate and direct the activities of standing committees to provide information and to assist the Board in carrying out activities authorized in this section. The primary purpose of standing committees shall be to consider and recommend actions—and propose policies—in the functional areas under their jurisdictions, subject to final approval by the LWDB. Such standing committees shall have a Chair and Vice-Chair representing private business; may include other members of the Board; and shall include other individuals appointed by the Board who are not members and who are determined to have appropriate experience and expertise. At a minimum, the Board may designate each of the following:

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

**Board of Directors:** The Board of Directors includes the Chief Local Elected Official, the Vice Chief Local Elected Official, the Board Chairperson, the Vice Board Chairperson ~~from the Northwest and Southwest local areas~~ and one ~~regional~~ private sector representative selected by the other Directors ~~from the membership at large~~. The ~~Northwest~~ Board Chairperson will serve as the President, the ~~Southwest Vice~~

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

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

### **3. Local Board Roles and Responsibilities**

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

- (a) LOCAL PLAN – Develop and submit a Strategic Plan in partnership with the Local Elected Officials (LEOs) (as defined in 29 - 29 USC 3123) within the LWDA for submission to the Governor of the State of Tennessee. If the local area is part of a planning region that includes other local areas, the Board shall collaborate with the other local boards and chief elected officials in preparation of a regional plan as described in section 106(c)(2);
- (b) WORKFORCE RESEARCH AND REGIONAL LABOR MARKET ANALYSIS – In order to assist in the development and implementation of the local plan, the Board shall:
  - (i) Carry out analyses of the economic conditions in the region, the needed knowledge and skills for the region, the workforce in the region, and workforce development activities (including education and training) and regularly update such information; and
  - (ii) Assist the Governor in developing the statewide workforce and labor market information system described in section 15(e) of the Wagner-Peyser Act, specifically in the collection, analysis, and utilization of workforce and labor market information; and
  - (iii) Conduct other research, data collection, and analysis related to the workforce needs of the regional economy as the board, after receiving input from a wide array of stakeholders.
- (c) CONVENING, BROKERING, LEVERAGING – The Board shall convene local workforce development system stakeholders to assist in the development of the local plan and in identifying non-Federal expertise and resources.
- (d) EMPLOYER ENGAGEMENT – The Board shall lead efforts to engage with a diverse range of employers:
  - (i) To promote business representation (particularly representatives with optimal policymaking or hiring authority from employers whose employment opportunities reflect existing and emerging employment opportunities in the region) on the Board; and
  - (ii) To develop effective linkages with employers in the region to support employer utilization of the local workforce development system and to support local workforce investment activities; and
  - (iii) To ensure that workforce development activities meet the needs of employers and support economic growth in the region, by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers; and

- (iv) To develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers (such as the establishment of industry and sector partnerships).
- (e) CAREER PATHWAYS DEVELOPMENT – The Board, with representatives of secondary and postsecondary education programs, shall lead efforts in the local area to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment.
- (f) PROVEN AND PROMISING PRACTICES – The Board shall lead efforts to:
  - (i) Identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers, and jobseekers (including individuals with barriers to employment) in the local workforce development system, including providing physical and programmatic accessibility, in accordance with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), to the one-stop delivery system; and
  - (ii) Identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs.
- (i) TECHNOLOGY – The local board shall develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and jobseekers, by—
  - (ii) Facilitating connections among the intake and case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area;
  - (iii) Facilitating access to services provided through the one-stop delivery system involved, including facilitating the access in remote areas;
  - (iv) Identifying strategies for better meeting the needs of individuals with barriers to employment, including strategies that augment traditional service delivery, and increase access to services and programs of the one-stop delivery system, such as improving digital literacy skills; and
  - (v) Leveraging resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment.
- (g) PROGRAM OVERSIGHT.—The local board, in partnership with the local elected officials for the local area, shall conduct oversight of the One-Stop System, including all WIOA activities and —
  - (i) conduct oversight for local youth workforce investment activities authorized under section 129(c), local employment and training activities authorized under subsections (c) and (d) of section 134, and the one-stop delivery system in the local area; and
  - (ii) ensure the appropriate use and management of the funds provided under subtitle B for the activities and system described in clause (i); and
  - (iii) for workforce development activities, ensure the appropriate use, management, and investment of funds to maximize performance outcomes under section 116.
- (h) NEGOTIATION OF LOCAL PERFORMANCE ACCOUNTABILITY MEASURES.—The local board, the local elected officials, and the Governor shall negotiate and reach agreement on local performance accountability measures as described in section 116(c).
- (i) SELECTION OF ONE-STOP OPERATORS.—Consistent with section 121(d), the local board and the LEOs, with the agreement of the chief elected official for the local area—
  - (i) shall designate or certify one-stop operators as described in section 121(d)(2)(A); and
  - (ii) may terminate for cause the eligibility of such operators.
- (j) SELECTION OF YOUTH PROVIDERS.—Consistent with section 123, the local board—
  - (i) shall identify eligible providers of youth workforce investment activities in the local area by awarding grants or contracts on a competitive basis (except as provided in section 123(b)), based on the recommendations of the youth standing committee, if such a committee is established for the local area under subsection (b)(4); and
  - (ii) may terminate for cause the eligibility of such providers.
- (k) IDENTIFICATION OF ELIGIBLE PROVIDERS OF TRAINING SERVICES.—Consistent with section 122, the local board shall identify and include eligible providers of training services in the



local area on the Statewide Eligible Training Provider List which includes cost and performance data.

- (l) IDENTIFICATION OF ELIGIBLE PROVIDERS OF CAREER SERVICES.—If the one-stop operator does not provide career services described in section 134(c)(2) in a local area, the local board shall identify eligible providers of those career services in the local area by awarding contracts.
- (m) CONSUMER CHOICE REQUIREMENTS.—Consistent with section 122 and paragraphs (2) and (3) of section 134(c), the local board shall work with the State to ensure there are sufficient numbers and types of providers of career services and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities) serving the local area and providing the services involved in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities.
- (n) COORDINATION WITH EDUCATION PROVIDERS.—
- (i) IN GENERAL.—The local board shall coordinate activities with education and training providers in the local area, including providers of workforce investment activities, providers of adult education and literacy activities under title II, providers of career and technical education (as defined in section 3 of the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2302)) and local agencies administering plans under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741).
- (ii) APPLICATIONS AND AGREEMENTS.—The coordination described in subparagraph (A) shall include—
- consistent with section 232— reviewing the applications to provide adult education and literacy activities under title II for the local area, submitted under such section to the eligible agency by eligible providers, to determine whether such applications are consistent with the local plan; and making recommendations to the eligible agency to promote alignment with such plan; and
  - replicating cooperative agreements in accordance with subparagraph (B) of section 101(a)(11) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)), and implementing cooperative agreements in accordance with that section with the local agencies administering plans under title I of that Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f)), with respect to efforts that will enhance the provision of services to individuals with disabilities and other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.
- COOPERATIVE AGREEMENT.—In this paragraph, the term “cooperative agreement” means an agreement entered into by a State designated agency or State designated unit under subparagraph (A) of section 101(a)(11) of the Rehabilitation Act of 1973.
- (o) BUDGET AND ADMINISTRATION.—
- A. BUDGET.—The local board shall develop a budget for the activities of the local board in the local area, consistent with the local plan and the duties of the local board under this section, subject to the approval of a ~~65% super~~majority of the local elected officials and submitted to the Tennessee Department of Labor and Workforce Development (TDLWD) prior to each program year in accordance with Workforce Services Policy – Local Governance.
- (i) ADMINISTRATION.—
- GRANT RECIPIENT.—
- IN GENERAL.—The chief elected official in a local area shall serve as the local grant recipient for, and shall be liable for any misuse of, the grant funds allocated to the local area under sections 128 and 133, unless the chief elected official reaches an agreement with the Governor for the Governor to act as the local grant recipient and bear such liability.

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

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

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

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

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

**Other LWDB roles and responsibilities include:**

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

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

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

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

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

#### 4. Communication

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

#### 5. Oversight and Performance Review

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

#### 6. Amendments, Changes, Term, Disputes and Election

**Modification, Amendment or Alteration:** It is agreed that no modification, amendment or alteration of the terms or conditions contained herein shall be effective unless contained in a written document executed with the same formality and of equal dignity herewith. Any amendment or change to the Partnership Agreement, notice of an election of a new CLEO/LEO or notice of an election of a new LWDB Chair shall be maintained by the LWDA Staff to the Board and be available for review by the Tennessee Department of Labor and Workforce Development.

**Effective/Termination/Duration of Agreement:** This Agreement and any amendments hereto shall be effective between and among each county adopting this Agreement as of the ~~specified effective date of the signing by the CLEO and Board Chair~~, pursuant to the Governor's designation of the aforementioned ~~11~~ **nine (9)** counties, for execution of activities authorized by the Workforce Innovation and Opportunity Act. This Agreement becomes effective upon acceptance by all parties for execution of activities authorized by the Workforce Innovation and Opportunity Act and shall remain in force until such time as the Chief Local Elected Official or Board Chairman calls for a modification, amendment, alteration of the terms or conditions contained herein or a maximum of two (2) years from the latest fully executed agreement.

**Dispute Resolution:** In the event that an impasse should arise between the LEOs ~~and the Board~~ regarding the terms and conditions, the performance, or administration of this Agreement, the parties agree to attempt to resolve disputes by mutually satisfactory negotiations in lieu of litigation. To this effect, they shall consult and negotiate with each other in good faith, and recognizing their mutual interests, attempt to reach a just and equitable solution satisfactory to all parties. ~~After discussion of all disputed items, the Executive Committee of the Board, which includes members of both parties, will vote, with the majority ruling. If a~~



~~committee is formed from members of the body to resolve the dispute,~~ The committee shall be the final adjudicator and report the resolution to the full ~~Board and~~ LEOs. Continued performance during disputes is assured.

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

7. **Authorized Signatures**

This Agreement shall be effective July 1, 202~~2~~<sup>4</sup>–June 30, 202~~4~~<sup>4</sup>, and is entered into by and on the behalf of:

---

<b>Jimmy Williamson, Chairman, Northwest TN Workforce Board,</b> <del>Inc.</del>	<b>Date</b>
1230 S Main	
Dyersburg, TN 38024	
(731) 288-6001	
jimmy_williamson@att.net	

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<b>Gary Reasons, Chief Elected Official, Northwest TN Consortium of LEOs</b>	
<b>Crocket County Mayor</b>	<b>Date</b>
1 South Bells, Suite 3	
Alamo, TN 38001	
(731) 696-5460	
crocketcountymayor@gmail.com	

### **American Job Services Committee (AJC) – Rita Alexander, Chair/ Lana Hammons, Vice Chair**

The AJC Committee met on April 25<sup>th</sup> with 10 members along with staff, contractors, and two guests participating. The committee received an update from Myletta Moore-Dawson, Assistant Director for Workforce Services, on the SNAP Employment and Training (E&T) program. SNAP is currently a voluntary program in Tennessee, which results in more participants. The goal is to make sure that there is no cost to participant for transportation, childcare, books, uniforms, tuition assistance, etc. The AARP/SJI 50+ Project, a partnership between the Greater Memphis and Northwest areas, started 12/15/21 and will go through March 2023. The objective is to increase income and earnings for low-income aged 50+ through job search training, basic adult education, job retention, etc., to help complement existing services. The goal is to increase the co-enrollment of SNAP E&T participants into WIOA programs, ensuring participants receive wrap-around service delivery. She also covered that the SNAP E & T West TN Intermediary is EQUUS Workforce Solutions, and that they assist through a reimbursement program for services offered to clients by third-party providers.

Erica Nance, One-Stop Operator, shared very detailed reports including the Employer Services Report, Target Populations report, Referral and Co-Enrollment reports, and VOS Greeter reports showing traffic counts across all offices since July 1<sup>st</sup>. AJC staff continue working on increasing on-site services, but individual visits were up slightly from 2,172 the previous quarter to 2,335 visits last quarter (January – March). Services provided were about the same with 4,486 services provided compared to 4,598 the prior quarter. Traffic count by AJC is listed on the Performance Dashboard included with the handouts. Only one AJC (Carroll County) is currently meeting the visit goal, which is still only a portion of the pre-COVID levels. There were 226 surveys completed this quarter with 98.7% (223 of 226) indicating they were completely satisfied with their visit. The enrollment summary report showed that our area served 2,260 individuals between July 2021 and March 2022 including 763 carryover participants and 1,497 new enrollments across the Wagner Peyser, Title I, TAA, SNAP, and Adult Education programs. Title I has served 963 individuals, or 7.8% of the total served across the state, including 612 new enrollments, or 11% of the state's new enrollments, even though we only receive about 4.8% of the allocations. Of the 195 adults newly enrolled, 86, or 44.1%, were in priority category 1 or 2, up slightly from 43.3% as of December. State policy requires at least 75% be enrolled as categories 1 or 2 while federal guidance requires at least 50.1%, but this is not typically the population seeking services. The Target Populations report showed that of the 795 participants active as of March, there were 325 youth-aged individuals, 498 individuals with barriers to employment, 52 individuals with disabilities, 173 underemployed, 84 offenders, 33 in a high poverty area, 82 SNAP recipients, and 349 low-income individuals. The Employer Services report showed a total of 1,459 employers served and 2,979 services provided throughout the year.

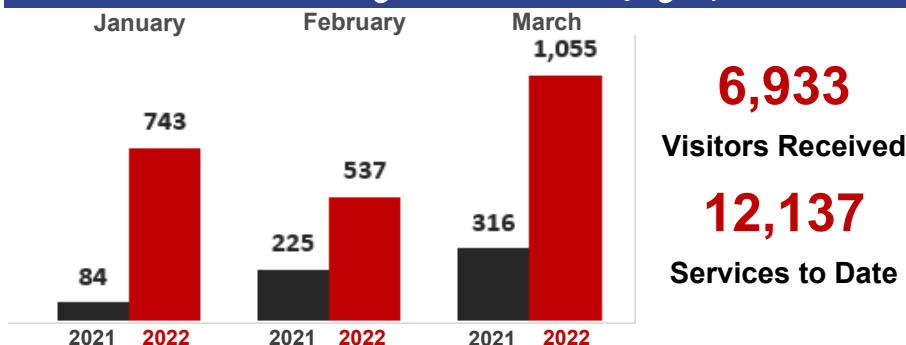
The Career Services report provided an overview of changes to staffing, outreach efforts, and a breakdown of enrollments by county and service. Each county has an enrollment goal they are working towards, and overall enrollment goals are on track to be met. There were 134 people enrolled in occupational skills training through March, mostly in healthcare, followed by transportation, other, then manufacturing, and most are at private truck driver training providers, TCATs, and then community colleges. There were also 42 people enrolled in Youth work experience, 12 Out-of-School Youth and 30 In-School Youth (ISY). There were approximately 25 youth pending for summer youth work experience at the time of the meeting. The Career Services Provider is also working to increase enrollments of justice-involved individuals and RESEA participants.

The Business Services report showed we have had 111 individuals participating in On-the-Job Training since July 1<sup>st</sup> with 31 employers. Of those, 58 had completed training as of 3/31/22 with nearly \$130,000 expended, at an average cost per participant of \$2,237. There were 26 still in training and 27 who did not complete. An additional \$331,377 has been received for Incumbent Worker Training through June, with most training scheduled to be completed in April and May. We have also received additional apprenticeship funds in October to serve 32 first-year apprentices by June 30<sup>th</sup>, with 14 already served. Staff have seen an increase in job fairs and hiring events over the last quarter and several already scheduled for the upcoming quarter, along with several other career exploration events. EMSI reports continue to be produced and staff are continuing with speaking engagements and events to promote AJC services. There have not been any new rapid response events.

# NORTHWEST TN

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

## NW TN American Job Center (AJC) Visits



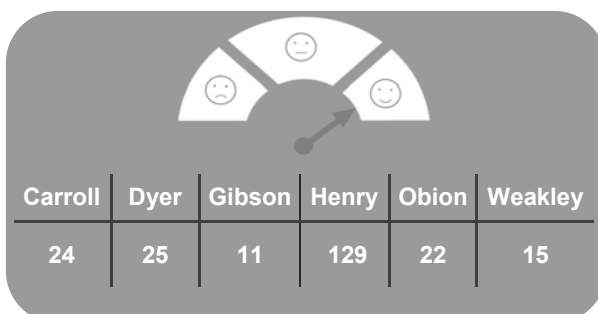
## AJC Surveys Results

Overall, how satisfied were you with our services?



\*From Jan-Mar 2022

Number of Completed AJC Surveys by County for PY21Q3



## PY21Q3 Top 10 Reasons for Visits

1. Job Search Resource Room
2. Unemployment
3. Job Fair
4. Job Search Assistance
5. Career Coaching/WIOA Title I
6. Networking Event
7. Adult Education
8. Resources
9. Resume Assistance
10. RESEA

## Business Services

**31**  
Total On-the-Job Training Contracts as of 3/31/22

**111**  
Enrolled in Training\*

**58 (52%)**  
Completed

**27 (24.5%)**  
Did not complete\*

**26 (23.5%)**  
Still in Training\*

**25**  
Total Incumbent Worker Training Contracts as of 3/31/22

**645**  
Proposed to train

**108**  
Trained (17%)

**31**  
Job seekers attended Job Fairs

**15**  
Total Job Fairs hosted

**10**  
Registered Apprenticeship Occupations

**93**  
Apprentices Trained

\*From Jul 2021-Mar 2022

## Things to Note

- Regional Re-Entry Job Fairs: Huntingdon (April 20th) & Dyersburg (April 21st)
- NWTNW Committee Meetings:
  - American Job Center Committee meeting: April 25th, 10 am
  - Outreach & Opportunities Committee Meeting: April 25th, 1 pm
  - Executive Committee Meeting: April 27th, 10:00 am
- REAP Shock & Awe Day, April 30th, 8 am
- Next Board Meeting: May 17th, 11:30 am
- Visit us online to view upcoming job fairs, workshops, and other events:

 @NWTNjobs

 @nwtjobs

 www.nwtjobs.org

**JOBS4TN.GOV**

## Current Unemployment Rate by County (March 2022)

Benton 3.6% ▼ | Carroll 3.3% ▼ | Crockett 2.8% ▼ | Dyer 3.2% ▼ | Gibson 3.1% ▼ | Henry 3.4% ▼ | Lake 4.8% ▼ | Obion 3.4% ▼ | Weakley 2.6% ▼

## Title I Career & Training Services

	Adult	Dislocated Workers	Youth	Total Title I	Re-Entry Enrollments
Jan-March Goal	51		17	68	11
Jan-March 2022 New Enrollments	46	26	26	98	17

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

## Title III & Other Employment Services

New Enrollments	Jan-Mar Goal Enrollments	Jan-Mar New Enrollments
Wagner Peyser	272	170
SNAP E&T	25	23
Jobs for Veterans	5	0
Re-Entry Participants	11	1

Co-Enrollments with Title I	Jan-Mar Goal Co-Enrollments	Jan-Mar Co-Enrollments
RESEA	8	5
Trade Adjustment Assistance	100%	100%

## Title V

Participant Exits	Jan-Mar Goal Participant Exits	Jan-Mar Participant Exits
Senior Employment (SCSEP)	1	0

## Special Projects

### Huntingdon AJC Hosts Carroll County Career Day

Over 450 students (seniors and juniors) from Carroll County's five High Schools and TCAT-McKenzie participated in the Carroll County Career Day at the Huntingdon American Job Center (AJC) on March 25th. During the event students were able to meet with 22 participating employers and complete job applications. The event also included the opportunity to participate in the Mock It Til You Rock virtual mock interview experience via Premier Virtual. Any student who wanted to participate was able to practice their interview skills and learn best practices before interacting with the employers at the event. "They were all great interviewees!" said Business Services Representative, Maleia Evans, who served as the virtual interviewer. Employers interested in participating in future events, or utilizing Premier Virtual for virtual hiring events may contact their Business Services Representative:

**Maleia Evans** (Benton, Carroll, Gibson, Henry, Weakley)  
[evans@nwtworks.org](mailto:evans@nwtworks.org) or (731) 352-8815

**Lana Wood** (Benton, Carroll, Gibson, Henry, Weakley)  
[wood@nwtworks.org](mailto:wood@nwtworks.org) or (731) 882-1162

## Title II Adult Education Enrollments

	Jan-Mar 2022 Goal	Jan-Mar Enrollments
Jackson State	53	40
Weakley County Schools	44	26

## Temporary Assistance for Needy Families

TANF had **308** active cases in Northwest TN, including **133** employed. **Five** were closed in successful employment.

## Title IV Vocational Rehabilitation

Vocational Rehabilitation served **618** customers in Northwest Tennessee, including **87** new enrollments during the quarter. **Thirty-three** were closed in successful employment.



## **Outreach & Opportunities Report – Ben Marks, Chair / Glad Castellaw, Vice Chair**

The committee met on April 25<sup>th</sup> with 7 members plus staff, contractors, and two guests participating. The committee reviewed the Target Populations report and heard updates on Youth Services, including a presentation from a Youth Work Experience participant, Brianna Lay, and her Career Advisor, Alyssa Roberts. Brianna, an In-School Youth, is participating in work experience at the one-stop-center at Dyersburg State Community College for her first office work experience, and has received supportive services including a gas card and work attire. Brianna feels the job has really helped build her work experience, has allowed her to work around her classes, and earn more money than her prior jobs in the food industry and childcare. Her worksite is hoping to hire her, if she is able to work around her nursing classes, since she has recently been accepted into the nursing program. The committee also heard an update on the final GIVE Grant healthcare event held at Lake County High School on April 22<sup>nd</sup>. Five healthcare students participated in mock interviews with local healthcare employers, and one was given a card and told to call about a job once she earned her CNA license. DSCC healthcare staff attended and brought the ambulance simulator for all students to see. Healthcare students were able to practice CPR and intubating skills.

The committee also received an update on the Re-Entry Advanced Manufacturing Program (RAMP). The Gibson County class, which was being held off-site at The Orchard House, had several delays due to COVID and increased work schedules, but has now completed. Due to the length of the class, several of the 18 students enrolled for the class were not able to be retained throughout the entire program. The class had a 100% pass rate for the 11 students who were able to complete at least one module. We hope to start the next class back at the jail to allow individuals to participate in the class before beginning work release. Dyer County continues to offer one individual component at a time and has seen better success with this model. We also received an opportunity to apply for and receive a Justice-Involved Individual (JII) Grant. The grant will fund six individuals for On-the-Job Training and supportive services, such as uniforms and steel-toed boots. Micro-videos on services for JIIs are also being recorded, and one has already been completed with Sheriff Thomas with Gibson County and an employer representative from Kaiyuh services. The grant is also funding two regional re-entry job and resource fairs in Dyersburg and Huntingdon and several JII-friendly job fairs. The grant ends June 30th.

The Committee also heard updates on several other ongoing special grant programs:

- RESEA: Service numbers continue to be low. Last quarter there were only 46 first scheduled RESEA services, down from 61 the prior quarter, with 50 subsequent visits completed. There were 42 deemed job-ready and referred to reemployment, and 4 referred to training in order to become job-ready. There were 15 referred to Title I and 5 co-enrollments. There were 37 individuals who completed the program and 7 placed in employment. The state staff have made some changes in the selection process, but an increase in referrals hasn't been seen yet. Additional funds have been awarded through September 2022 and are partially being used to record a series of micro-videos on AJC services that will be used for RESEA participants to learn more about other services available.
- National Dislocated Worker Grant: As of 3/31/22, 18 individuals of the 18 proposed had been placed in disaster-relief employment (DRE) so far, and there were 108 individuals receiving career and training services, including two also participating in DRE, of the 105 proposed. Almost 87% of participant funding had been expended so far, and remaining funds have been obligated to existing participants. The grant currently ends on June 30, 2022 but an extension to June 30, 2023 has been requested, along with the remaining 10% of the funds originally requested but not yet awarded, and additional funds since other areas have returned funds.
- Apprenticeship Grants: We have received some additional funds to serve 32 first-year apprenticeship by June 30<sup>th</sup>. The Registered Electrical Apprenticeship Preparation (REAP) pre-apprenticeship class at Amteck will be held in June this year. In addition to outreach through the AJCs and social media, several showcase visits were held at area high schools to promote the program. Five students completed the REAP program last year (of 6 students) and they are all still employed with Amteck and participating in the registered apprenticeship program. Many of these students were able to stay local and work in the service department, which is not typical of the program.



- **New Opportunities:** Staff continue to work on several new grant opportunities, including a partnership with the Greater Memphis (GM) area on an AARP SNAP Employment & Training (E&T) grant to increase the number of individuals 50 or older in SNAP E&T programs. We proposed to serve 50 by March 2023 and had served 19 by March 2022. Along with the GM and Southwest (SW) areas, we were a partner of the University of Memphis' TANF Opportunity Act Planning Grant pilot project, which was awarded, and were given the opportunity to apply for the full grant, which has also been awarded. The grant will begin in November and will run for three years and total \$25 million.

Programs due for renewal on the Eligible Training Provider List (ETPL) were also reviewed. Details of the performance of the programs due for renewal and the related labor market information was reviewed as listed below. Only one of the programs, TCAT Newbern's CPT program, has had any WIOA students. The course was offered at some of the jails, so the performance is lower than typical ETPL programs. **The committee recommends renewal of the existing programs for the Eligible Training Provider List as listed below (VOTE).**

Eligible Training Provider List (ETPL) Program Renewals

Provider Name	Program Title	CIP Title	Completion Level	Occupation Title	Overall Completion Rate (70%)	Overall Employment 2nd QTR after Exit (70%)	WIOA Total Enrolled	WIOA Completion Rate (40%)	WIOA Employment 2nd QTR after Exit (40%)	2021 Jobs	2025 Jobs	2021 - 2025 Change	Annual Openings	Avg. Hourly Earnings
DIYERSBURG STATE COMMUNITY COLLEGE	AAS - Health Sciences	Health Services/Allied Health/Health Sciences, General	An industry-recognized certificate or certification, An associate degree	Health Education Specialist	n/a	n/a	0	n/a	n/a	23	25	2	3	\$ 21.05
				Community Health Worker						29	32	3	4	\$ 18.98
				Medical and Health Services Managers						206	221	15	20	\$ 40.60
				Assemblers and Fabricators						1,809	1,788	-21	206	\$ 16.21
Tennessee College of Applied Technology- Newbern (Main Campus)	Certified Production Technician	Manufacturing Engineering Technology/Technician	An industry-recognized certificate or certification	Production Workers	17%	33%	20	17%	33%	782	806	24	101	\$ 14.94
				Helpers -- Production Workers						254	273	19	44	\$ 14.94

## **Executive Committee Report – Ted Piazza, Chair/ Jimmy Williamson, Vice-Chair**

The Executive Committee met on April 27<sup>th</sup> with eight members plus staff participating. The committee received updates on facilities and technology and on performance and oversight, including that no complaints have been received. The Monitoring Status Report detailing the monitoring that has occurred so far was also reviewed, and there have not been any concerning findings. Drafts of the 6-month monitoring reports for the Career Service Provider (CSP) and One-Stop Operator (OSO) were also reviewed. The CSP is meeting all enrollment goals. The OSO is meeting most contract goals, with the exception of AJC traffic count goals. Only one AJC, Huntingdon, is meeting its traffic count goal. Several KPI Goals for the quarter were also not met as shown in the attached AJC Partner Dashboard. Three programs fell into the needs improvement category, one fell into the needs significant improvement category, and two fell into the unacceptable category. New KPI goals for 2022 are expected to be negotiated with the state staff soon.

Estimated performance results for the third quarter of Program Year (PY) 21 were also reviewed as listed in the attached Performance Dashboard. We had two measures below 90% of our goal – Youth credential attainment and measurable skills gains. Staff is running reports and sending information to the CSP to ensure all data is accurately recorded in the system, and predictive reports indicate the measures will be met by the end of the program year. Official results from the state should be available soon. New performance goals for 2022 and 2023 are expected to be negotiated with the state staff soon. Data Validation was held in April and staff will receive a report of findings. There will be an opportunity to provide documentation of the presence of required data and documents if it was present but not noted during the review.

The financial status report as of March was also reviewed and fiscal performance results are listed on the attached Performance Dashboard. We exceeded the required 40% minimum participant cost rate (MPCR) at 47.44%. Total Work Experience expenditures exceeded the required 20% at 46.59% and overall Out-of-School Youth expenditures are nearly 71.61%. In-School Youth (ISY) expenditures under the PY 20 funds are meeting the required 35-50% expenditure rate at 39%. The ISY expenditures for the current grant are limited to 25% again at this time. The committee also received a budget update. We've had several additional grants which provided savings for our regular formula funds. As of March we have expended 43% of our formula participant budget so far, but expenses are typically delayed due to training providers not billing the CSP until a month or two after training begins, and then they bill us. We have expended 69% of our operating budget, 71% of our administrative budget, and 54% of our RESEA budget with additional RESEA funds being awarded through September 2022.

The committee also discussed and voted on several items including:

1. **Career Services Provider(s) Selection**

Thomas P. Miller & Associates (TPMA), whom we have used in the past, managed the procurement process. Three bidders submitted proposals for both the Adult / Dislocated Worker (DW) component and Youth component – Dyersburg State Community College, Career TEAM LLC, and Equus Workforce Solutions. As shown in the attached recommendation report, TPMA's three independent reviewers scored Dyersburg State Community College (DSCC) the highest for each component, with a score of 88.03 for the Adult / DW component and an 85 for the youth component, and recommended continuing with DSCC for both our Adult / DW Service Provider, as well as the Youth Service Provider. Equus was rated the second highest with an Adult / DW score of 82.96 and a Youth score of 84.88. The recommendation report recognized DSCC's strengths as meeting and / or exceeding all performance standards, responsive and dedicated local staff, knowledge of federal and state requirements and policies, established relationships within the community and with the board, and an understanding of local partnerships and challenges. **The committee recommends selecting Dyersburg State Community College as both the Adult / DW and Youth Service Provider (VOTE).**

2. **West TN Regional Plan and NW Local Plan**

The draft plans included in the handouts and have been submitted to the state staff for review prior to the State Workforce Development Board's review at their June 3<sup>rd</sup> meeting. We should receive feedback and have an opportunity to make improvements, if needed, before the meeting. We will only have to make a presentation if additional information is needed on areas for improvement. Both plans were

posted for a 15-day public comment period and an after-hours listening session was held for each. No public comments were received. **The committee recommends approval of the West TN Regional Plan and NW Local Plan (VOTE).**

3. American Job Center (AJC) Restructure

As discussed in the February board meeting, we have been seeing a trend of less visits to the AJCs over several years, but it has been drastically reduced since the onset of the pandemic. Prior to the pandemic, between July 2017 and June 2018, we had over 35,000 visits to the AJCs, and then the following year we were down about 4,500 visits to just under 31,000 visits. Our visits dropped again between 2019-2020 to about 21,375 and last year (July 2020 to June 2021) we had only 5,100 visits to the AJCs. To date this program year (July – March 2022) we are trending upward with about 6,900 visits, which might put us on track to have close to 10,000 visits this year, but that is still less than half of our pre-pandemic service levels. Our One-Stop Operator (OSO) and the AJC staff have worked on outreach for many years, and especially since the pandemic began, in an effort to increase visits in the AJCs again, but we have seen little increases as a result of their efforts. More and more customers are choosing to utilize their own resources for basic services such as accessing Jobs4TN to apply for jobs and / or unemployment, and many of the participants in our WIOA Title I programs are choosing virtual visits rather than in-person visits. While the AJC visits for this program year have continued to be low, we have still seen several new enrollments and existing participants being served in the Title I program. The majority of new participants are referred to us through training providers, employers, partner programs, or other participants, and are not very often a result of individuals coming into the AJCs for another reason.

The committee reviewed the attached handout proposing to reduce the number of certified centers to three - Dyersburg, Huntingdon, and Dresden, with Dyersburg and Huntingdon remaining full-time comprehensive AJCs and Dresden remaining a part-time (Monday – Thursday) specialized AJC. In addition to maximizing savings, the three locations offer the best geographical options, and allow CSP staff to be centralized to fewer locations, ensuring compliance with having Title I staff present during all operating hours while also allowing staff to conduct outreach in the community. The existing and pending access points, as well as virtual access options, as listed on the attached handout will be utilized to continue providing services in each county through a network of partners. Access points will also be used by Title I staff when needed to meet with customers. The estimated cost savings are \$118,600 overall with the Title I share expected to be about \$60,775, the Board RESEA share to be \$11,500, and the rest of the savings to other partners. Due to the reduction in certified AJCs, there are three part-time Welcome Function positions in the affected AJCs that will be removed from the OSO budget for next year. **The committee recommends approval of the AJC restructure to include having only three certified AJCs in Dyersburg, Huntingdon, and Dresden, using access points in the remaining counties, and removing three part-time Welcome Function positions from the OSO budget (VOTE).**

4. Program Year (PY) 2022 Proposed Budget.

The committee reviewed the attached draft budget showing an estimated carryover of \$86k in administrative funds, \$363k in Title I program funds, and \$100k in RESEA program funds. We are hoping to carryover more as several new grants have come out over the last few weeks. Our allocations are down to about \$1.6 million for next year, a decrease of about \$210,000 from our \$1.8 million allocation last year. Altogether we estimate an almost \$2.3 million operating budget. The estimated expenses factor in reducing the number of certified AJCs, reducing the OSO and CSP contracts, and offsetting the board/fiscal agent expenses due to sharing some staff and costs with Southwest (51% NW and 49% SW based on allocation). The amount remaining for participants is only enough to meet a 36% minimum participant cost rate (MPCR), so we would still need an additional \$136-\$183k from the state to meet the required 40% and have enough to get through the first quarter of the 2023 program year since we will not receive enough funds in that first quarter to operate. Even with the additional funds, the amount available for participants is not enough to meet the demand we have historically seen. The bottom chart of the budget is for information purposes to show how the partnership with Southwest affects the proposed budget. **The committee recommends approval of the PY 22 budget as presented (VOTE).**

# PROCUREMENT RECOMMENDATION REPORT

Northwest Tennessee  
Workforce Development Board  
April 2022

Title I Adult Dislocated Worker Service Provider  
and Youth Service Provider Report

Prepared For:



Prepared By:



THOMAS P. MILLER & ASSOCIATES

# Table of Contents

List of Figures .....	2
Introduction .....	3
Procurement Preparation Process.....	3
Publication of Procurement Announcements .....	4
Question and Answer Submissions.....	5
Question and Answer Submissions Cont. ....	6
WIOA Title I Adult & Dislocated Worker Service Provider.....	7
Scoring Criteria: Title I Adult & Dislocated Worker Service Provider .....	7
Bids Submissions.....	7
Evaluation WIOA Title I Adult & Dislocated Worker of Proposals .....	8
WIOA Title I Adult & Dislocated Worker Provider Bidders Proposed Budgets.....	8
WIOA Title I Adult & Dislocated Worker Service Provider Overall Scores.....	8
Proposal Summaries .....	8
Equus Workforce Solutions.....	8
Career TEAM, LLC.....	10
Dyersburg State Community College .....	12
Recommendation for WIOA Title I Adult & Dislocated Worker Provider .....	13
WIOA Title I Youth Service Provider .....	14
Scoring Criteria: Title I Youth Service Provider .....	14
Bids Submissions.....	14
Evaluation of WIOA Title I Youth Service Provider Proposals.....	15
WIOA Title I Youth Provider Proposed Budgets.....	15
Evaluation of WIOA Title I Youth Service Provider Proposals.....	15
WIOA Title I Youth Service Provider Overall Scores.....	15
Proposal Summaries .....	15
Equus Workforce Solutions.....	15
Career TEAM, LLC.....	17
Dyersburg State College.....	18
Recommendation for WIOA Title I Youth Services Provider.....	19



## List of Tables

Table 1: Timeline for Procurement .....	3
Table 2: Newspaper and Publication Announcements.....	4
Table 3: Adult and Dislocated Worker Service Provider Proposal Components and Points .....	7
Table 4: Adults and Dislocated Worker Bid Submissions.....	7
Table 5: Adult & Dislocated Worker Service Provider Proposed Budgets .....	8
Table 6: Adult and Dislocated Worker Service Provider Overall Scores .....	8
Table 7: Youth Service Proposal Components and Points .....	14
Table 8: Youth Service Provider Bid Submissions .....	14
Table 9: Youth Service Provider Proposed Budgets.....	15
Table 10: Youth Service Provider Overall Scores .....	15

## List of Figures

Figure 1: Promotional Ads and Announcements .....	4
Figure 2: Submitted Questions and Answers .....	5
Figure 3: Equus Workforce Solutions Proposed Adult & DW Service Provider Positions and Wages .....	10
Figure 4: DSCC Proposed Positions and Wages .....	12
Figure 5: Equus Workforce Solutions Proposed Youth Service Provider Positions and Wages .....	16
Figure 6: DCC's Proposed Positions and Wage .....	18





## Introduction

Thomas P. Miller and Associates (TPMA) was contracted by the Northwest Tennessee Local Workforce Development Board (NWTNWB) Area to act as the third-party procurement agent for the local workforce area's WIOA Title I Adult and Dislocated Worker Service Provider and WIOA Title I Youth Services Provider.

As the third-party procurement agent, TPMA was responsible for soliciting bids, creating a tailor-made scoresheet for each contract, evaluating bids, and providing our recommendation for contract to the Board. All proposals were submitted directly to TPMA for evaluation, and we scored each submission for its effectiveness in responding to the Scope of Work outlined in each RFP. TPMA's team of evaluators scored each bid independently, then convened to discuss their scores and agreed upon a recommendation.

Upon completing the evaluation of all bids, TPMA presents The Northwest Tennessee Local Workforce Development Board with this evaluation report. This report serves simply as a recommendation to the Board. Because we are not involved either contractually or in-kind with the Board, we do not present any conflict of interest and have made the following recommendations based on our evaluation. The final decision for contracting is the responsibility of The Northwest Tennessee Local Workforce Development Board.

## Procurement Preparation Process

TPMA launched the procurement process by facilitating a conversation with Jennifer Bane, Executive Director of the Northwest Tennessee Workforce Development Board, to determine the ideal roles and responsibilities of the WIOA Title I Adult & Dislocated Worker and WIOA Title I Youth Service Provider in addition to what is required by U.S. Department of Labor and Tennessee Department of Labor and Workforce Development guidance. Next, TPMA worked with NWTNWB to ensure that the RFP reflected state-mandated compliance. Finally, the Executive Director sent the RFP and all relevant documents from the NWTNWB, including the Procurement Policy & Procedures for WIOA Title I Adult & Dislocated Worker, and WIOA Title I Youth Services, newspaper contacts for public notices, and conflict of interest policy and procedures to TPMA for review.

TPMA reviewed the Request for Proposals (RFPs) draft and incorporated applicable edits into the final version of the RFPs to be released on February 1, 2022. Table 1 notes the timeline for the procurement was as follows:

*Table 1: Timeline for Procurement*

Action	Date
RFP Release	February 1, 2022
Deadline for RFP Inquiries for Clarification	February 11, 2022
Posting of Answers to Inquiries	February 14, 2022
Proposal Deadline (email only)	February 28, 2022
Board Approval	May 17, 2022
Notification to all Bidders	May 24, 2022
Contract Begin Date	June 27, 2022



## Publication of Procurement Announcements

To ensure open and fair competition, TPMA advertised the RFP on TPMA's social media websites and e-mailed the opportunity directly to over 120 entities. In addition, TPMA created a procurement page, [Procurement- Northwest Tennessee Local Workforce Development Area - Thomas P. Miller & Associates \(tpma-inc.com\)](https://www.tpma-inc.com/procurement-northwest-tennessee-local-workforce-development-area), that housed all information related to the procurement (e.g., timeline, RFPs, contact information, questions, and answers, etc.). Publication of procurement announcements was advertised in the following local news publications: Table 2 and Figure 1 notes the publications contacts and advertisements.

Table 2: Newspaper and Publication Announcements

Newspaper Name, E-Mail, Names			
Benton	Camden Chronicle	<a href="mailto:ads@thecamdenchronicle.com">ads@thecamdenchronicle.com</a>	Jennifer
Carroll	Carroll Co. News-Leader	<a href="mailto:ads@thecamdenchronicle.com">ads@thecamdenchronicle.com</a> <a href="mailto:daniel@newsleaderonline.com">daniel@newsleaderonline.com</a>	Jennifer Daniel Richardson-Ads
Crockett	Crockett Times	<a href="mailto:contact@crockettcountytimes.com">contact@crockettcountytimes.com</a>	
Gibson	Milan Mirror Exchange	<a href="mailto:melissa@milanmirrorexchange.com">melissa@milanmirrorexchange.com</a>	Ads & pr rel: Melissa West Editor Victor Parkins
Lake	Lake County Banner	<a href="mailto:matthew@lakecountybanner.com">matthew@lakecountybanner.com</a>	Matthew Forrest
Obion	Union City Messenger	<a href="mailto:ucclass@ucmessenger.com">ucclass@ucmessenger.com</a>	Classified ad-Donna Gibson

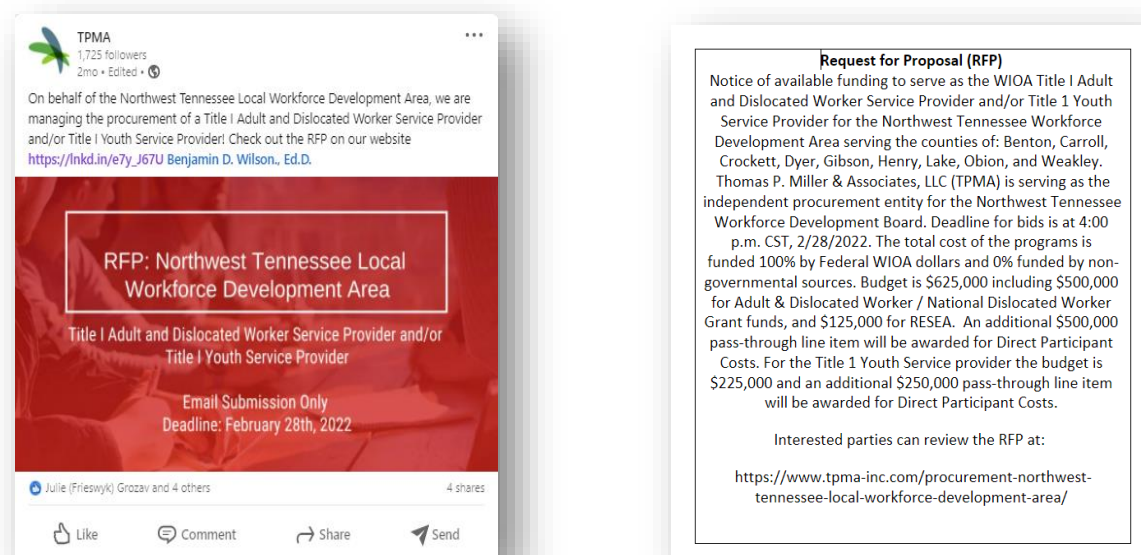


Figure 1: Promotional Ads and Announcements



## Question and Answer Submissions

Upon release of the RFPs, an eleven-day question period was permitted. As a result, TPMA received eleven questions for the WIOA Title I Youth Services RFF and the WIOA Title I Adult & Dislocated Worker Services Provider. Below are the questions with answers to the questions submitted in response to the RFP. Figure 1 notes the submitted questions and answers.

**Northwest Tennessee Workforce Development Board Questions  
Submitted in Response to Request for Proposals**

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- **If bidding on both components, are bidders allotted 15 pages per component? 30 pages total?**
  - Yes.
- **Please provide the current staffing structure, including which location each staff member is housed.**
  - Benton County: one full-time staff, three days per week (shared with Carroll County).
  - Carroll County: one full-time staff, two days per week (shared with Benton County), and one dedicated part-time support staff.
  - Crockett County: one full-time staff, three days per week (shared with Dyer County).
  - Dyer County: one full-time staff covering certain services for all nine counties and one full-time staff, two days per week (shared with Crockett County).
  - Gibson County: one full-time staff covering certain services for all nine counties, one dedicated full-time staff, and one dedicated part-time support staff.
  - Henry County: one full-time staff, three days per week (shared with Weakley County), and one dedicated part-time support staff.
  - Lake County: one full-time staff, two and a half days per week (shared with Obion County).
  - Obion County: one full-time staff, two and a half days per week (shared with Lake County).
  - Weakley County: one full-time staff, two days (shared with Henry County), and one dedicated full-time support staff.
- **Please clarify the division of responsibilities between the One-Stop Operator and the Title I service provider of this region?**
  - The One-Stop Operator (OSO) is a separate entity contracted to coordinate multiple American Job Center (AJC) partners and service providers throughout the Northwest TN area to ensure functional alignment of services and management of operational resources. The OSO serves as the functional manager of all AJC partners, conducts quality reviews of partner and service provider activities, and facilitates the Welcome Function at the AJC, including hiring shared Welcome Function staff at the six larger AJCs. The OSO does not directly supervise or administer any AJC programs.
- **For Component #2, is the WEX expenditures' 20% being calculated from the 250k pass-through and not the total funding amount (475k)?**
  - The 20% WEX expenditure requirement is calculated based on the total youth program allocation to the Northwest area. The entire estimated youth program allocation for program year 2022 is \$615,500, with 20% or an estimated \$123,100 required for WEX expenditures, including allowable personnel costs and On-the-Job Training contracts administered by the local board.
- **Please confirm if required attachments such as audit, org chart and staff resumes are not part of the 15 page narrative.**
  - Correct, required attachments are not included in the 15 pages allotted for the scope of service narrative.
- **Please confirm tables and graphics are not subject to 12 point font requirement.**
  - Tables and graphics are not subject to 12 point font
- **To assure receipt of email, please confirm any file size limitations.**

Figure 2: Submitted Questions and Answers



## Question and Answer Submissions Cont.

- We can receive up to 20 MB. If they you need to send something larger, we can provide you a link to a specific folder.
- **If file size limitations exist, please confirm respondents may submit multiple emails with the required components. (e.g. 1 of 3, 2 of 3, 3 of 3).**
  - Yes you may send files according to the example stated in the question
- **To best ensure compliance with the identified page limits, please confirm questions/prompts are not subject to the formatting requirements.**
  - Questions/prompts are not subject to the formatting requirements are not subject to formatting requirements.
- **To best ensure compliance with the identified page limits, please confirm question prompts may be truncated or removed.**
  - Yes, Questions and prompts may be truncated, but not removed. The reviewers will be using a score card which aligns with the questions outlined in the RFP.
- **Please confirm a chart depicting the provision of the 14 elements can be included in attachments and not count against page limits.**
  - A chart depicting the 14 elements being submitted as an attachment in addition to the 15 pages is permitted.



## WIOA Title I Adult & Dislocated Worker Service Provider

### Scoring Criteria: Title I Adult & Dislocated Worker Service Provider

TPMA developed an evaluation scoresheet to score bids based upon criteria listed in the WIOA Title I Adult & Dislocated Worker Services Provider RFP. The chart below shows the proposal components and the maximum points bidders can earn for each section category of questions posed in the RFP. Table 5 notes the proposal components and points.

*Table 3: Adult and Dislocated Worker Service Provider Proposal Components and Points*

Proposal Component	Points
Organizational Experience & Capacity	15
Performance Accountability	15
Partnerships and Community Engagement	15
Program Service Delivery Model	20
Technology, Data, & Reporting	10
Financial & Fiscal Capabilities & Budget	20
Attachments & Formatting	5
<b>TOTAL</b>	<b>100</b>

### Bids Submissions

TPMA received the following proposals from interested bidders for each contract. Table 6 notes the bids that were submitted under this RFP opportunity.

*Table 4: Adults and Dislocated Worker Bid Submissions*

#### WIOA Title I Adult & Dislocated Worker Service Provider

- Equus Workforce Solutions
- Career TEAM, LLC
- Dyersburg State College



## Evaluation WIOA Title I Adult & Dislocated Worker of Proposals

### WIOA Title I Adult & Dislocated Worker Provider Bidders Proposed Budgets

Table 5: Adult & Dislocated Worker Service Provider Proposed Budgets

Bidder	Total Annual Adult Budget
Equus Workforce Solutions	\$1,125,000
Career TEAM LLC	\$1,125,000
Dyersburg State College	\$1,122,038.46

### WIOA Title I Adult & Dislocated Worker Service Provider Overall Scores

The table below details the scores of each evaluator as well as the combined average score of all three evaluators:

Table 6: Adult and Dislocated Worker Service Provider Overall Scores

Bidder	Evaluator Score 1	Evaluator Score 2	Evaluator Score 3	Average Score
Equus Workforce Solutions	82.19	79.38	87.31	<b>82.96</b>
Career TEAM, LLC	63.99	67.44	64.08	<b>65.17</b>
* Dyersburg State College	86.76	87.31	90.02	<b>88.03</b>

\* Denotes the highest score

According to the RFP, the total annual budget allocated for the WIOA Title I Adult & Dislocated Worker contract is \$1,125,000.

### Proposal Summaries

#### Equus Workforce Solutions

Equus Workforce Solutions (Equus), known then as Arbor Education & Training, was founded in 1963 as the operations arm of a behavioral research organization. In 1968, Arbor was awarded a demonstration grant by the federal Department of Health, Education, and Welfare (HEW) to formulate an innovative training program for welfare mothers in Philadelphia and operated that program for more than 40 years. Arbor gradually expanded to operate additional employment and training programs serving both youth and adults, operating youth education and training programs beginning in 1974. Equus then replicated their approach to customizing services to local needs within other states and, by 1987, established several programs on the West Coast. In 2003, Arbor Education & Training joined with ResCare, Inc. (now BrightSpring Health Services), headquartered in Louisville, KY, and the nation's largest human services company. BrightSpring is a human services company that provides workforce programs, homecare, community living, and pharmacy services across the U.S. Equus has experience managing and administering WIOA programs and federal grants.





Equus proposes to continue to provide access to services through the four AJC fully operational locations and five specialized centers, including libraries in the communities. Additionally, Equus proposes outreach to parole/probation agencies and local jails and prisons to provide access at specific venues accessible to the justice-involved community.

The proposal lacked strategies to develop relationships within the local workforce area. A detailed description of strategies was lacking throughout the proposal. Equus did not reference how they utilized their approach to maintain and develop new partnerships.

Additionally, all Equus team members have an individual learning plan that includes training on methodology and approach, WIOA program requirements, local policies and procedures, and system requirements. Equus mentioned that all staff must complete LinkedIn Learning courses for professional development. All leaders complete their leadership development program, The Way We Lead, which ensures their leaders promote the right culture of engagement, inclusion, and accountability.

Equus utilizes an independently audited indirect rate of 9.77% of subtotal direct cost and equals \$50,571. In addition, Equus offers a performance-based incentive to its Project Directors worth up to 15% of total wages: \$10,500 (Adult/DW: \$7,647). The incentive is based on a defined plan with identified benchmarks to be achieved. The Project Director can earn up to the maximum based on the number of benchmarks achieved. Additionally, Equus did not indicate how and if they would retain the incumbent staff or their plans to recruit new staff.

<b>Job Title</b>	<b>Annual Wages</b>	<b>Number of FTE</b>	<b>Adult/DW</b>	<b>Youth</b>	<b>Total Annual Wages</b>
Project Director	\$70,000	1.0 FTE	\$63,000	\$7,000	\$70,000
Project Accountant	\$60,000	1.0 FTE	\$48,000	\$12,000	\$60,000
Facilitator	45,000	1.0 FTE	\$35,100	\$9,900	\$45,000
Talent Development Specialist (Benton & Carroll Co)	\$45,000	1.0 FTE	\$37,800	\$7,200	\$45,000



Talent Development Specialist (Crocket & Dyer Co)	\$45,000	1.0 FTE	\$32,400	\$12,600	\$45,000
Talent Development Specialist (Gibson Co)	\$45,000	1.0 FTE	\$34,200	\$10,800	\$45,000
Talent Development Specialist (Henry & Weakly Co)	\$45,000	1.0 FTE	\$40,050	\$4,950	\$45,000
Talent Development Specialist (Lake & Obion Co)	\$45,000	1.0 FTE	\$32,850	\$12,150	\$45,000
Talent Development Specialist (Access Points – Certain Services for All 9 counties)	\$45,000	1.0 FTE	\$35,550	\$9,450	\$45,000
Youth Outreach Coordinator (All 9 counties)	\$47,000	1.0 FTE	\$0	\$47,000	\$47,000
Retention Specialist (All 9 counties)	\$42,000	0.60 FTE	\$21,420	\$3,780	\$25,200

Figure 3: Equus Workforce Solutions Proposed Adult & DW Service Provider Positions and Wages

Based on the written proposal, the TPMA evaluation team determined the following strength and challenges:

Strengths	Challenges
<ul style="list-style-type: none"> <li>Compassionate and proactive case managers and directors, detail-oriented, prompt fiscal staff</li> <li>National Workforce Development Provider with a network of resources.</li> <li>Good communication at the corporate level.</li> <li>Leadership is engaged, supportive, and readily available</li> </ul>	<ul style="list-style-type: none"> <li>Limited Local Level Partnerships</li> <li>It did not indicate whether they would hire incumbent staff.</li> <li>Staff recruitment – Did not specify how they would recruit newer team members</li> </ul>

Equus Workforce Solutions proposes a Title I Adult & Dislocated Worker Service Provider budget of \$1,125,000.

### Career TEAM, LLC

Established in 1996, Career TEAM, LLC is a private business based out of Connecticut. It is a workforce development, education, and technology company. The company operates in 10 states, including Upper Cumberland in Tennessee. According to the proposal, the company "accelerates the human condition and help our nation address pressing social challenges such as closing the opportunity divide, minimizing student debt, combatting unemployment and reducing poverty." In addition, Career TEAM has experience managing and administering WIOA programs and federal grants.



Career TEAM indicates they will use a high-touch, high-tech, and demand-driven integrated service delivery model. The proposal included a significant focus on technology, including the use of Career Edge software which is \$85,627.50 in the budget. The Career EDGE solution offers additional assessment and career exploration tools that connect directly to local labor market information.

Career TEAM proposes all current employees be retained for 90 days; after that time, the team will evaluate which staff and locations should remain in place before any reductions or realignment takes place. The wages for career specialists are unclear. Career TEAM indicated in their proposal that they would work with the Board to make appropriate reductions to fit Career TEAM's model for virtual services and the Rural-SET-GO system. The combined (A/DW and Youth) project budget will support 12.0 FTEs who will commit 100% of their time to the project. This includes an Executive Director (1.0 FTE), 7.0 FTE Career Advisors (CAs), 3.0 FTE Program Assistants, and 1.0 FTE Quality Assurance (QA) Associate.

Career Team applies a 10% indirect rate calculated in accordance with federal regulations (10% of operational costs) plus a profit calculated at 8% of the total operating budget, subject to NWTNWB's approval and pending the achievement of negotiated management and performance measures.

Upon reviewing Career TEAM's proposal, TPMA noted that Career TEAM failed to answer several of the questions posed in the RFP, and information was repetitive and/or hard to find in some of the prompts detailed in the RFP. Overall, some sections did not provide enough detail in cases where the prompts asked for a description. Additionally, some areas of the proposal appeared to be disorganized and hard to follow.

Based on the written proposal, the TPMA evaluation team determined the following strength and challenges:

Strengths	Challenges
<ul style="list-style-type: none"><li>Dedicated to supporting recipients and responsive to programmatic using technology.</li></ul>	<ul style="list-style-type: none"><li>The proposal was hard to follow, and many of the prompts were not answered.</li><li>Lacked local partnerships</li><li>It did not provide enough detail outlining services that could not be delivered virtually.</li></ul>

Career TEAM, LLC proposes a Title I Adult & Dislocated Worker Service Provider budget of \$1,125,000.



## Dyersburg State Community College

Dyersburg State Community College (DSCC) has been a long-standing partner of the Northwest Tennessee Workforce Board (NWTNWB) and has been the Title I Career Services Provider (CSP) in the American Job Centers (AJC) for the past 37 years. Currently, DSCC holds the Title I Adult, Dislocated Worker contracts.

The mission of the Workforce Services Division of DSCC is to provide employment and training opportunities in high-demand sectors to improve educational attainment levels, wages, and employability of job seekers in Northwest Tennessee so they can meet the skill requirements and hiring demands of the local businesses and industries. It was evident throughout the proposal that DSCC's mission aligns with the goals set forth by the NWTNWB, the Workforce Innovation and Opportunity Act (WIOA), services provided in the AJC, and the state performance standards of credential attainment, employment, and earnings.

During the past five years of providing Career Services, DSCC has successfully met or exceeded all performance standards. According to the WIOA Federal Reporting Score Card for the current contract year, DSCC is exceeding performance in all Adult, Dislocated Worker, and Youth measures

TPMA's evaluators noted that DSCC did not include a detailed "written" budget narrative as required by the RFP. Due to not providing a clear budget narrative, DSCC did not receive the points associated with some sections in the proposal's Financial & Fiscal Capabilities & Budget section. The budget included six (6) Career Advisors, one (1) Employment Specialist III, two (2) Employment Specialist IIs, two (2) Employment Specialists, one (1) Financial Coordinator, one (1) Director of Career Services, and one (1) Executive Director. Figure 3 notes DSCC's proposed positions and wages

All positions mentioned appeared to provide adequate Title I coverage in the AJCs, while allowing staff to deliver outreach services in the community. As the incumbent provider, Dyersburg also recommends that, at a minimum, Crockett and Lake County Specialized Centers move to Access Points to allow more time for outreach opportunities.

DSCC exhibited throughout their proposal to leverage new and existing relationships that lead to meeting and exceeding the local workforce development board's performance metrics.

Executive Director	\$ 74,300.00
Director of Career Services	\$ 55,800.00
Financial Coordinator	\$ 50,700.00
Career Advisor	\$ 41,378.04
Career Advisor	\$ 41,972.04
Career Advisor	\$ 41,900.00
Career Advisor	\$ 41,900.00
Career Advisor	\$ 41,900.00
Youth Career Advisor	\$ 34,274.04
Career Advisor	\$ 41,900.00
Employment Specialist- temporary part-time (\$12 per hour @ 28 hours)	\$ 17,472.00
Employment Specialist II- temporary part-time (\$15 per hour)	\$ 21,840.00
Employment Specialist- temporary part-time (\$12 per hour @ 15 hours)	\$ 9,360.00
Employment Specialist III- temporary full-time \$15 per hour with benefits	\$ 29,250.00
Hire	\$ 21,840.00
Hire	\$ 17,472.00
Hire	\$ 17,472.00
<b>\$ 600,730.12</b>	

Figure 4: DSCC Proposed Positions and Wages



Based on the written proposal, the TPMA evaluation team determined the following strength and challenges:

Strengths	Challenges
<ul style="list-style-type: none"><li>• All performance standards were met and/or exceeded</li><li>• Responsive and dedicated local and management staff.</li><li>• Very knowledgeable of federal and state requirements and policies.</li><li>• Established relationships within the community served by the local workforce development board</li><li>• Reference their relationship with the Board as a positive relationship, with open communication.</li><li>• Appears to understand the local partnerships and challenges</li></ul>	<ul style="list-style-type: none"><li>• No detailed written budget narrative.</li><li>• Some responses lacked detail, specifically in the Financial &amp; Fiscal Capabilities &amp; Budget Section of the proposal</li></ul>

Dyersburg State University proposes a Title I Adult & Dislocated Worker Service Provider budget of \$1,125,000.

### Recommendation for WIOA Title I Adult & Dislocated Worker Provider

TPMA scored DSCC as the highest for the WIOA Title I Adult and Dislocated Service Provider. Due to the scope of work and established partnerships, TPMA recommends DSCC for the WIOA Title I Adult and Dislocated Service Provider contract with the NWTNWB. Additionally, given the close scores, TPMA encourages NWTNWB to conduct an interview with DSCC and Equus Workforce Solutions as the second-place bidder if the NWTNWB thinks that is necessary. The interviews should focus on staffing plans, including budgets and specifics on service delivery and partnerships.



## WIOA Title I Youth Service Provider

### Scoring Criteria: Title I Youth Service Provider

TPMA developed an evaluation scoresheet to score bids based on the WIOA Title I Youth Services Provider RFP criteria. The chart below shows the proposal components and the maximum points bidders can earn for each section category of questions posed in the RFP.

Table 7: Youth Service Proposal Components and Points

Proposal Component	Points
Organizational Experience & Capacity	15
Performance & Accountability	15
Partnerships & Community Engagement	15
Program Service Delivery Model	20
Transition, Funding & Eligibility	10
Financial & Fiscal Capabilities & Budget	20
Attachments & Formatting	5
<b>TOTAL</b>	<b>100</b>

### Bids Submissions

TPMA received the following proposals from interested bidders for each contract. Table 6 notes the bids that were submitted under this RFP opportunity.

Table 8: Youth Service Provider Bid Submissions

#### WIOA Title I Youth Service Provider

- Equus Workforce Solutions
- Career TEAM, LLC
- Dyersburg State College





## Evaluation of WIOA Title I Youth Service Provider Proposals

### WIOA Title I Youth Provider Proposed Budgets

Table 9: Youth Service Provider Proposed Budgets

Bidder	Total Annual Youth Budget
Equus Workforce Solutions	\$475,000
Career TEAM, LLC	\$475,000
Dyersburg State College	\$473,425.87

## Evaluation of WIOA Title I Youth Service Provider Proposals

### WIOA Title I Youth Service Provider Overall Scores

The table below details the scores of each evaluator as well as the combined average score of all three evaluators:

Table 10: Youth Service Provider Overall Scores

Bidders	Evaluator Score 1	Evaluator Score 2	Evaluator Score 3	Average Score
Equus Workforce Solutions	81.60	83.21	89.84	<b>84.88</b>
Career TEAM, LLC	50.05	49.94	62.03	<b>54.00</b>
*Dyersburg State College	84.57	86.16	84.29	<b>85.00</b>

\* Denotes the highest score

The total annual budget allocated for the Youth contract, per the RFP, is \$475,000.

## Proposal Summaries

### Equus Workforce Solutions

Equus Workforce Solutions (Equus), known then as Arbor Education & Training, was founded in 1963 as the operations arm of a behavioral research organization. In 1968, Arbor was awarded a demonstration grant by the federal Department of Health, Education, and Welfare (HEW) to formulate an innovative training program for welfare mothers in Philadelphia and operated that program for more than 40 years. Arbor gradually expanded to operate additional employment and training programs serving both youth and adults, operating youth education and training programs beginning in 1974. Equus then replicated their approach to customizing services to local needs within other states and, by 1987, established several programs on the West Coast. In 2003, Arbor Education & Training joined with ResCare, Inc. (now BrightSpring Health Services), headquartered in Louisville, KY, and the nation's largest human services



company. BrightSpring is a human services company that provides workforce programs, homecare, community living, and pharmacy services across the U.S. Equus has experience managing and administering WIOA programs and federal grants.

Equus proposes to continue to provide access to services through the four AJC fully operational locations and five specialized centers, including libraries in the communities. Additionally, Equus proposes outreach to parole/probation agencies and local jails and prisons to provide access at specific venues accessible to the justice-involved community.

Equus utilizes an independently audited indirect rate of 9.77% of subtotal direct cost and equals \$18,205. In addition, Equus offers a performance-based incentive to its Project Directors worth up to 15% of total wages: \$10,500 (Youth: \$2,853). The incentive is based on a defined plan with identified benchmarks to be achieved. As a result, the Project Director can earn up to the maximum based on the number of benchmarks achieved.

<b>Job Title</b>	<b>Annual Wages</b>	<b>Number of FTE</b>	<b>Adult/DW</b>	<b>Youth</b>	<b>Total Annual Wages</b>
Project Director	\$70,000	1.0 FTE	\$63,000	\$7,000	\$70,000
Project Accountant	\$60,000	1.0 FTE	\$48,000	\$12,000	\$60,000
Facilitator	45,000	1.0 FTE	\$35,100	\$9,900	\$45,000
Talent Development Specialist (Benton & Carroll Co)	\$45,000	1.0 FTE	\$37,800	\$7,200	\$45,000
Talent Development Specialist (Crocket & Dyer Co)	\$45,000	1.0 FTE	\$32,400	\$12,600	\$45,000
Talent Development Specialist (Gibson Co)	\$45,000	1.0 FTE	\$34,200	\$10,800	\$45,000
Talent Development Specialist (Henry & Weakly Co)	\$45,000	1.0 FTE	\$40,050	\$4,950	\$45,000
Talent Development Specialist (Lake & Obion Co)	\$45,000	1.0 FTE	\$32,850	\$12,150	\$45,000
Talent Development Specialist (Access Points – Certain Services for All 9 counties)	\$45,000	1.0 FTE	\$35,550	\$9,450	\$45,000
Youth Outreach Coordinator (All 9 counties)	\$47,000	1.0 FTE	\$0	\$47,000	\$47,000
Retention Specialist (All 9 counties)	\$42,000	0.60 FTE	\$21,420	\$3,780	\$25,200

Figure 5: Equus Workforce Solutions Proposed Youth Service Provider Positions and Wages

As stated previously in the Adult/DW proposal, this proposal lacked strategies to develop relationships within the local workforce. A detailed description of strategies was lacking throughout the proposal. Equus did not reference how they utilized their partnership approaches in other workforce development areas.



Additionally, Equus did not indicate how and if they would retain the incumbent staff or their plans to recruit new staff.

Based on the written proposal, the TPMA evaluation team determined the following strength and challenges:

Strengths	Challenges
<ul style="list-style-type: none"><li>• Compassionate and proactive case managers and directors, detail-oriented, prompt fiscal staff</li><li>• National Workforce Development Provider with a network of resources.</li><li>• Good communication at the corporate level.</li><li>• Leadership is engaged, supportive, and readily available</li></ul>	<ul style="list-style-type: none"><li>• Limited Local Level Partnerships</li><li>• It did not indicate whether they would hire incumbent staff.</li><li>• Staff recruitment – Did not specify how they would recruit newer team members</li></ul>

Equus Workforce Solutions proposes a Title I Youth Server Provider Budget of \$475,000.

## Career TEAM, LLC

Established in 1996, Career TEAM, LLC is a private business based out of Connecticut. It is a workforce development, education, and technology company. The company operates in 10 states, including Upper Cumberland in Tennessee. According to the proposal, the company "accelerates the human condition and help our nation address pressing social challenges such as closing the opportunity divide, minimizing student debt, combatting unemployment and reducing poverty." In addition, career TEAM has experience managing and administering WIOA programs and federal grants.

Career TEAM indicates they will use a high-touch, high-tech, and demand-driven integrated service delivery model. The proposal included a significant focus on technology, including the use of Career Edge software which is \$30,872.50 in the budget. The Career EDGE solution offers additional assessment and career exploration tools that connect directly to local labor market information.

Career TEAM proposes all current employees be retained for 90 days; after that time, the team will evaluate which staff and locations should remain in place before any reductions or realignment takes place. The wages for career specialists are unclear. Career TEAM will work with the Board to make appropriate reductions to fit Career TEAM's model for virtual services and the Rural-SET-GO system. The combined (A/DW and Youth) project budget will support 12.0 FTEs who will commit 100% of their time to the project. This includes an Executive Director (1.0 FTE), 7.0 FTE Career Advisors (CAs), 3.0 FTE Program Assistants, and 1.0 FTE Quality Assurance (QA) Associate.

Career Team applies a 10% indirect rate calculated in accordance with federal regulations (10% of operational costs) plus a profit calculated at 8% of the total operating budget, subject to NWTNWB's approval and pending the achievement of negotiated management and performance measures.

Career TEAM failed to answer several of the questions posed in the RFP, and information was repetitive and/or hard to find in some of the prompts detailed in the RFP. Overall, some sections did not provide



enough detail in cases where the prompts asked for a description. Additionally, some areas of the proposal appeared to be disorganized and hard to follow.

Based on the written proposal, the TPMA evaluation team determined the following strength and challenges:

Strengths	Challenges
<ul style="list-style-type: none"> <li>Dedicated to supporting recipients and responsive to programmatic using technology.</li> </ul>	<ul style="list-style-type: none"> <li>The proposal was hard to follow, and many of the prompts were not answered.</li> <li>Lack local partnerships</li> </ul>

Career TEAM, LLC proposes a Title I Youth Server Provider Budget of \$475,000.

## Dyersburg State College

Dyersburg State Community College (DSCC) has been a long-standing partner of the Northwest Tennessee Workforce Board (NWTNWB) and has been the Title I Career Services Provider (CSP) in the American Job Centers (AJC) for the past 37 years. Currently, DSCC holds the Title I Youth contracts

The mission of the Workforce Services Division of DSCC is to provide employment and training opportunities in high-demand sectors to improve educational attainment levels, wages, and employability of job seekers in Northwest Tennessee so they can meet the skill requirements and hiring demands of the local businesses and industries. It was evident throughout the proposal that DSCC's mission aligns with the goals set forth by the NWTNWB, the Workforce Innovation and Opportunity Act (WIOA), services provided in the AJC, and the state performance standards of credential attainment, employment, and earnings

DSCC did not include a detailed "written" budget narrative as required by the RFP. Additionally, the plan consists of one (1) Youth Career Advisor and two (2) Youth Employment Specialists to be 100% dedicated to providing Youth Services. The Executive Director, the Director of Career Services, Financial Coordinator, and six (6) Career Advisors, will dedicate a portion of their time to administering Youth program services. As the incumbent provider, Dyersburg is also recommending that, at a minimum, Crockett and Lake County Specialized Centers move to Access Points to allow more time for outreach opportunities

The plan includes one (1) Youth Career Advisor and two (2) Youth Employment Specialists to be 100% dedicated to providing Youth Services. In addition, the Executive Director, the Director of Career Services, Financial Coordinator, and six (6) Career Advisors will dedicate a portion of their time to administering Youth program services.

Executive Director	\$ 74,300.00
Director of Career Services	\$ 55,800.00
Financial Coordinator	\$ 50,700.00
Career Advisor	\$ 41,378.04
Career Advisor	\$ 41,972.04
Career Advisor	\$ 41,900.00
Career Advisor	\$ 41,900.00
Career Advisor	\$ 41,900.00
Youth Career Advisor	\$ 34,274.04
Career Advisor	\$ 41,900.00
Employment Specialist- temporary part-time (\$12 per hour @ 28 hours)	\$ 17,472.00
Employment Specialist II- temporary part-time (\$15 per hour)	\$ 21,840.00
Employment Specialist- temporary part-time (\$12 per hour @ 15 hours)	\$ 9,360.00
Employment Specialist III- temporary full-time \$15 per hour with benefits	\$ 29,250.00
Hire	\$ 21,840.00
Hire	\$ 17,472.00
Hire	\$ 17,472.00
	<b>\$ 600,730.12</b>

Figure 6: DCC's Proposed Positions and Wage



All positions mentioned appeared to provide adequate Title I coverage in the AICs, while allowing staff to deliver outreach services in the community. As the incumbent provider, Dyersburg also recommends that, at a minimum, Crockett and Lake County Specialized Centers move to Access Points to allow more time for outreach opportunities.

DSCC exhibited throughout their proposal to leverage new and existing relationships that lead to meeting and exceeding the local workforce development board's performance metrics. In addition, DSCC has experience managing and administering WIOA programs and federal grants.

Based on the written proposal, the TPMA evaluation team determined the following strength and challenges:

Strengths	Challenges
<ul style="list-style-type: none"> <li>• All performance standards were met and/or exceeded</li> <li>• Responsive and dedicated local and management staff.</li> <li>• Very knowledgeable of federal and state requirements and policies.</li> <li>• Established relationships within the community served by the local workforce development board</li> <li>• Reference their relationship with the Board as a positive relationship, with open communication.</li> <li>• Appears to understand the local partnerships and challenges</li> </ul>	<ul style="list-style-type: none"> <li>• No detailed written budget narrative.</li> <li>• Some responses lacked detail, specifically in the Financial &amp; Fiscal Capabilities &amp; Budget Section of the proposal</li> </ul>

Dyersburg proposes a Title I Youth Server Provider Budget of \$473,425.87.

## Recommendation for WIOA Title I Youth Services Provider

TPMA scored DSCC as the highest for the WIOA Title I Youth Service Provider. Due to the scope of work and established partnerships, TPMA recommends DSCC for the WIOA Title I Youth Service Provider contract with the NWTNWB. Additionally, given the close scores, TPMA encourages NWTNWB to conduct an interview with DSCC and Equus Workforce Solutions as the second-place bidder if the NWTNWB thinks that is necessary. The interviews should focus on staffing plans, including budgets and specifics on service delivery and partnerships.



## West Tennessee Regional Plan Modification Program Years 2022 – 2024

The Local Workforce Development Areas of West Tennessee, **Southwest** serving Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Madison, McNairy, **Northwest** serving Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Obion, Weakley, and **Greater Memphis** serving Lauderdale, Tipton, Fayette, and Shelby Counties have prepared a Regional Plan for the 2022-2024 program years.

### The West TN Regional Plan is **OPEN FOR PUBLIC COMMENT MARCH 8-22, 2022**

and will be available at any American Job Center or online at [www.NWTNjobs.org](http://www.NWTNjobs.org) during this time. Submit comments or questions in writing to Jennifer Bane at 208 N. Mill Ave. Dyersburg, TN 38024.

A Public Listening Session has been scheduled for  
**MARCH 17, 2022 AT 5:30 PM**  
Zoom Meeting ID: 830 4496 7260, Passcode: 410867

All meetings are open to the public. For additional information on joining the meeting, contact Jennifer Bane at [jbane@nwtntworks.org](mailto:jbane@nwtntworks.org) or 731-286-3585.

*This project is funded under an agreement with the TN Dept. of Labor & Workforce Development.  
EOE. Auxiliary aids/services available upon request. TDD# 711.*



### Contents

<b>Economic and Workforce Analysis .....</b>	<b>2</b>
<b>Strategies for Service Integration .....</b>	<b>6</b>
<b>Vision, Goals, and Implementation Strategies .....</b>	<b>12</b>
<b>Attachment for Vision, Goals, and Implementation Strategies.....</b>	<b>16</b>



## Economic and Workforce Analysis

Utilizing regional data provided by the Workforce Insight Research and Reporting Engine Unit (WIR2ED) and comparing to information included in your current plans, share detail for the following:

**1. How is the region changing in terms of demographics, labor supply, and occupational demand?**

Per the Tennessee Economy 2020-2021 Reference Guide, the West TN region, consisting of the Northwest (NW), Southwest (SW), and Greater Memphis (GM) Local Workforce Development areas (LWDAs), saw the following changes between 2019 and 2020:

### Demographics

The population in the West Region in 2020 was estimated at 1,569,363, a decrease of 0.04% over 2019. This is a slightly slower rate of decline than the previous year's decline of 0.12%. Only the SW area increased in population with an addition of an estimated 469 people, while the GM area lost an estimated 431 and the NW area an estimated 720 people. Females were 52% of the population in the West Region during 2020.

The lowest rate of higher educational attainment (attainment of some college or more for those 25 years of age or older) was in the NW, with a rate of 42.3% compared to the West Region's rate of 54% and the State's rate of 55.4%. Poverty rates decreased slightly in the West Region from 19.9% in 2018 to 18.8% in 2019. The NW had the highest poverty rate at 19%, just slightly above the West Region and 3.8% above the State's poverty rate of 15.2%. The GM area had a poverty rate of 18.8% and SW had a poverty rate of 18.5%.

### Labor Supply

The labor force decreased over the year by 0.7%, which was 0.5% less than the amount the state decreased. The labor force participation rate in the West Region was 60.5%, just 0.9% lower than the State's rate of 61.4%. The GM area had the highest labor force participation rate at 63.8%, while NW had the lowest at 53.6%. Average unemployment rates increased in all three areas in the West Region, for a regional average of 8.8%, above the State's rate of 7.5%. The West Region also saw a 14.8% unemployment rate for youth ages 16 to 24, compared to the state rate of 11.1%, with SW having the highest rate at 18.5%, GM at 14.4%, and NW at 12.7%.

The percent of the unemployed with a disability in the West Region was 14.1%, 2.6% points higher than the State's percent of the unemployed with a disability of 11.5%. The GM area had the highest percentage of those unemployed with a disability at 15% while NW had the lowest percentage at 11.9%. The percent of those not in the labor force with a disability was 33.2%, slightly lower than the State's 33.7%. The NW had the highest percent of those not in the labor force with a disability at 42.6%, while the GM area had the lowest at 30%.

### Occupational Demand

Total employment in the West Region, excluding agriculture and the self-employed, decreased from 695,438 to 656,438, a decrease of 5.4% or nearly 39,000 jobs. This rate of job growth was like that of the state. Only two counties in the region increased in employment from 2019 to 2020, fewer counties than the previous year. The average number of establishments increased to 33,930 over the year and payroll increased by 2.4% to \$38 billion. The average annual industry wage in the region, calculated by dividing the total payroll by the average number of workers, increased by 2% in 2020 to \$46,554, about \$1,000 more than the state average. The median occupational wage increased by 2.7% to \$37,128, just below the state median.

The transportation and material moving occupational group was the largest in the West Region in May 2020, according to the annual Occupational Employment Survey, which provides data on all industries except agriculture, the self-employed, and a few not covered by Tennessee's unemployment insurance system. Employment was 14.8% of total employment in the region, above the state's rate of 11.4%, and exceeded 100,000 workers, with average entry level wages about at the level of all occupations in the Region (\$22,937). Salaries of experienced workers in the group averaged \$45,157. Other major occupational groups employees with greater than five percent of employment in the Region included:

- Office and Administrative Support workers- 94,260 (13.7%)
- Sales and Related workers- 58,860 (8.6%)
- Food Preparation and Serving workers- 53,610 (7.8%)
- Production workers -56,270 (8.2%)

- Healthcare Practitioners and Technical workers -49,870 (7.3%)
- Management workers-40,480 (5.9%)
- Education, Training, and Library workers– 36,100 (5.2%)

Compared to state occupational employment, the West Region has smaller percentages of food preparation and serving, and sales and related employees, and a slightly smaller proportion of production employees (8.6% vs. 8.7%). For most occupational groups listed above, the West Region median salaries are lower with a few exceptions such as the computer and mathematical occupations. Business and financial occupations and healthcare support pay more in the West compared to the State median wages.

## 2. What sectors/industries/occupations/skills are in demand and targets of opportunity?

### In-Demand Sectors

Per the Tennessee Economy 2020-2021 Reference Guide, from 2018 to 2028, a total of 949,460 jobs are forecast to be created – 43,400 new jobs and 906,060 from exits and transfers out of occupations. The five largest sectors/industries by projected 2028 employment are:

- Education and Health Services (186,250)
- Trade, Transportation, and Utilities (169,930)
- Professional and Business Services (119,110)
- Leisure and Hospitality (71,250)
- Manufacturing (70,560)

### In-Demand Industries

Per the Tennessee Economy 2020-2021 Reference Guide, the below table indicates the top industries for the three largest sectors listed above:

<b>Education and Health Services</b>	<b>Trade, Transportation, and Utilities</b>	<b>Professional and Business Services</b>
Educational Services	Couriers and Messengers	Employment Services
Hospitals	Merchant Wholesalers, Durable Goods	Architecture, Engineering, and Related Services
Ambulatory Health Care Services	Truck Transportation	Investigation and Security Services
Nursing and Residential Care Facilities	Warehousing and Storage	Management, Scientific, and Technical Consulting Services
Social Assistance	Building Material and Garden Equipment and Supplies Dealers	Advertising, Public Relations, and Related Services
	Support Activities for Transportation	Computer Systems Design and Related Services
	Transit and Ground Passenger Transportation	Office Administrative Services
	Wholesale Electronic Markets and Agents and Brokers	Accounting, Tax Preparation, Bookkeeping, and Payroll Services
		Services to Buildings and Dwellings
		Facilities Support Services

Additionally, a recent report by the Tennessee Advanced Energy Business Council identifies industries included in the advanced energy (AE) sector as utilities and construction, manufacturing, information, professional, scientific, and technical services, and other services. The report defines AE activities as “...being directly involved with researching, developing, producing, manufacturing, distributing, selling, or implementing components, goods, or services related to alternative fuels and vehicles; energy efficiency; renewable, nuclear, and natural gas electricity generation; smart grid; and other related technologies.” The below table indicates the largest industries with expected growth for the three largest sectors impacted by AE in the West region:

<b>AE Manufacturing</b>	<b>AE Construction</b>	<b>AE Professional, Scientific, and Technical Services</b>
Medical Equipment and Supplies Manufacturing	Building Equipment Contractors	Management, Scientific, and Technical Consulting Services

Motor Vehicle Parts Manufacturing	Foundation, Structure, and Building Exterior Contractors	Architectural, Engineering, and Related Services
Electrical Equipment Manufacturing	Nonresidential Building Construction	Computer Systems Design and Related Services
Petroleum and Coal Products Manufacturing	Building Finishing Contractors	Other Professional, Scientific, and Technical Services
Other Miscellaneous Manufacturing	Residential Building Construction	Scientific Research and Development Services
Commercial and Service Industry Machinery Manufacturing	Utility System Construction	

### In-Demand Occupations

As listed in Appendix A of the Tennessee Economy 2020-2021 Reference Guide, the below table indicates the top growing middle-skill occupations or those with the most openings for the above largest industries:

Education and Health Services	Trade, Transportation, and Utilities	Professional and Business Services
Registered Nurses	Laborers and Freight Stock, and Material Movers, Hand	This is the most rapidly growing sector in the West Region. The industries employing more than 1,000 workers and expected to grow through 2028 are listed above. Many of these are considered AE industries. Jobs related to those industries are listed below.
Licensed Practical and Vocational Nurses	Heavy and Tractor-Trailer Truck Drivers	
Clinical Laboratory Technologists and Technicians	Packers and Packagers, Hand	
Emergency Medical Technicians and Paramedic	Light Truck or Delivery Services Drivers	
Medical Records and Health Information Technicians	Industrial Truck and Tractor Operators	
Respiratory Therapists	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	

Per the Tennessee Economy 2020-2021 Reference Guide, the table to the right summarizes the number of new jobs projected for the decade ending in 2028 for the most prominent occupations in the AE industries listed above. Furthermore, since the development of the report, Ford announced that the Memphis Regional Megasite will be the location of Blue Oval City, a 3,600-acre mega campus where production of next generation all-electric F-Series trucks will begin in 2025. The project will result directly in the creation of 5,800 new jobs in West Tennessee and is anticipated to generate nearly 30,000 new jobs indirectly to support the site's operations. The West Region will incorporate the identified occupational needs of Blue Oval City into service strategies as they are finalized by the Ford team.

West Region - Most New Jobs in the Advanced Energy Industries	Estimated New Jobs 2018-28
<b>Advanced Energy Manufacturing</b>	
Industrial Engineers	80
First-Line Supervisors of Production and Operating Workers	50
Welders, Cutters, Solderers, and Brazers	30
<b>Advanced Energy - Professional, Scientific, and Technical Services</b>	
Laborers and Freight, Stock, and Material Movers, Hand	350
Customer Service Representatives	150
Computer Systems Analysts	130
Veterinary Assistants and Laboratory Animal Caretakers	120
Civil Engineers	110
Market Research Analysts and Marketing Specialists	100
Architects, Except Landscape and Naval	90
Management Analysts	90
Veterinary Technologists and Technicians	60
Veterinarians	60
<b>Advanced Energy - Utilities and Construction</b>	
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	280
Construction Laborers	130
Sheet Metal Workers	60
Helpers--Electricians	50
Roofers	40
Construction Managers	30

### In-Demand Skills

Per the West Tennessee Workforce Region Report, below are the top 10 in-demand job certifications and tools and technologies, listed in order from greatest to least demand:

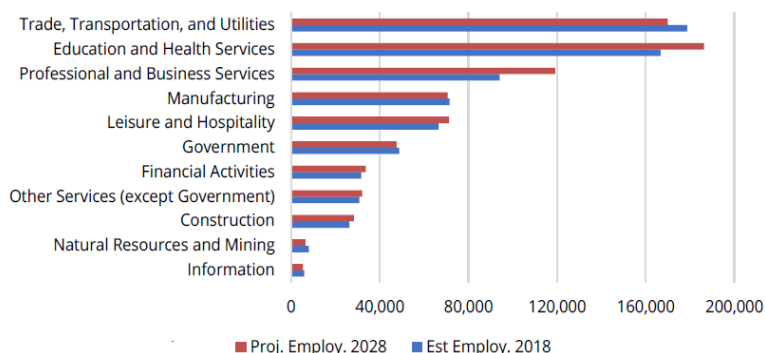
In-Demand Job Certifications	In-Demand Tools & Technologies
AHA CPR & First Aid Certifications	Microsoft Office
Nursing Credentials & Certifications	Forklift
Commercial Driver's License	Cash Register

American Institute of CPAs Certifications	Ladders
National Registry of Emergency Medical Technicians	Microsoft PowerPoint
FINRA Financial Securities Professionals	Personal Protective Equipment
National Board for Respiratory Care	Motor Vehicles
Nephrology Nursing Certification Commission	Microsoft Word
American Red Cross First Aid Certifications	Structured Query Language (SQL)
North American Transportation Management Institute	Cell Phone

Additionally, the report's comparison of educational level of job postings versus candidates shows a high school diploma or equivalent, a bachelor's degree, or no minimum education requirement as the three largest educational requirements. While the percentage of potential candidates is larger than the percentage of job openings requiring a high school diploma or equivalent, the number of job postings requiring a bachelor's degree is larger than the percentage of potential candidates with a bachelor's degree.

**3. Describe the regional sectors/industries/occupations that are priorities, in order of priority, and how these were determined. Explain how the status of growing, maturing, and emerging was factored into the ranking.**

Accounting for a focus on mature and growing sectors, private, rather than public sector employment, and middle-skill jobs with self-sufficient wages, the Regional Planning Council (RPC) and partners have identified the top in-demand sectors, industries, and occupations, in order of priority based on current size and then growth of the sector in the region per the graph to the right as found on page 38 of the



Tennessee Economy 2020-2021 Reference Guide:

Sectors	Industries	Top Occupations (with New Jobs)
Trade, Transportation, and Utilities	Couriers and Messengers Merchant Wholesalers, Durable Goods Truck Transportation Warehousing and Storage Building Material and Garden Equipment and Supplies Dealers Support Activities for Transportation Transit and Ground Passenger Transportation Wholesale Electronic Markets and Agents and Brokers	Laborers and Freight Stock, and Material Movers, Hand (5,780) Industrial Truck and Tractor Operators (1,060) Heavy and Tractor-Trailer Truck Drivers (1,020) Light Truck or Delivery Services Drivers (370) Packers and Packagers, Hand (330) Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products (270)
Education and Health Services	Educational Services Hospitals Ambulatory Health Care Services Nursing and Residential Care Facilities Social Assistance	Registered Nurses (2,439) Licensed Practical and Vocational Nurses (971) Clinical Laboratory Technologists and Technicians (563) Respiratory Therapists (232) Medical Records and Health Information Technicians (148) Emergency Medical Technicians and Paramedic (131)
Professional and Business Services	Management, Scientific, and Technical Consulting Services Architectural, Engineering, and Related Services Computer Systems Design and Related Services Other Professional, Scientific, and Technical Services Scientific Research and Development Services	Laborers and Freight, Stock, and Material Movers, Hand (350) Customer Service Representatives (150) Computer Systems Analysts (130) Veterinary Assistants and Laboratory Animal Caretakers (120) Civil Engineers (110)

		Market Research Analysts and Marketing Specialists (100) Architects, Except Landscape and Naval (90) Management Analysts (90) Veterinary Technologists and Technicians (60)
Manufacturing	Medical Equipment and Supplies Manufacturing Motor Vehicle Parts Manufacturing Electrical Equipment Manufacturing Petroleum and Coal Products Manufacturing Other Miscellaneous Manufacturing Commercial and Service Industry Machinery Manufacturing	Industrial Engineers (80) First-Line Supervisors of Production and Operating Workers (50) Industrial Machinery Mechanics (50) Welders, Cutters, Solderers, and Brazers (30)
Construction	Building Equipment Contractors Foundation, Structure, and Building Exterior Contractors Nonresidential Building Construction Building Finishing Contractors Residential Building Construction Utility System Construction	Heating, Air Conditioning, and Refrigeration Mechanics and Installers (280) Construction Laborers (130) Sheet Metal Workers (60) Helpers—Electricians (50) Roofers (40) Construction Managers (30)

While towards the bottom of the list of largest and growing sectors, due to the projected construction needs of Blue Oval City, and related housing development needs, Construction has been identified as an emerging priority sector.

**a. Explain how the education and skills needs of the workforce and employment needs of the employer, have an impact on growing, maturing, and emerging employers.**

For emerging employers, skills gaps may be seen in that new skills may be needed for new occupations. Existing programs may not be sufficient to meet the new needs and may require the development of new training programs. Growing employers may also have a need for new skills, or they may have a higher demand for skills produced through existing training programs, requiring increased capacity for training. Increasing capacity can go beyond expanding existing training programs to also include the development of registered apprenticeship programs in which employers can “grow their own” skilled workforce. Apprenticeship programs may also be beneficial for mature employers who may be faced with a workforce nearing retirement and a shortage of new workers to fill the anticipated gap. Employers can benefit from an apprenticeship program that utilizes the knowledge, skills, and abilities of existing experienced workers to train new workers. Providing access to labor market information to determine baseline skills and knowledge of in-demand jobs is crucial to determining skill gaps as well as the compatibility index of declining occupations compared to in-demand, growth occupations. Coupling this data with local employers serving in an advisory role capacity, training programs can be customized to ensure providers are covering the gap.

### Strategies for Service Integration

**Utilizing the information provided in the Economic and Workforce Analysis section, describe how the needs will be met through strategic service delivery:**

**1. Describe how supportive services are coordinated within the region. Include how your region is implementing local practices at the regional level for those supportive services based on participant need (whether physical, virtual, or both).**

In order to effectively provide training services that will equip the labor force with in-demand skills, supportive services must be considered. West TN has a diverse labor pool including populations with significant barriers to employment (low income, lack of transportation or childcare, no high school diploma, etc.). Supportive service payments for WIOA enrolled participants help to address these barriers by allowing individuals to participate in training and workforce activities to secure employment. Braiding funds and leveraging resources with multiple regional partner organizations also assists in these efforts. Transportation and other supportive services will be guided by regional policy alignment. The region seeks to adopt a cooperative support services policy to address the individual needs of participants so that they may accomplish their goals. By doing so, participants can

positively contribute to West TN's workforce pipeline and the demands of the region's employers. The RPC will periodically evaluate related local policies and procedures to ensure regional coordination.

### ***Transportation and Other Supportive Services***

West TN recognizes the barriers individuals wishing to pursue training and employment services may face including transportation, childcare, affordable housing, etc. Our network of AJCs offers a wide variety of supportive services to help individuals overcome significant barriers to employment. The region also recognizes these needs are ever changing, as evidenced by the circumstances with COVID-19. With the shift to virtual delivery of education and training, the need for laptops, computers, and internet service is on the rise. Parts of the region have modified their supportive services policy to include allowable funds for a one-time purchase of laptops to help meet this need. The Virtual AJC (VAJC) is also available as a regional tool to alleviate transportation barriers and help with matching the appropriate supportive services based off of the customers' needs. The RPC will continue to be mindful of the needs of customers and discuss appropriate actions that may be taken to better align these supportive services across the region.

### ***Regional Organizations***

Each local area in West TN maintains Memorandums of Understanding (MOUs) with the required AJC partners to define the mutually agreed upon roles and responsibilities of each partner for the operation of the One-Stop Service Delivery system. Examples of AJC partner support services currently offered include:

- Test fee stipends to customers seeking to earn a high school equivalency credential.
- A one-time payment for work-related expenses such as appropriate work attire, uniforms, tools, medical physicals, background checks, drug screens, industry certifications, driver's license fees, or other employment-related needs are available to Work Experience participants.
- Childcare support in the form of a weekly stipend paid to a licensed daycare facility.
- Transportation stipends.

Special attention to transportation support services is needed as this is one of the greatest barriers for many AJC customers. We partner with the local Human Resource Agencies and other community agencies to offer transportation services. Each of the local areas currently have transportation stipends available to eligible participants who attend occupational skills training programs through approved training providers. The RPC will continue to review each local areas supportive services policy for best practices on how we can align toward a regional service strategy. Partnerships for economic relief and supportive services are also being provided through various government and community organizations, including:

- United Way of West TN's 211 Hub of resources (childcare, food, utility assistance, virtual learning, and more)
- Other regional organizations providing childcare and related assistance such as TN Department of Human Services (DHS), Boys & Girls Clubs, and YMCAs
- Goodwill Career Solutions Center
- Non-profit roundtables (as a platform to market workforce activities and create new partnerships to break down barriers across West TN's vulnerable populations).

## **2. Describe the coordination of activities between regional economic development agencies and workforce system service providers.**

Realizing the transformative period ahead with the implementation of the Blue Oval City, West TN strives to increase access to education, training, and employment, particularly for those with significant barriers to employment, align education, workforce, and economic development, improve quality and labor market relevance of workforce investment, education, and economic development efforts, promote the improvement in the structure and delivery of services, increase economic self-sufficiency, meet employer needs, and enhance the productivity and competitiveness of TN. A primary strategy for the American Job Center (AJC) partners to engage employers, is to engage with all other economic and workforce development partners including Chambers of Commerce, TN Department of Economic and Community Development (ECD), regional economic



development districts, training providers, Small Business Development Centers, Regional BST members, etc. Regional ECD partners host quarterly collaboration sessions designed to coordinate services and share information. By including a variety of stakeholders in our employer engagement strategy, we are able to use the combined strengths and resources to meet the needs of our employer community.

**a. Describe the projected employer engagement strategy under the Workforce Innovation and Opportunity Act (WIOA) to better connect business with well trained and qualified applicants.**

The Regional Planning Council's Business Services subcommittee is charged with coordinating employer engagement efforts among WIOA programs and partners across the three local areas to ensure a regional, streamlined, employer engagement strategy focused on the prioritized sectors, industries, and occupations named above. Led by the Deputy Director for the Northwest area, who oversees Business Services in the local area, the Business Services subcommittee meets quarterly and includes each Board's Business Services staff, ECD and chamber partners, Vocational Rehabilitation business services staff, and private sector employer representatives. The goals of the subcommittee are to increase the group's awareness of employer needs in order to meet those needs through services available to employers and regional efforts such as sector-based initiatives, job fairs, and career exploration events. Strategies to meet these goals and connect employers to well-trained and qualified applicants include, but are not limited to:

- i. Maintaining highly qualified, well-trained Business Services staff who are fully equipped to develop and maintain relationships with employers, understand employers' needs and how to meet those needs, and who have a vast knowledge of not only AJC services to employers, but also those available through other partner programs.
- ii. Standardized branding so it is easy for applicants and employers to recognize AJC services.
- iii. Offering a standard minimum menu of services to include On-the-Job Training (OJT) grants, Incumbent Worker Training (IWT) grants as funding is available and / or through the use of Coursera for cost-free training options, apprenticeship support, connection to training providers, job postings and recruitment of applicants, job fairs including virtual through the Premier Virtual platform or blended with in-person and virtual option, providing labor market information, sector strategies, and connection to target populations and related services, such as justice-involved individuals and the Work Opportunity Tax Credit.
- iv. Connecting with the Tennessee Pathways model and RPC's Career Pathways subcommittee to further develop talent pipelines and increase supply of skilled labor for growing occupations and those experiencing high rates of attrition through retirements.
- v. Evaluating provided labor market information to enable employers to make the most informed decisions and extend competitive employment offers to jobseekers. For example, staff will assist with evaluating whether wages are competitive, compatibility of applicants' skills to the skills needed by the employer, anticipated retirements and new entrants to the workforce, and commuting patterns of the workforce.
- vi. Social media outreach promoting job postings from Jobs4TN.gov, job fairs, services, etc. to attract job applicants, but also other employers who desire to utilize this method of free advertising. Live streaming videos for hiring events, including interviewing management or long-time employees about the benefits of the company, have been equally successful.
- vii. Seeking out employer organizations, such as the Society of Human Resource Managers (SHRM), Plant Manager organizations, Main Street Associations, Chambers of Commerce, Small Business Development Centers, etc. to share information about AJC services.
- viii. Making traditional "cold calls" to individual businesses to explain how the AJC can meet the company's workforce needs, and how such services may increase competitiveness of the company.
- ix. Gathering input from private sector partners and Board members to ensure outreach and services are value-added to employers. Board members are targeted for service use and peer sharing and engagement in their industry sector.
- x. Engagement of all partners facilitated by the One-Stop Operators (OSOs) through regular functional team meetings and sharing information regarding new job orders, upcoming job fairs, and on-the-job training opportunities.

**b. How will the region measure the effectiveness of the strategy for all stakeholders, including key performance indicator (KPI) measures?**

As a region, West TN utilizes Jobs4TN data to track the overall progress of most services within an AJC. Entering service data into Jobs4TN will allow the region to track progress towards the federal performance measures for employers, once implemented, for market penetration and repeat customers. Baseline data will be reviewed by the RPC's Business Services subcommittee for consideration of possible regional goals prior to state negotiated goals being implemented. While each area may be assigned a proportionate percentage of the regional goals, it is the responsibility of the region as a whole to monitor progress toward successful achievement and hold each local area accountable for measures. Progress will be presented quarterly to the RPC as a matter of transparency for all partners and to validate data. If a corrective action plan is needed by any area to explain and to submit a strategy for improvement, those plans will also be presented during quarterly meetings. Additionally, performance and self-created and tracked partner dashboards are used to measure the effectiveness of those partners according to the recognized regional measures and, when combined, present an ongoing picture of the workforce ecosystem across the area.

West TN strives to streamline processes for both employer and jobseeker customers and utilizes surveys to measure system satisfaction. These surveys explore the effectiveness of current services and the overall quality of customer experience. Both jobseekers and employers measure the ease of workforce system use and likelihood of utilizing the system in the future. Opportunities for direct feedback, concerns or suggestions are taken back to the RPC for consideration. The RPC's subcommittees also regularly discuss ways to make the experience more unified across the West Region in an attempt to improve the customer experience from local region to local region. Best practices are shared and implemented to ensure high quality service to our customers and to ensure active engagement across the region. It is the long-term goal for the system experience to be seamless between local areas. Common areas of synergy surround the intake process and service to employers who cross multiple areas. It becomes increasingly important to minimize duplication and administrative burden on employers to increase effective utilization of the workforce system, particularly with the development of the Blue Oval City.

**3. What new and existing regional service delivery strategies with workforce system partners will be used or expanded based on a promising return on investment (ROI) for job seekers and employers, including regional education and training needs?**

The West TN region continues to utilize the Regional Business Services subcommittee, as well as local Business Services Teams, to develop and maintain strong partnerships with local and regional businesses as part of its regional service delivery strategy. This includes access to the various employer services available in Jobs4TN, as well as work-based learning programs such as On-the-Job Training (OJT) and Incumbent Worker Training (IWT) to upgrade the skills of new and existing employees. Funding for these employer training programs allows for a successful ROI, as many organizations do not have the training dollars to upskill their employees and are looking for additional support.

To expand on IWT strategies, the region plans to increase usage of the large catalog of course opportunities offered through Coursera for education and training needs. This will allow for a customized approach to include various courses that can be compiled, based on a specific employer's training needs, at no cost. The region believes this will be a beneficial option to offer, especially for our local areas without funds specifically allocated for IWT year-round. Additionally, a new focus on layoff aversion will also offer IWT opportunities throughout the region with goals of job retention, advancement opportunities, and increased wages.

Other strategies that will continue, or be expanded, include:

- Apprenticeships, to include employers with a regional presence
- Regional job fairs (annual), such as the West TN Virtual Regional Job Fair held in September 2021
- Employer forums and other events (bi-annual)
- Building workforce pipelines for new and existing industries, including Blue Oval City

- These include work-based learning pipelines with our youth in partnership with local school systems, reentry pipelines through partnerships with local jails and TN Department of Correction, and individuals with disabilities through partnerships with Vocational Rehabilitation, to name a few.
- Utilization of the Virtual AJC to reach individuals that may not be able to physically visit an AJC
- Engagement with faith-based organizations, to include roundtable events to discuss needs and match with appropriate partner services
- Additions of access points throughout the region to introduce AJC services and increase enrollments to various partner programs
- Designing career pathways for in-demand sectors for both youth and adult populations
- Utilization of the Mobile American Job Centers for job search, resume assistance, and other services delivered remotely, as well as to facilitate hiring events and screening for employers
- Utilization of the three RPC subcommittees to collaborate on regional initiatives, breakdown barriers, streamline service delivery, and ensure a regional team approach

**4. What plans are being made at the regional level to ensure more consistent and efficient service delivery, training opportunities, as well as enhanced performance and reporting structures across the region? These may include administrative and/or programmatic activities that are planned, or currently occurring, to ensure a more robust collaboration between the local areas in the region.**

To ensure more consistent and efficient service delivery, providers and other partners collaborate regularly to provide technical assistance and share best practices. As an example, Southwest's Career Service Provider (CSP) is new to Tennessee and has collaborated with Northwest's CSP on multiple occasions to adopt successful strategies in serving participants and align services to better meet the needs of the West region. When customers cross regions, either by work or home address, it is the long-term goal for the system experience to be seamless between local areas.

To ensure consistent levels of training opportunities across the local areas, quarterly reviews of the Eligible Training Provider List (ETPL) providers are now performed as a joint exercise and discussed at each RPC meeting. This is intended to more closely align the training being received across the region and across providers. The local areas also streamline processes when assisting partners that are accessing services across multiple areas, so they do not experience the artificial barriers of local workforce area lines. Contractual agreements will be established where a company's headquarters is located, and eligibility of a jobseeker customer will be determined where a worker resides.

Several considerations regarding administrative activities have been, and continue to be, explored for regional coordination and collaboration. These include Northwest and Southwest exploring the potential of a partnership for fiscal management, or possibly a business services partnership in which Southwest would contract with Northwest to provide streamlined business services (solutions) to better serve our employer customers. Additional discussion for this will take place over the next six months. Other ideas include grant opportunities, regional planning and projects, and employer trainings.

The Regional Planning Council has enhanced performance and reporting structures by incorporating the presentation of local area dashboards, performance scorecard, and KPI results on each quarterly meeting agenda. This has proven to be beneficial in that it allows the RPC partners to see each local area's progress, as well as struggles, towards goals and share best practices for improvements as a region. Should an area fall behind in obtaining their goals, the RPC may request that the area submit a corrective action plan. The RPC is also still considering the implementation of a regional dashboard to show reporting on a more consistent level, with each area contributing data and the responsibility of compiling the information rotating between each of the areas. In addition, the RPC is also looking more closely at how to monitor and report out on employer activity codes in VOS in a regional effort to support the goal of increasing these activities across the state.

**a. Describe how the Regional Planning Councils (RPCs) are making efforts to ensure regional policy drives alignment with local boards and how Chief Elected Officials support this effort to drive regional performance with outcome-based accountability.**

The Executive Committee of the RPC will continue evaluation of various local area policies and

procedures to ensure regional coordination and enhance regional performance. These will be brought before the subcommittees, as appropriate, for additional recommendations and input, such as the Job Seeker Services subcommittee reviewing local supportive services policies for alignment, the Business Services subcommittee reviewing local work-based training policies, and the Career Pathways subcommittee reviewing opportunities for replication of successful work-based learning initiatives across the region. Furthermore, local boards and Chief Local Elected Officials will support regional performance and outcome-based accountability through:

- Regional goal of sharing best practices to be adopted by each local board
- Development of a regional dashboard to be shared with Chief Elected Officials for comparison and accountability
- Engaging local board chairs, local board members, and local elected officials in the regional planning process including extending meeting invitations to them and including updates on regional efforts in local meetings

**5. Describe your regional strategy to reach individuals in priority populations (recipients of public assistance, low-income individuals, individuals who are basic skills deficient, and veterans). How will you ensure they are included in work-based learning and other innovative practices to improve their employability and viability in a rapidly changing workforce?**

The expansion of access points has been a focus in the Greater Memphis area over the 2020 program year. Using the same model, the entire region is looking to expand the number of access points throughout West Tennessee due to low foot traffic in the AJCs after a slow recovery from Covid. With an increase in access points at libraries, local DHS offices, schools, faith-based organizations, and other locations, AJC staff will have increased flexibility to meet potential clients where they are with the goal of eliminating transportation and access barriers faced by priority populations within the region. The decrease in the number of AJCs to manage will provide the three OSOs more time to strategize collectively with partners for improved service delivery. The Virtual AJC system will be a valuable tool in the access points for connecting individuals with WIOA programs.

West TN will ramp up outreach efforts by distributing marketing materials to community partners and by participating in events focused on priority populations within the region. Because the use of technology has seen a dramatic rise since the pandemic, there will be an increase in social media presence to reach youth, veterans, and other special populations. Business Solutions staff in the region will also play a vital role in the increase of opportunities for special populations. In order to increase training and employment opportunities for justice-involved individuals, there will be increased collaboration with education partners and employers. Business Solutions staff will drive efforts to connect employers to job seeking justice-involved individuals. Business solutions staff will work in tandem with VR Counselors to assist VR clients in obtaining employment.

To improve employability in a rapidly changing workforce environment, the West region is exploring a new idea of conducting a reverse virtual job fair for specific target populations in collaboration with the Job Seeker Services subcommittee and the Business Services subcommittee. Candidates would be those actively pursuing employment such as those participating in AJC job readiness workshops, completing training, and conducting job searches. This would include our Adult Education customers/graduates, justice-involved individuals, veterans, and others. Utilizing the Premier Virtual platform, candidates could build their “booth” to display their resume and other credentials. The Business Services subcommittee would market the event to employers, and employers would log on at their convenience during a specified timeframe to view candidate booths and interact, to include virtual interviews with candidates of their choice.

Coordinated veteran-focused events, reentry programs, youth work-based learning programs, and Manufacturing Day events for high school students and their parents will all continue to be components of the West Region strategy to reach target populations, prepare them for a career, and put them on a successful path forward.

## Vision, Goals, and Implementation Strategies

This section will outline how the LWDB(s) will coordinate the regional workforce, education, and economic development activities with regional activities that are carried out in the local areas. The responses must illustrate that business, education and workforce development stakeholders have provided input and agree with the plan.

**1. Utilizing the State's key objectives (listed in Section I(B) above), define the region's strategic vision to support local economic growth.**

Based upon input from local and regional stakeholders, including business, education, and workforce development stakeholders, the Regional Planning Council (RPC) developed a vision of the workforce boards in West Tennessee. West Tennessee seeks to foster a region where skilled workers contribute to thriving businesses, economic growth, and a high quality of life. To support a healthy regional economy where all West Tennesseans have – or are on a path to – meaningful employment and a family sustaining wage, and where all employers are able to fill jobs in demand, the goals of the West Region are to have:

- Clear connection to current industry/employers,
- Clear pipeline development infrastructure,
- Clear integration with economic development, and
- Outcome visibility- clear data/reporting and predictive analysis.

To achieve the goals listed above, the West TN region will carryout the activities listed in the Attachment for Vision, Goals, and Implementation Strategies. Furthermore, the region will fulfill these goals by achieving the following objectives:

**a. Creating an Integrated Intake System to Efficiently Deliver Services**

- Effective utilization of Jobs4TN across programs with access to the system.
- Encouraging cross agency and combined efforts to ensure a full continuum of services for the people we serve and develop a more customer centric intake and flow that not only incorporates traditional WIOA partners but also the many partners across the system.
- Eliminating duplication and leveraging dollars to provide more opportunities to the existing and emerging workforce through co-enrollment and braiding of resources.
- Co-locating, whenever possible, traditional WIOA/AJC partners as well as other partners like TANF, Section 8/Subsidized Housing, Rental and Utility Assistance Programs, United Way, training providers, and non-profits specializing in specific populations would be available for actual warm handoffs rather than an email or system referral.

**b. Creating a Shared Vision for Supporting Tennesseans with the Greatest Number of Barriers to Enter the Workforce**

- Expanding access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, by focusing services on those with the greatest barriers, including Youth, justice-involved individuals, individuals with disabilities, etc.
- Increasing access points at libraries, local DHS offices, schools, faith-based organizations, and other locations, so that AJC staff will have increased flexibility to meet potential clients where they are with the goal of eliminating transportation and access barriers faced by priority populations within the region.
- Coordinating with Adult Education to provide educational training on-site for companies who agree to hire high school dropouts, thereby opening the door to employment for many workers without a high school diploma, and meeting employer needs.
- Coordinating with Vocational Rehabilitation, TANF, RESEA, SNAP E&T, and Veterans programs to increase co-enrollment, braid resources, and host regional events targeted toward these special populations, such as a designated day to host veteran specific job fairs under the title of "Red, White and You."
- Enhancing career exploration and pathways through regional and annual events such as Manufacturing Day Career Awareness events, the Pathways2Possibilities event for 8<sup>th</sup> graders and high school students, and youth-focused training and employment opportunities.

**c. Creating a Trained Workforce to Meet Current Industry Needs**

- Building employer-led industry sector partnerships focused on better understanding of the skills that employers need and connecting skilled workers to those opportunities.
- Creating career pathways from high school, postsecondary education / training to the workforce.
- Improving access to activities leading to a recognized postsecondary credential through the use of ITAs and supportive services in partnership with other AJC programs such as Vocational Rehabilitation, SNAP Employment & Training or TAA, TN Promise, and TN Reconnect.

**d. Creating New Dashboards to Measure the Effectiveness of the Integrated Workforce Strategy**

- Utilizing the Business Services, Jobseeker Services, and Career Pathways subcommittees to identify specific, measurable, goals to fulfill the strategies identified in the regional plan and achieve the region's strategic vision.
- Developing dashboards for identifying progress towards established goals and reviewing progress at quarterly Regional Planning Council meetings.
- Striving to implement real-time, publicly available dashboards to convey the activities and outcomes of the workforce system in West TN.

**e. Creating a Simple and Effective Engagement Experience for All Candidates**

- Creating a system experience to be seamless between local areas, to the degree possible, through a common intake form, uniform service policies across the region, such as similar transportation and incentives policies.
- Minimizing duplication and administrative burden on employers to increase effective utilization of the workforce system.
- Using surveys to measure system satisfaction.
- Continuing collaboration and sharing of best practices through the RPC's subcommittees.

**2. Describe any regional partnerships, new collaborations, or innovative practices the RPC is considering pursuing.**

As described in the Strategies for Service Integration section above, and in following questions, the West TN region is collaborating on a variety of regional partnerships and innovative practices including:

- Aligning Business Services strategies through a regional subcommittee, coordination with all economic development agencies and workforce partners, consistency of services across the region, sector strategies and career pathways focused on the target sectors, regional events, and regionally aligned outreach strategies.
- Aligning Jobseeker Service strategies through a regional subcommittee, targeted outreach and services to priority populations, regional events, virtual services, increased use of access points, connecting individuals to career pathways, and consistency in training and supportive services across the region.
- Ramping up efforts and services to prepare for the transformational economic development coming through Blue Oval City including collaborating on several projects for outside funding to support the overall economic competitiveness and prosperity of West TN, such as the Opportunity Now! submission for the EDA Good Jobs Challenge and the GROWWTH project through the Tennessee Department of Human Services' TANF Opportunity Act.
- Increasing services through additional access points and the establishment of a formalized kiosk network throughout the region as championed by the Greater Memphis area.

**a. Is your RPC considering a request for statewide funds to support regional initiatives (training, other)? If so, what activities will your region plan to support utilizing statewide funds?**

West TN is in a peculiar position of having low population counts across the region, outside of Shelby County, driving low funding allocation percentages each year; while, at the same time, the region is having to ramp up efforts and services to prepare for the transformational economic development coming through Blue Oval City. As a result of this conflict, the LWDAs of West TN may need to seek additional funding support from the State of Tennessee to ensure we are best addressing this unique period of growth.

One such idea to increase efficiency while increasing services is the establishment of a formalized kiosk network. Championed by Greater Memphis, this kiosk system was designed to meet that region's goal



of increasing equitable access to services in historically underserved communities. However, as the pandemic and recovery has played out, the West TN Grand Division as a whole has recognized the need to provide services in a different way. The dramatic shift to virtual services across the country during the pandemic has highlighted the willingness of the public and providers to engage in these types of service delivery. The kiosk system is the next, more intentional and robust way, to continue this virtual delivery. The goals of the kiosk network are:

- To better serve customers “where they are,”
- Reduce overhead of a brick-and-mortar AJC while still actively providing access to services, and
- Operate more efficiently by allowing a single staff person to service multiple kiosks from a central location.

The Grand Division is also keenly aware that the creation of Blue Oval City will have dramatic impacts on the services we provide and our capacity to do so. While the need is still unknown, the local LWDAs can reasonably foresee a need to request Statewide funding specific to this initiative; whether it be increased Incumbent Worker Training funds to upskill current workers in West TN, career exploration funds to ensure our young people have exposure to the types of careers available through Blue Oval or specialized training funds to increase the skills of special populations of West Tennesseans.

Each LWDA will continue to utilize statewide funding as it becomes available. Currently the region is pursuing Re-entry, Apprenticeship, RESEA, Layoff Aversion and Career Exploration funding opportunities. As the individual LWDAs continue to learn more about what will be needed in the region over the next few years, collectively we will continue to explore ways to align efforts both within the TNDLWD and outside.

**b. Is your RPC considering applying for any other grants that will provide additional resources to be leveraged?**

The landscape of West Tennessee, both literally and figuratively, will be rapidly evolving over the next several years. In an attempt to best respond to these changes and most effectively serve our communities, the Local Workforce Development Boards of West TN have recognized the need for greater collaboration across the Grand Region. To amplify our voice and our joined impact, we realize a need to collectively pursue funding beyond traditional WIOA formula awards to fully meet our community need. The boards of the West Tennessee Grand Division have collaborated on several projects for outside funding to support the overall economic competitiveness and prosperity of West TN. Two such initiatives have been the Opportunity Now! submission for the EDA Good Jobs Challenge and the GROWWTH project through the Tennessee Department of Human Services’ TANF Opportunity Act.

Recognizing the need to more efficiently and effectively move West Tennesseans into economically mobile careers, Opportunity Now! is a collective of the LWDBs in West TN, LWDBs in North Mississippi and Eastern Arkansas, the University of Memphis, University of Mississippi, Le-Moyne Owen College, Lane College and Moore Tech as well as over 50 employer partners to dramatically accelerate the credentialing process for key industry sectors. Needing to meet current shortages as well as prepare for the dramatic increase in opportunity brought on through Blue Oval, Opportunity Now! will stand up accelerated skills training centers in each of the three LWDA of West TN to fast track employer-designed curriculum in Advanced Manufacturing, Logistics Technology and Construction. With the formation of the Mid-South Center for Occupational Innovation, we have formalized an agency/non-profit entity to which all partners can be members and continue engagement. Additional industry sectors, such as Healthcare and Utilities/Telecom, have already approached seeking additional regional sectors for those industries. Mid-South Center for Occupational Innovation will continue to be a regional vehicle for seeking additional funding well beyond the Good Jobs submission.

For the TN DHS TANF Opportunity Act, the West TN LWDAs have partnered with the University of Memphis to re-imagine how low-income Tennesseans are served by both the TANF and WIOA supported systems. The University is leveraging its vast network of researchers, practitioners, and

experts to craft a more user-friendly experience for individuals receiving public assistance. The service interaction point will be in the American Job Center network already established. Together we will braid funding and leverage expertise to ensure our customers are not only dual-enrolled but rather the services are maximized by through both funding mechanisms functioning at a more effective level. It allows us to more robustly serve an individual as a whole person including barriers not typically addressed through WIOA. It also increases the return on investment for the AJCs as a public resource by diversifying the types of services offered and the customers being served.

### **Attachment for Vision, Goals, and Implementation Strategies**

Based upon input from local and regional stakeholders, including business, education, and workforce development stakeholders, the Regional Planning Council (RPC) developed a vision of the workforce boards in West Tennessee. West Tennessee seeks to foster a region where skilled workers contribute to thriving businesses, economic growth, and a high quality of life. To support a healthy regional economy where all West Tennesseans have – or are on a path to – meaningful employment and a family sustaining wage, and where all employers are able to fill jobs in demand, the goals of the West Region are to have:

#### ***Clear Connection to Current Industry/Employers***

The regional strategies to achieve West TN's vision to foster a region where skilled workers contribute to thriving businesses, economic growth, and a high-quality life include three basic concepts. First, with the ever-changing needs of employers, it is necessary to increase the skills and knowledge of West Tennesseans both now and in the future. We must unite workforce development partners around regional sector strategies: These strategies will focus resources on the industries with the highest potential to add jobs and increase prosperity in local areas across our region. These strategies bring together the public and private sectors locally to build on their unique strengths. Now, more than any time before, employers are coming to the system with an urgency and actively engaging to make the systems work most effectively.

The One-Stop Operators (OSOs) in the West TN Region facilitate employer engagement of all partners through an Integrated Business Service Team approach. While the OSOs schedule monthly Business Service meetings to provide a structured environment for sharing information, they also provide notice of employer related information such as new job orders, upcoming job fairs, and on-the-job training opportunities throughout the AJC. While many employers seek out services and are greeted by knowledgeable staff via the phone or in person, many do not. With the multitude of technology options available today, we are reaching many employers through social media and websites, including the TN Department of Labor Employer Service portal.

Business Service staff from the local areas are meeting quarterly and working together to assure that employers throughout the region are familiar with the AJC and its services. BST in Northwest and Southwest write OJTs, IWTs, apprenticeship agreements, job fairs, they provide labor market information, and special projects such as jail programs and sector strategies, including Manufacturing Day events. In Greater Memphis, BST at the Board staff level write IWT and apprenticeship contracts, provide labor market information and support special projects with outside workforce development initiatives. The BST members at the Career Service Provider level write OJT agreements and conduct job fairs as well as reaching out to local employers to help in creation of Jobs4TN postings. The OSOs, as well as all partners on the Business Service Team, seek out employer organizations, such as the Society of Human Resource Managers (SHRM), Plant Manager organizations, Main Street Associations, Chambers of Commerce, Small Business Development Centers, etc. to share information about AJC services. In Greater Memphis, the Greater Memphis Chamber of Commerce is one of the most widely visited resources for employment and employers. The BST locally shares information with local employers directly through the Chamber network of nearly 2500 Memphis MSA businesses. Still, we find that many small businesses, which make up approximately 70% of the employers, are either not aware of our services or are not inclined to seek out our services.

To further promote employer engagement with the AJC, Business Service Representatives armed with information on all partner business services make traditional “cold calls” to individual businesses to explain how the AJC can meet the company's workforce needs. Many small businesses have a very lean management team, sometimes just the Owner/Operator. They do not have a Human Resource “department.” The Business Service Representative can show them many ways to save time and money by utilizing the services of the AJC. This may include registering in Jobs4TN.gov, completing a job order form for them and/or training them how to enter a job order, and showing them how to search for resumes of qualified applicants. They can also offer for the AJC to screen applicants and refer only those who meet employer qualifications. Explaining how hiring an individual with certain barriers through On-the-Job Training can also qualify for a tax credit through the Work Opportunity Tax Credit program can save even small employers thousands of dollars. Sometimes just a simple question, “do you need to train your employees on new

technology?”, can result in determining the need to access Incumbent Worker Training funds. Business Service Representatives can direct the employer to the application and/or assist them with completion, including helping to find training providers.

Another strategy for employers, both large and small, is to provide labor market information to allow them to make informed decisions. With most employers experiencing the effects of lower unemployment rates, labor market information becomes a great tool to provide insight into meeting their skill gap needs. Often an employer will experience high turnover rates, which in turn costs them time and productivity. By providing wage rate information for specific occupations, such as Buyers and Purchasers (see below), employers can determine if they need to make adjustments to combat turnover.

This information is particularly valuable to the small business owner who is often too busy running their business to keep up with employment trends. We also seek out the advice of our private sector Board Members to determine how to best engage their counterparts. Suggestions have included helping companies navigate Jobs4TN.gov, streamlining processes, and having flexible schedules. Finally, a primary strategy for the AJC partners to engage employers, is to engage with all other economic and workforce development partners including Chambers of Commerce, TN Department of Economic and Community Development, regional economic development districts, training providers, Small Business Development Centers, Regional BST members, etc. Regional Economic and Community Development partners host quarterly collaboration sessions designed to coordinate services and share information. As a region we are discussing the feasibility of presentations about AJC services to their respective business organizations. By including a variety of stakeholders in our employer engagement strategy, we are able to use the combined strengths and resources to meet the needs of our employer community.

Importantly in this period of recovery, LWDAs have increasingly stepped into the role of bridge between job seekers and employers to help both groups better understand the current climate. Through partnership with the Greater Memphis Chamber, Greater Memphis LWDA has engaged as expert panelists, guest speakers and industry coaches to walk employers through the current workforce challenges. Greater Memphis has also contracted for a system evaluation with the Council for Adult and Experiential Learning. Through this work, Greater Memphis will host strategic planning sessions for targeted audiences to openly hear what is needed from the public workforce system. Sessions for both small and large employers were hosted in February 2022 with over 85 participating employers. This direct feedback will be synthesized and incorporated into local planning. Greater Memphis heard a clear need to broaden the ability to engage at the Board level and amended by-laws allowing for non-board members to serve on Board Committees which in turn make recommendations to the Workforce Board for approval and adoption.

Through the intensive planning for a Good Jobs Challenge proposal, all West TN LWDAs were able to increase engagement of local employers in the Advanced Manufacturing, Logistics Technology or Constructions space. A formalized non-profit entity, Mid-South Center for Occupational Innovation was created with local boards, educational partners and employers making up a Sector Council for each targeted industry. Different than other sector partnerships, these Sector Councils have the ability to reach across workforce regions and even across State lines for holistic regional solutions. Since the topic was of immediate interest, employers connected to the system and provided dialogue in a more intentional way...creating connections that last well beyond the proposal planning. There is already conversation about how the formalized Sector Councils created for Good Jobs can be replicated for Healthcare. TVA and Memphis, Light, Gas and Water have also expressed interest in a sector around utilities and telecom.

### ***Clear Pipeline Development Infrastructure***

West TN is committed to developing a skilled pipeline of workers to meet the needs of business and industry in order to promote sustainable economic growth and global competitiveness.

- Strong K12 alignment, especially in the CTE space, to maximize the number of young adults able to easily access the public workforce system to prepare for future careers.
- Prioritize equitable career exploration opportunities for all young adults across West TN

- Greater Memphis will establish a community youth service location that also houses a Youth Specialized American Job Center to more directly address the estimated 40,000 Opportunity Youth within that LWDA.
- Prioritizing occupational training based on demonstrated in-demand industries.
  - Greater Memphis is creating an annual list of eligible training programs divided into priority Tiers with those providing the highest return on investment, best outcomes and employment attributes considered to be “Quality Jobs” receiving a larger ITA contribution.
- Identifying multiple system on-ramps that take into account the diverse needs of our communities and ensuring those entry points are assessable and equitable.

The regional strategies to achieve West TN’s vision to foster a region where skilled workers contribute to thriving businesses, economic growth, and a high-quality life include three basic concepts. First, with the ever-changing needs of employers, it is necessary to increase the skills and knowledge of West Tennesseans both now and in the future. We must unite workforce development partners around regional sector strategies: These strategies will focus resources on the industries with the highest potential to add jobs and increase prosperity in local areas across our region. These strategies bring together the public and private sectors locally to build on their unique strengths, such as the Regional Apprenticeship Forum that was held in February. The West region plans to offer similar events in the future, at least on an annual basis.

#### ***Clear Integration with Economic Development***

The mission of the TN Department of Economic and Community Development (ECD) is to develop strategies that help make TN the # 1 location in the Southeast for high quality jobs. To fulfill this mission, ECD has set five long-term objectives and has set all of these goals for 2025:

1. To have the lowest unemployment of the dozen states in the Southeast.
2. To rank among the top 2 states in the Southeast for personal income per capita.
3. To have the highest private capital investment per capita in the Southeast.
4. To eliminate all Tennessee counties that are federally designated as distressed counties. This designation is based on poverty rates, income levels and unemployment rate.
5. To secure predominantly high-quality jobs from expanding or newly locating businesses in Tennessee, defined as 55% of job commitments paying at or above the county median wage where the private investment is made.

West TN has taken a big step toward accomplishing these goals by securing the largest single economic development investment in Tennessee history with the creation of Blue Oval City. Our economic development agencies have received awards across the nation for the momentous deal. Workforce Development has been one of the primary conversations since day 1 and throughout the process—as it is with countless businesses coming to relocate—the local workforce boards are present at the table explaining the system and how we can facilitate a talent pipeline. Our connection to economic development has never been stronger as the leadership of the LWDA’s must now swing in to help make the Blue Oval vision a reality by ensuring a prepared workforce ready to seize the opportunity.

#### ***Outcome Visibility- Clear Data/Reporting and Predictive Analysis***

Each local area’s success in providing the services outlined in the regional plan is measured by Performance Standards developed by the US Department of Labor, which are broken out by the Adult, Dislocated Worker, and Youth funding streams. These standards are negotiated with each state. Tennessee Department of Labor and Workforce then negotiate with each local area across the State. On a local level, the Workforce Development Boards hold contracted providers to the same performance levels. For Adult and Dislocated Worker programs performance levels measure employment rates for individuals in the 2nd and 4th quarter after exiting services as well as median earnings for 2nd quarter after exit. Credential attainment within four quarters after exit for all programs is also measured. To be successful as a region, it is vital that each local area achieve negotiated local performance goals, as well as performance dashboards developed by the TDLWD for pre and post-program outcomes. Additionally, the State of Tennessee has negotiated shared goals for

each grand region in addition to the negotiated local goals called KPIs. Not only are regions being held to individual performance targets, but we must work together to achieve shared targets.

To accomplish our collective goals, the West TN region will ensure open communication regarding best practices that promote regional strategies and alignment that are efficient and effective in delivering workforce services in the West region. West TN's regional goals for not only Title I, but for all AJC partner programs are proportionally divided among Northwest, Southwest and Greater Memphis Local Areas based on the amount of funding each area receives. Since these goals include many partner programs, it is important to involve the RPC to engage and track partner successes. As a collective, the RPC serves as a shared unit for measuring progress and sharing ideas to holistically serve the region's priority populations. As West TN, each local area will report progress toward shared goals no less than quarterly and make needed adjustments to keep on track toward measures through a shared dashboard accessible to all RPC members. The RPC's Executive Committee that is comprised of three Executive Directors and three Regional Directors establishes goals and strategies for the region and monitors the sub-committees for alignment of services in three categories: Business Services, Job Seeker Services, and Career Pathways. The RPC as a body will measure the region's success in serving the people in the region most in need of coordinated services. Should a LWDA begin lagging in the proportionate share of the tracked measures, a corrective action plan will be submitted by the LWDA to the Regional Planning Council at the next scheduled RPC meeting. Each LWDA will be responsible for collecting corrective plan data from individual contracted providers in the local areas.

Business Leaders, through the Greater Memphis Chamber's Chairman Circle, has expressed a desire to see published real-time data related to spending, numbers served and outcomes in a publicly accessible format. Greater Memphis is working now to find an affordable solution to meet the request. Once a workable format can be created, the live dashboard can be replicated throughout the Grand Division.

**The region will fulfill these goals by achieving the following objectives:**

***Create an Integrated Intake System to Efficiently Deliver Services***

Jobs4TN, a Virtual One-Stop system developed by Geographic Solutions, Inc., allows both job seeker and employer customers to remotely access secure, web-based AJC services such as labor market information, unemployment insurance, and mediated labor exchange. The system's ability to integrate seemingly different program designs, such as Title I, WP, TAA, RESEA, SNAP E&T, Unemployment Insurance, and Adult Education programs also maximizes customer service and efficiency as it provides a common intake and case management information system. Jobs4TN is effective in combining the intake process between some AJC programs however does lack the ability to cross many partner programs such as TANF and Vocational Rehabilitation. This often leads to multiple, sometimes conflicting, intake experiences for customers needing assistance.

As the LWDA's continue to partner for opportunities outside traditional formula funding, it becomes necessary to 1.) re-evaluate the effectiveness and usability of current systems and processes and 2.) develop a more customer centric intake and flow that not only incorporates traditional WIOA partners but also the many partners across the system. The need to share customer information, documents, referrals, case notes and tracking outside of the closed Jobs4TN tool is increasingly important when trying to design a truly integrated system of triage, assessment and service to all customers.

WIOA places a strong emphasis on planning and implementation across multiple partner programs to ensure alignment in service delivery. Co-enrollment is consistently supported by the State Plan and one way to better integrate services. As a planning region, West Tennessee strongly encourages the utilization of co-enrollment as a strategy to further leverage resources for maximum benefit to a participant. Furthermore, strategic co-enrollment can increase program and participant success, maximize resources, enable greater efficiencies in service delivery, and align services with regional sector pathways. By braiding resources and realigning program service delivery models, we can redefine participant flow and facilitate access to comprehensive services. Establishing a common intake model among partner programs would promote co-enrollment models to enhance a more efficient use of system resources on behalf of the participant and ensure a more seamless system for the client.



As the next step toward integrated intake and co-enrollment, Greater Memphis supports the establishment of the Mid-South Opportunity Center. This is the true realization of WIOA's intended one-stop design by physically co-locating not only traditional WIOA/AJC partners but also including all resources a person or business would need in the workforce arena. Partners like TANF, Section 8/Subsidized Housing, Rental and Utility Assistance Programs, United Way, Mid-South Food Bank, and non-profits specializing in specific populations would be available for actual warm handoffs rather than an email or system referral. Training providers, Adult Education and our post-secondary partners will have space on-site to provide direct enrollment, career guidance and in many cases actual training classes. The environment is collaborative and connected for the customer's best outcome. Like a jobseeker, employers often are led on an endless loop of referrals for assistance. The MOC integrates a Business Opportunity Lab to ensure business serving entities are also co-located and co-designing a customized plan for each employer partner which maximizes the offerings of all programs.

***Create a Shared Vision for Supporting Tennesseans with the Greatest Number of Barriers to Enter the Workforce***

As a region, West TN hopes to expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, by focusing services on those with the greatest barriers, including Youth, justice-involved individuals, individuals with disabilities, etc.

As a planning region, we are working with multi-barrier populations such as justice-involved individuals to prepare for employment. Northwest Workforce Development Area has implemented the Re-Entry Advanced Manufacturing Program in six county jails. Southwest and Greater Memphis are exploring the replication of this program as one of the RPC goals toward regional strategies. Greater Memphis and Southwest both have programs targeting the justice involved specifically to provide a second chance to opportunities to inmates, while filling the employers' needs. Southwest partners with TDOC's Day Reporting Center to offer job readiness workshops and educate participants on AJC services. Southwest's Rural Initiative also focuses on justice-involved individuals by providing soft skill training and offering stackable credential training. Through an initiative funded by Hope2Hire, Greater Memphis is able to go into the local jails to provide career planning assistance to individuals within 60 days of release these individuals then have a warm handoff to the AJC for further assistance. Greater Memphis has also formed a special partnership with the Shelby County Office of Reentry to serve those individuals returning to the community with one-on-one guided support through the AJC processes in a safe and familiar space for the customer.

The Mobile AJC staff are meeting at least once per quarter with individuals soon to be released (within 30 days) from prisons in West TN and may meet monthly, if the need warrants. The Mobile AJC staff provide workshops on topics such as resumes and interviewing, and complete partial Jobs4TN.gov paper registrations for each individual soon to be released. The Mobile AJC staff also work directly with the prison coordinator throughout the exit process to ensure each one is registered. Individuals are instructed to bring the full registration form with them to their first appointment at the AJC when they meet with a Career Specialist. Having this groundwork done in advance makes for a better outcome on their first visit for both the participant and the staff and allows staff more time to build the relationship with the participant who is re-entering the workforce. The Mobile AJC also partners with Probation and Parole, and other partners in the regional workforce system, to host events on-site to serve their clients with the full AJC Menu of Services. In Greater Memphis, the LWDB has entered into an MOU with the Department of Corrections to establish the first specialized AJC in the TN Corrections system. Covid-19 has delayed the opening of the center several times but official launch is set in Spring 2022. In the AJC, inmates will have access to traditional services once they have reached 90-120 of release. With the setup being conducive to work release the intent is to connect inmates with career opportunities while still incarcerated and continue that employment post-release. Once established within the Mark Luttrell Center, similar AJC locations will be created in Henning, TN prisons.

The three local areas have agreed to a streamlined process to assure companies accessing services with multiple locations throughout the region do not experience the artificial barriers of local workforce development lines. Contractual agreements are established by the local workforce area where the corporate headquarters is located, and eligibility performed by the local area where the jobseeker resides. Necessary reimbursements between local areas are

handled through a “back office” process. Likewise, potential workers have access to Title I Individual Training Accounts (ITAs) or other State funding opportunities, such as TN Promise and TN Reconnect without regard to boundaries when selecting a training program/provider to gain the necessary skills and knowledge to meet employer needs. Adult Education provides foundational education skills, including HiSet preparation throughout the region. Utilizing one of the West TN Mobile AJCs for examinations provides opportunities for educational services beyond the “brick and mortar” of the AJCs.

LWDAs sponsor events like Manufacturing Day Career Awareness events with high schools, have initiated manufacturing career pathways in local high schools (utilizing LEAP grants), and hosted larger scale career exploration events through youth demonstration grant funding for high school youth. In March 2020, the Pathways2Prosperity event exposed over 2500 students to careers across West TN. Another P2P event is planned for March 2022. For opportunity or OSY young adults, incentives are offered to promote the attainment of specific milestones toward success. Earning high school equivalency and occupational credentials are steps designed to enhance the experience for young WIOA participants. A YouthBuild program is also available in the Greater Memphis area to provide participants with academic or construction training, work experience, and leadership development. In the Northwest area, in partnership with Amteck, an electrical pre-apprenticeship program is in place to provide participants academic and technical training and paid work experience, while also providing the opportunity to be hired by Amteck and selected for the Registered Apprenticeship program. The region is also considering implementation of the Manufacturing Career Internship Program (MCIP), as described in the National Skills Coalition’s Promising Practices in Work-Based Learning for Youth publication. The 4-week, boot camp session includes soft-skill and job preparation training, touring 12-14 manufacturing worksites, earning OSHA-10 and Forklift certifications and exposure to shop math. After the 4-week boot camp, each youth enters an 8-week paid internship with an employer to gain further knowledge and skills of a particular industry and occupation. Greater Memphis will also establish a community youth service location that houses a Youth Specialized American Job Center to more directly address the estimated 40,000 Opportunity Youth within that LWDA.

A recent initiative of Adult Education is to provide educational training on-site for companies who agree to hire high school dropouts. This opens the door to employment for many workers without a high school diploma and provides an opportunity to meet employer needs. The TN Department of Labor and Workforce Development Title III programs offer educational/training support for dislocated workers through RESEA and Trade Adjustment Assistance (TAA), when applicable. Trade petitions are based on the location of the company, allowing job seekers to cross local area and even regional boundaries for services.

Vocational Rehabilitation’s and Greater Memphis area’s Ticket to Work Programs strive to provide re-employment services to individuals with disabilities to facilitate a successful transition into the workplace. These entities develop an Individualized Employment Plan for each individuals with identified disability needs to access necessary skills for success in competitive integrated employment. The Disabled Veterans Outreach Program is also available in all three areas to provide services to disabled veterans. In addition to the already inclusive features of Jobs4TN and other AJC services, the RPC also intends to explore developing a job board or club targeting positions welcoming of individuals with disabilities in order to enhance services to this population. This webpage would serve to more efficiently streamline the search for jobs through Jobs4TN for a population needing a more focused job search capability.

TANF uses a Two-Generation Approach with intentional focus on the success of the children and adults simultaneously, including emphasis on education and training. SNAP provides similar employment support through a network of contracted third-party providers. In addition to TANF, Youth, and RESEA programs being offered through the AJCs, the Supplemental Nutrition and Assistance Employment and Training (SNAP E&T), a partnership between the Department of Human Services and TDLWD, allows eligible SNAP recipients to receive job readiness services such as job search assistance, training or educational placement assistance and scholarships, high school equivalency test fees, and books and transportation assistance for Adult Education classes. These funds offset the need for ITA funds to be applied towards tuition and fee costs, allowing ITAs to cover other costs such as books, supplies, tool, uniforms, and

transportation stipends. Aligning services such as SNAP E&T and ITAs allows customers to receive all the help they need, but also provides a way for LWDA's to maximize the funds available and to serve more customers.

To enhance the workforce of West TN, regional initiatives and strategies must focus on special populations in order to bring more individuals into the workforce with the skills needed by employers. The Regional Planning Council is considering regional job fairs specifically targeted toward special population groups such as individuals with disabilities, youth, and persons with a justice involved background. A best practice nationally is a designated day to host veteran specific job fairs under the title of "Red, White and You". Sharing the same day and naming allows for shared marketing across the West TN region.

### ***Create a Trained Workforce to Meet Current Industry Needs***

West TN improves access to activities leading to a recognized postsecondary credential through the use of ITAs and supportive services in partnership with other AJC programs such as Vocational Rehabilitation, SNAP Employment & Training or TAA, TN Promise, and TN Reconnect. The region creates a trained workforce to meet current industry needs through On-the-Job Training, Incumbent Worker Training, Apprenticeships and Pre-Apprenticeships, career pathways development, and Occupational Skills Training. For ISY and OSY young adults, priority is given to work experiences in industries considered high demand for the West Region. Events like Pathways2Possibilities exhibit an array of in-demand career fields such as Healthcare, Manufacturing and Transportation and Logistics through hands on exposure to career possibilities throughout the West TN region. For adults, strategic partnerships with employers within high demand industries are sought to best understand the hiring needs of these employers in the attempt to best prepare individuals to meet those expectations. ETPL training providers must focus on training for the most practical and necessary skill sets needed to obtain meaningful jobs in these industries. LWDA's are responsible for monitoring of regional training providers to ensure training is most relevant to real world employment. As funding allows, Incumbent Worker dollars are used to support the upskilling of workers within high demand fields. OJT opportunities for individuals entering a high demand local industry are encouraged and actively sought out to help fill the talent gap for these employers. As a region West TN is exploring regional apprenticeship and pre-apprenticeship programs to target industries across the region since the most in-demand fields are shared between all LWDA's. This regional view of apprenticeships helps to reduce the administrative burden and overlap for employers and partners with one LWDA acting as the lead but with shared support from each LWDA.

### ***Create New Dashboards to Measure the Effectiveness of the Integrated Workforce Strategy***

As a region, West TN utilizes Jobs4TN data to track the overall progress of most services within an AJC. Performance and self-created and tracked partner dashboards are used to measure the effectiveness of those partners according to the recognized regional measures and, when combined, present an ongoing picture of the workforce ecosystem across the area. The implementation of shared goals for the grand region drives the need for a centralized space to view progress toward federal performance measures and regional key performance indicator (KPI) goals negotiated with the State of TN, as well as any other priorities identified by the RPC. The hope is to create a shared dashboard updated monthly as a checkpoint of progress to regional success and intervention of areas of weakness. While each LWDA is assigned a proportionate percentage of the State negotiated regional goals, it becomes the responsibility of the region as a whole to monitor progress toward successful achievement and hold each region accountable for measures. A rollup of monthly spreadsheets will be presented quarterly to the RPC as a matter of transparency for all partners and to validate data. If a corrective action plan is needed by any LWDA to explain and to submit a strategy for improvement, those plans will also be presented as part of the ongoing dashboard. If a Regional OSO is procured, a shared dashboard would be the responsibility of the Regional OSO.

### ***Create a Simple and Effective Engagement Experience for All Candidates***

When customers cross regions, either by work or home address, it is the long-term goal for the system experience to be seamless between LWDA's. A common intake form and uniform support service policies across the West TN region have been explored and discussed with obvious challenges to implementation. The RPC will continue to work through these particular areas of cooperation to get closer to a more unified regional experience. To the degree possible, replication of

service policies occurs across LWDAs, such as similar transportation and incentives policies. Common areas of synergy surround the intake process and service to employers who cross multiple LWDAs. It becomes increasingly important to minimize duplication and administrative burden on employers to increase effective utilization of the workforce system. West TN strives to streamline processes for employer and jobseeker customers and will use surveys to measure system satisfaction. These surveys will explore the effectiveness of current WIOA services and the overall quality of customer experience. Both jobseekers and employers will measure the ease of workforce system use and likelihood of utilizing the system in the future. Opportunities for direct feedback, concerns or suggestions will be taken back to the RPC for consideration. RPC's sub-committees also regularly discuss ways to make the experience more unified across the West Region in an attempt to improve the customer experience from local region to local region. Best practices are shared and implemented to ensure high quality service to our customers and to ensure active engagement across the region.

# Program Year 2022 - 2024 Local Plan for the Northwest Workforce Development Area

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



The Northwest (NW) Local Workforce Development Area serving Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Obion, and Weakley Counties has prepared a Local Strategic Plan for the 2022-2024 program years.

**THE NORTHWEST LOCAL PLAN IS OPEN FOR PUBLIC COMMENT APRIL 5-19, 2022**

and will be available at any American Job Center or online at [www.NWTNjobs.org](http://www.NWTNjobs.org) during this time.  
Submit comments or questions in writing to Jennifer Bane at 208 N. Mill Ave. Dyersburg, TN 38024.

A Public Listening Session has been scheduled for  
**APRIL 12, 2022 AT 5:30 PM**  
Zoom Meeting ID: 854 9821 3588  
Passcode: 676653

All meetings are open to the public. For additional information on joining the meeting, contact Jennifer Bane at [jbane@nwtntworks.org](mailto:jbane@nwtntworks.org) or 731-286-3585.

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## Contents

Operating Systems and Strategies .....	2
Performance Goals and Evaluation.....	16
Technical Requirements, Assurances, and Evaluation.....	25

## Operating Systems and Strategies

### **1a). Provide information regarding service strategies implemented both in the physical American Job Centers (AJCs,) as well as virtually, to include a description of:**

Employees physically located in an AJC are organized by functional unit and functionally supervised by the One Stop Operator (OSO) to ensure seamless service delivery to workforce system customers. As listed in the MOU, methods for coordinated service delivery between the operator and partners include a single customer flow model based on customer need, to refer customers using agreed upon referral methods, to share customer data and information to facilitate co-enrollment, and to participate in joint planning of the MOU and plan.

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

### **1b). How the one-stop system is implementing and transitioning to more integrated, technology-focused operations to improve outreach to job seekers and employers, provide intake, and enhance case management for programs carried out under all partners included in the workforce.**

The management information system used to case manage participants for the programs listed below is Jobs4TN.gov:

- Title I: Adult, Dislocated Worker, Youth
- Title II: Adult Education and Family Literacy
- Title III: Employment Programs under Wagner-Peyser
- Unemployment Insurance (UI)
- Trade Readjustment Assistance (TRA)
- Trade Adjustment Assistance (TAA)
- Migrant and Seasonal Farmworkers
- Job Counseling, Training, Placement Services for Veterans
- SNAP Employment & Training (E&T) Services
- Community Services Block Grant (CSBG)
- Senior Community Services Employment Program (SCSEP)
- Office of Re-Entry

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



In addition, the above partners, as parties to the MOU, agree to work cooperatively to share data, to the extent necessary and as permitted or required by applicable statutes or regulations. Methods of referrals also strive towards a coordinated and integrated approach to common intake procedures, career services, business services, and data sharing among partners. Referrals are made by all partners based on the initial evaluation of each individual's service needs using methods such as written, electronic, or phone referrals. The OSO periodically selects a sample of common intake forms to ensure customers are referred to the appropriate partner or program based on their individual need.

Communication and access to meetings with partner programs throughout the area has improved through the introduction of Zoom. All partner staff meet virtually through Zoom monthly for a Functional Teams Meeting and then partner leads met again for the monthly Core Partners Meetings. The virtual option allows all partners the ability to attend reducing travel costs and serves as a more efficient use of time and resources. Meeting attendance has improved, and more staff attend rather than a representative. This has resulted in increased knowledge across all partner programs with more staff participating in monthly meetings.

The Zoom Webinar feature has enabled us to enhance outreach to jobseekers and employers by offering pre-recorded webinars and micro-videos involving partner program staff. Although the videos are directed to jobseekers and employers to share services and information, the pre-recorded videos are also beneficial for educating new staff regarding services available through all partners. The Premier Virtual Job Fair platform continues to be utilized by all partner programs and for new and innovative strategies. In addition to job fairs and resource fairs where all partner programs either have a booth or refer clients for employment opportunities, employers are utilizing the platform for interviewing in individualized events and youth programming such as mock interviewing is channeled through the virtual platform.

**1c). Provide a description of the initiatives the LWDB (including all partners) are implementing to ensure accessibility to programmatic services.**

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

The NW area outreaches to populations with barriers to seeking services such as the justice involved, individuals with disabilities, and youth in foster care or with juvenile justice involvement. The NW area continues to offer the RAMP (Re-entry Advanced Manufacturing Program) inside the local county correctional complexes enabling incarcerated individual access to MSSC's Certified Production Technician (CPT) curriculum and testing provided by a partnership with the Tennessee College of Applied Technology and Dyersburg State Community College. Many of these men transition to On-the-Job Training once eligible for the Work Release Program and those employed with Alliance Staffing Group may enroll in the newly USDOL registered Production Technician Apprenticeship designed to benefit the justice involved individuals moving from the county jail into a men's transitional home. Title III also has Second Chance Advisors that focus on assisting justice-involved individuals in overcoming barriers and gaining suitable employment.

The NW area also applied for and was awarded funds to coordinate career exploration events in partnership with local postsecondary training providers and area high schools. To promote careers in the healthcare industry, and inform students of training programs available leading into healthcare careers, the NWTNWB is partnering with training providers including Dyersburg State Community College (DSCC), the Tennessee College of Applied Technology (TCAT), and the University of TN at Martin to discuss the programs offered by their institutions. Initially, the proposal called for in-person tours, which transitioned to virtual events with the onset of the pandemic. The revised plan called for a two-part panel discussion (1) postsecondary training providers and (2) healthcare employers. The Business Services Team

rallied the training providers into a recorded panel discussion via Zoom Webinar, complete with a healthcare moderator, where the training institutions shared their available programming, enrollment requirements, and details about their laboratories and clinical experiences offered. The educator panel was followed by a collection of healthcare employers representing various sectors, from home health, to primary care, to hospitals and emergent care, to senior and rehabilitation, who also gathered through Zoom Webinar to share their need for healthcare employees, requirements from employment, and why local students should consider a career in rural healthcare. Lake County, Obion County Central, and Dyer County High School Career Technical Education Instructors engaged their students with the pre-recorded webinars. The training providers and employers also provided information and promotional materials for all the high school students participating in the virtual events. The informational bags were distributed to students on the day of their virtual healthcare career exploration event. The events support the efforts of the CNA to BSN (C2B): A Prescription for Nursing Shortages for Rural West Tennessee initiative, funded through the GIVE grant received by DSCC. The initiative supports the healthcare career pathway by expanding access to Certified Nursing Assistant (CNA) courses offered by DSCC in several local high schools, an evening Licensed Practical Nursing (LPN) course through TCAT Ripley, an evening Registered Nursing (RN) course through DSCC, and a Bachelor of Science in Nursing (BSN) program through the University of TN at Martin. The exploration events are continuing with onsite Mock It Till You Rock It events for healthcare career oriented senior students and Emergency Medical Technician and Paramedic exploration through the DSCC Ambulance Simulator.

With exceptionally high unemployment rates for youth aged jobseekers in northwest Tennessee, great attention is given to the Youth Work Experience program and youth accessing the program. Staff visit the area high school to distribute information about work experience opportunities and postsecondary training. Additionally, staff go out into the community and meet the youth where they are to share information about Work Experience. Visits to grocery stores, convenience stores, and community housing enables staff to connect with youth and inform them about local opportunities and careers available in the rural area. Supportive services wrap around and reduce barriers for participation by providing youth with travel stipends, uniforms, and tools necessary for them to participate in work experience in a successful, meaningful way.

**1d). How will technology continue to improve the connection to partners across the workforce system? Include the advances made during, as well as those to continue post-COVID.**

The pandemic brought challenges of continuing services historically provided in person. Although strides had been made in offering virtual options, the onset of the pandemic made virtual services a top priority. The NW Area has focused on connecting with jobseekers and employers via social media. Job Orders are shared via social media as well as promotional information related to hiring events, open houses, career fairs, apprentice recruitment, apprenticeship development, on-the-job training, incumbent work training, work experience, post-secondary education, etc., affording employers a new audience of jobseekers and jobseekers with a plethora of career opportunities. All partners are also participating in a micro-video session to share a short overview of services. These video links will be shared with new UI claimants, Reemployment Services and Eligibility Assessments (RESEA) participants, on our website, and through social media channels as additional outreach to share service offerings in a virtual format. The use of the Virtual AJC has also been promoted to customers seeking virtual services.

The Business Services Team also created a new quarterly webinar series targeted to the employer community named Virtually Speaking. Topics with expert panelists have ranged from apprenticeship, to utilizing labor market information, to recruitment and retention trends and strategies. The Premier Virtual Job Fair Platform offers employers the opportunity to host a virtual job fair or a blended approach, interviewing online and in-person. The platform has been well received and utilized throughout the rural area. Coursera is also being offered to employers as a virtual, free tool for upgrading the skills of their existing workforce.

Career Exploration and sector strategies have also transitioned to virtual formats. Manufacturing Day (MFG Day) activities shifted from typical in-plant tours to recorded panel discussions and micro-videos. Healthcare tours also transitioned to recorded panel discussions and informational packets. Virtual career exploration platform [www.virtualjobshadow.com](http://www.virtualjobshadow.com) accounts have been shared with all the area high schools so students are still afforded job shadowing and career exploration opportunities in a socially distanced environment where outside of school job shadowing isn't currently available. Oculus virtual reality job shadowing goggles have recently been deployed in Rural,

Lake County to provide TRANSFR Virtual Reality career exploration opportunities in a very industry-limited geographic area.

In addition to sharing services virtually and shifting events to virtual formats, the NW Area is continuing to evaluate technical aspects of securing signatures and uploading documents, and looking for avenues to provide complete access to services for our most rural communities. Early in the pandemic, NW staff utilizing Jobs4TN began encouraging jobseekers to upload documents into Jobs4TN allowing secure, timely, remote document transmittal. Additionally, DocuSign, allowing for easy electronic signature, is currently in trial use for gathering signatures on On-the-Job Training and Incumbent Worker Training (IWT) contracts, and Title I participant applications. With DocuSign, participants can sign enrollment documents anywhere from any device – it is smartphone and tablet compatible. DocuSign emails documents for instant signature and return, and documents are encrypted / secure. The NW area will continue to seek out additional technology options to create the easiest, most convenient format for providing services to both jobseekers and employer customers by removing barriers created by in-person service delivery.

**2a.) Describe how the Local Board will support the strategy identified in the TN Combined State Plan and work with entities carrying our core programs, including a description of:**

To support the strategy identified in the TN Combined State Plan for tighter integration between programs, maximizing co-enrollment strategies, and increasing participation and performance in a more integrated manner, the NW area seeks to improve effectiveness, achieve customer service excellence, have clear connections to industry / employers, including career pathways and pipelines, and performance tracking through data / reporting. Integrating Wagner-Peyser, Adult, Dislocated Worker, and Youth, Adult Education, Vocational Rehabilitation, Temporary Assistance for Needy Families (TANF) and other partners within the AJC network allows core and non-core partners to work collaboratively and seamlessly in the delivery of services available under multiple workforce service programs. Staff from partner programs are cross-trained regarding the specifics of each partner program in order to make meaningful referrals for participants, enhance services, leverage resources, and avoid duplication of services. Staff and facilities are functionally aligned to simplify customer service delivery and capitalize on the strengths of the staff and/or technology to deliver services. Monthly Functional Team meetings are led by the One-Stop Operator (OSO) in coordination with the Welcome Function, Career Development, and Business Services Team Leads to allow for training, planning, and strategizing between the three team.

**2b). Expanding access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including individuals with disabilities.**

In pursuit of continuous improvement, and the goal of expanding access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including individuals with disabilities, the Tennessee Department of Labor and Workforce Development (TDLWD) has developed Key Performance Indicators (KPIs) across all major programs, including those serving target populations such as veterans, RESEA, SNAP E&T, TAA, and re-entry populations. To help meet the KPI goals and expand access to services, outreach, enrollment, and co-enrollment efforts focus on priority populations and individuals with barriers to employment and include:

- Increasing the number of access points, including virtual access points at all Adult Education locations. The NW area is currently in the process of developing a plan to reduce the number of certified AJCs while increasing the number of access points to reduce operating costs while also maximizing access to services. The Virtual AJC will be a key component of connecting customers to services via access points.
- Targeting outreach efforts on agencies serving these populations, such as distribution of marketing materials, participation in events, and invitations to participate in AJC events and strategy meetings.
- Displaying marketing materials for core and community partners at the AJCs, and providing materials to be displayed at the partners' sites.
- Utilizing social media accounts to connect with customers and other agencies and inform them of the services available through the AJC.
- Conducting rapid response meetings to serve workers dislocated through closures or layoffs.
- Outreach to unemployment claimants and RESEA participants regarding AJC services, when contact information is available.

- Incorporating specialized programs such as RESEA, serving unemployment claimants, and SNAP Employment & Training, serving SNAP (i.e. food stamp recipients) into services at the AJC. Currently, RESEA is available at all nine AJC locations.
- Developing specialized programs and events for Justice-Involved Individuals (JIIs), such as the Re-Entry Advanced Manufacturing Program (RAMP), the AJC Services and Job Fair for Justice-Involved Individuals during Second Chance month in partnership with Probation & Parole Offices, the development of a Registered Apprenticeship program for individuals incarcerated in the Gibson County Jail in partnership with the jail, TCAT Jackson, the Orchard House (transitional house), and the use of ITAs and OJTs to support these programs.

**2c). Facilitating the development of career pathways and co-enrollment, as appropriate, in core programs and improving access to activities leading to a recognized postsecondary credential.**

To facilitate the development of career pathways and improve access to activities leading to a recognized postsecondary credential, the NW area collaborates with workforce, education, training, TN Pathways, and employer partners to support alignment among K-12, postsecondary education, and employers. This alignment ensures that students have clear and guided pathways to move seamlessly into the workforce. NW supports these efforts by:

- Offering career exploration activities and resources to high schools including sector-focused events such as nursing pathways videos and annual Manufacturing Day events, VirtualJobShadow.com, TRANSFR Virtual Reality headsets and career exploration modules, and Mock It 'Til You Rock It mock interview events, either in-person or virtually using Premier Virtual.
- Researching labor market information and assisting in the engagement of employers in the region to determine current and future hiring needs.
- Coordinating with TN Pathways and relevant secondary and postsecondary education programs, particularly those authorized under the Strengthening Career and Technical Education for the 21st Century (Perkins V) Act, to enroll In-School and Out-of-School Youth and adults into paid work experience, On-the-Job training, and / or pre-apprenticeship and registered apprenticeship programs, such as the Registered Electrical Apprenticeship Preparation (REAP) program in partnership with Amteck.
- Promoting the use of available training resources such as Coursera and Alison courses in Jobs4TN.
- Providing career, training, and / or supportive services through one or more programs such as Title I, Vocational Rehabilitation, TAA, and / or SNAP E&T.

Training services, to increase access to postsecondary education credentials, may be provided if staff determine, after an interview, evaluation or assessment, and career planning, that the individual:

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

The selection of training services is conducted in a manner that maximizes customer choice, is linked to in-demand occupations in the local area, informed by the performance of relevant training providers, and coordinated to the extent possible with partners and other sources of assistance. The local board reviews labor market information (LMI) prior to approving new programs or renewing existing programs for the Eligible Training Provider List (ETPL) to ensure the programs are aligned with local and / or regional labor market needs. Prior to issuing Individual Training Accounts (ITAs) for postsecondary training at approved providers as listed on the ETPL, Title I Career Advisors ensure that participants' career goals align with in-demand industries and occupations. The LWDB also continuously monitors labor market information and the needs of employers to ensure there are enough providers to meet industry demands. If data indicates growth in an occupation with few or no training programs available, if employers express concerns regarding qualified applicants, or if there are large wait lists for high-demand programs, the LWDB may consider a need for a customized training or pay-for-performance contract to increase training of applicants and meet the needs of area employers. Many training providers also offer customized training programs that can assist in meeting industry demands, including through Registered Apprenticeship programs. The NWTNWB partners with area training providers to identify the best course of action for the employer and assists in funding training when possible.

To facilitate co-enrollments among partners, a referral form is utilized to track referrals from and to AJC staff. Staff offering referrals make every effort to connect with the partner program while the customer is in the AJC to offer the customer a warm handoff to a partner staff member, but if a connection isn't made, AJC staff use the referral form as a means of tracking and following-up on referrals to ensure customers are eligible for and receiving services. Referrals and follow-up on referrals are also documented in the case management system, Jobs4TN.gov, if it is available to the partner staff person. The OSO tracks all referrals, selects a sample to monitor for customer progress, and reports on them quarterly to a committee of the Board. Examples of service strategies and co-enrollment coordination among the core and other partners include:

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

**3a). Describe the employer engagement strategy to better connect business with well-trained and qualified applicants.**

Local and regional employers are a primary customer of the workforce system and the NW area will continue to develop and maintain strong partnerships with the employer community. A primary strategy for the American Job Center (AJC) partners to engage employers, is to coordinate with all other economic and workforce development partners including Chambers of Commerce, TN Department of Economic and Community Development (ECD), regional economic development districts, training providers, Small Business Development Centers, Regional BST members, etc. Regional ECD partners host quarterly collaboration sessions designed to coordinate services and share information. By including a variety of stakeholders in our employer engagement strategy, we are able to use the combined strengths and resources to meet the needs of our employer community. The goals of the engagement strategy are to increase the Business Services Team's awareness of employer needs in order to meet those needs through services available to employers and regional efforts such as sector-based initiatives, job fairs, career exploration events, and a variety of training services.

**3b). Provide a description of how the LWDB will implement initiatives such as apprenticeships, incumbent worker training programs, on-the-job training programs, customized training programs, industry/sector strategies, career pathways initiatives**

Employers are looking to the Workforce System for answers to the labor shortage and rising cost of labor. The Business Services Team provides up-to-date labor market information to assist employers in making competitive job offers. Additionally, a Virtually Speaking Webinar Series is being offered to employers to answer the perplexing questions employers are facing in the current hiring environment. Recent topics include: Labor Market Information, Apprenticeships, Recruitment and Retention Trends among others. Business services strategies are discussed, updated, and implementation plans and details are finalized during the recurring monthly functional team meeting. The Business

Services Team assists in identifying and meeting the needs of employers in existing and emerging industries and occupations through the following strategies:

#### Apprenticeship

Northwest TN hosts very few established apprenticeship programs linking jobseekers and youth to in-demand occupations through the apprenticeship model. The Business Services Team working closely with the Apprenticeship TN Office and performs outreach to employers through webinars, social media, website, speaking engagements, and one-on-one appointments with Human Resource Directors and Training & Development Managers. In addition to growing registered apprenticeships in Northwest, staff focus on justice involved apprentices and WIOA eligible youth apprentices. The Northwest area assisted Alliance Staffing with partnering with the Gibson County Correctional Complex and Tennessee College of Applied Technology to build a Production Technician Apprenticeship enrolling justice involved individuals leaving incarceration. Additionally, through a partnership with Amteck, the Business Services Team assisted in certifying a Pre-Apprenticeship targeting out of school youth ages 18-24. Business Services Team members partner with the area high schools to offer career exploration opportunities related to the electrical apprenticeship and fund work experience and support services for the pre-apprenticeship class each summer and assists with the transition to the 4-year electrical apprenticeship. Northwest continues to seek out apprenticeship opportunities in growing occupational fields and those which are experiencing attrition due to retirements and need to build a pipeline of apprentices to fill the void the skilled workers are vacating. The Business Services Team held a webinar on Apprenticeships and the apprenticeship model, and continues to educate the area employers on the advantages of implementing an apprenticeship program into their hiring and training strategy. Nearly 10 new apprenticeship programs have been formed and nearly 100 apprentices / pre-apprentices have been trained in NW through apprenticeships.

#### Incumbent Worker Training Grants

Northwest Tennessee is a leader in upgrading the skills of the local workforce to keep businesses viable and competitive. Incumbent Worker Training is a vital pipeline development tool utilized locally and the grant funds are essential in building the talent and advancement within local industries. The Business Services Team receives a steady flow of requests for incumbent worker training grant dollars. The pandemic resulting in unexpectedly large numbers of skilled laborers retiring coupled with the following labor shortage has increased the requests as employers are looking to promote their remaining workforce into higher skilled positions with hopes of backfilling entry level positions and growing those employees similarly overtime. Additionally, as NW employers prepare for the impact of Blue Oval City, Northwest anticipates additional training fund requests to enable employers to continue to train, advance, and backfill as employees accept positions in the new Ford plant. The Business Services Team provides labor market information to employers, provides a menu of training providers including Coursera, reviews proposed training and goals, and awards grants as funding is available.

#### On-the-Job Training

Employers are more willing now than ever to consider our target populations for open positions. The Business Services Team develops On-the-Job Training contracts with employers in in-demand sectors in northwest Tennessee including healthcare and manufacturing. Employers submit job orders and partner programs refer applicants including WIOA adults, dislocated workers, and youth, individuals with disabilities, justice involved individuals, Adult Education participants, etc. Job Orders are entered for all On-the-Job Training Grant positions, outreach through Jobs4TN generates matches for positions, and advertising the job orders and job fairs on the local American Job Centers of Northwest Tennessee Facebook page drives qualified applicants to Jobs4TN to apply. The NW area's social media following has grown tremendously with over 7,200 followers, and continues to grow, with the most interaction on job openings posts. Chambers, newspapers, and various community organizations are tagged in posts to help increase the reach. As a Workforce System, NW is marketing the labor shortage as an opportunity for target populations to shine and educating employers on the benefits of employing these populations such as justice involved individuals and individuals with disabilities.

#### Industry and Sector Strategies



Advanced Manufacturing and Healthcare are two of the in-demand sectors in the local area and impacted adversely by the labor shortage. The NW area continues to focus efforts on building a pipeline of qualified jobseekers through a variety of sector strategies. For instance, every October, the Business Services Team coordinates Manufacturing Day events including on-site industry tours, promotional videos, panel discussions, and presentations by manufacturing leadership in the local community. Healthcare events are planned for November to coordinate with Health Occupations Students of America (HOSA) week. Partnerships with Industry Councils, Chambers, and Healthcare Alliances enhance the Board staffs' knowledge of the growing needs within local industry and healthcare. Additionally, the Northwest area partners with other agencies on grant opportunities to provide the career exploration components and event experiences for high school students such as DSCC's Governor's Investment in Vocational Education (GIVE) Grant and an upcoming Rural Health Grant. Realizing the need to offer virtual options due to the pandemic and transportation barriers in the rural areas, the Northwest area recently provided all area high schools with access to the leading career exploration and career planning platform, [www.virtualjobshadow.com](http://www.virtualjobshadow.com). This tool allows students to plan and pursue their career goals through a unique video-based career planning platform with over 1,000 professionally produced job shadowing and career advice videos students can peruse either at school or at home. Additionally, five TRANSFR Virtual Reality Career Exploration Oculus Headsets are available to students allowing for an interactive career exploration experience housed inside the school. Work Experience will also continue to be offered to match young adults and employers to build skills, gain work experience, and hopefully fill in-demand skilled positions.

#### Career Pathways Initiative

Career pathways are designed to establish a seamless vertical alignment between K-12, postsecondary programs and career opportunities. The pathways are a result of effective partnerships among school districts, higher education, and employers in the region. The NW area works towards strengthening relationships and pathways for Advanced Manufacturing and Healthcare through Manufacturing Day initiatives and Healthcare Events. In both sectors, educators and private employers are brought together in panel discussions, tours, and speaking engagements. This environment enables the employers to speak about the skill sets needed to be successful and the skills gaps that exist. Educators can then customize coursework to better meet the needs of employers. Additionally, students become more prepared for the demands of the job. Many healthcare occupations have clear educational pathways whereas advanced manufacturing offers many entry points with education ranging from on-the-job training to technical skills training, undergraduate and graduate level degrees, and apprenticeship opportunities. NW utilizes various strategies for career exploration to inform the youth of these career pathways and entry points. Methods of career exploration include virtual job shadowing via [www.virtualjobshadow.com](http://www.virtualjobshadow.com), traditional work experience, touring facilities, listening to panel discussions, utilizing oculus virtual reality goggles with preloaded work experiences, apprenticeship programs providing showcase visits to the high school, participating in career fairs, offering virtual career fairs through Premier Virtual and more.

#### **3c). Include the utilization of effective business intermediaries and other business services/strategies designed to meet needs of employers in your region in support of the business services strategy.**

The NW area maintains strong bonds with several intermediaries which are mutually benefiting relationships. For example, the NWTNWB is a member of all Chambers of Commerce in the 9-county region. Additionally, staff maintain memberships with local SHRM (Society of Human Resource Managers) chapters, and staff is closely working with Industry Boards. All aforementioned organizations are working toward the same goals of the Business Services Team. The Chambers of Commerce provide the NW area with access to their members through Chamber e-mail blasts and activities for networking. Likewise, OJT, IWT Grants, Apprenticeship support, Webinar Series, jobseekers recruitment, and labor market information are benefits the Chamber in-turn makes available to its membership through the local American Job Centers. The Industry Boards provide information on skill needs, projected hiring, training needs for incumbents, and a general overview of what employers are seeking in the way of services allowing the AJCs to tailor their menu of services to meet the need of local industry. The Business Services Team provides labor market information to Industry Boards on an ongoing basis to assist with responses to Requests for Information (RFIs) for projects considering local sites. NW staff is at the table for industry visits to provide workforce data and respond to questions concerning the preparedness of the workforce and capacity.

Stationed throughout the region, staffing companies are fulfilling a variety of human resource functions for in-demand industries, especially advanced manufacturing. The NW area has developed strong relationships with staffing companies as private employers, but also as workforce development advocates and partners. For example, the owners

of a local staffing company franchise served as very knowledgeable panelists on our Virtually Speaking Webinar focused on recruitment and retention trends. NW partnered with another staffing company to provide career exploration activities for youth. And, NW is partnering with yet another staffing company for a recently registered apprenticeship enrolling justice involved individuals into a Production Technician apprenticeship. NW is partnering with a fourth staffing company for a healthcare apprenticeship.

**3d). How will you measure the effectiveness of the strategy outside of mandated business performance measures? Include information to support the increase of Labor Participation Rates.**

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

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

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

In addition to closely monitoring attainment of the federal performance measures to measure the performance and effectiveness of the AJC delivery system in the local area, the NWTNWB utilizes an American Job Center survey and an Employer survey. Notice regarding the American Job Survey is posted in each Center and includes the website for completing the survey online. Survey cards are also made available to each job seeker, who has the option of completing the survey and placing it into a locked collection box, or electronically completing the survey via a link on resource computers. Survey cards placed into the collection box are keyed by One Stop Operator staff. Business customers are provided a link to complete a survey in Survey Monkey or a paper job fair survey. Both job seeker and employer surveys are shared with AJC partners and reviewed so that results can be analyzed and appropriate action taken. Results are also periodically posted on the system's website and social media pages, and any changes made because of the feedback are highlighted. While overall rankings of 4 or higher on a 5-point scale are considered successful, to see improvement, the percentage of customers providing such a rating is expected to be maintained or increased. Additionally, jobseeker and employer success stories are highlighted in an Annual Report, on social media accounts, and the Center's website.

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

In regards to supporting the increase in labor participation rates, the AJC staff focus on increasing overall education of the population, increasing youth's attachment to the workforce, targeting underrepresented groups including individuals with disabilities and justice involved individuals who historically are less likely to be in the labor force.

**Education and Training:** Individuals with more education are likelier to participate in the labor force than individuals with less education. The NW area focuses on education and training to increase the marketable skills of jobseekers. Adult Education provides HiSet preparation and testing, Vocational Rehabilitation offers accommodations and job skills training, the WIOA individual training accounts allow jobseekers to increase marketable skills and gain credentials, On-the-Job Training, and Apprenticeship employ the earn-while-you-earn model integrating individuals directly into the workforce while continuing to grow individuals professionally in their career goals.

**Youth:** The West Tennessee Region has the highest unemployment rate in the state for Youth age individuals. There is much room for growth in employing 16 to 24 year old jobseekers in rural, northwest Tennessee. A primary strategy is Youth Work Experience, recruiting from within high schools, through the AJCs, juvenile justice partners, Youth Villages, via social media, and by going out into the community and meeting the youth where they are to provide information on Youth Work Experience and employment opportunities. Efforts to remove barriers are plentiful from issuing transportation stipends, to providing uniforms, work attire, necessary tools, and PPE. Referrals are made for additional supportive services on a case-by-case basis. Youth are also enrolled in postsecondary training to increase their marketability, skills, and likelihood of entering and remaining in the labor force in the future.

**Individuals with Disabilities:** According to the US Bureau of Labor Statistics, a large proportion of persons with a disability, about 8 in 10, were not in the labor force in 2021, compared with about 3 in 10 of those with no disability. In 2021, 19.1% of persons with a disability were employed. NW outreaches to individuals with disabilities typically through Work Experience or Transitional Work. By securing worksites that are inclusive and welcoming to individuals with disabilities and accommodations, individuals with disabilities currently not engaged in the workforce can transition into long-term employment. Additionally, Northwest works closely with high school staff to identify students with Individual Education Plans to begin offering services while still in high school such as career exploration and work experience to transition Youth with disabilities into employment or postsecondary training upon graduation.

**Re-Entry:** Increases in incarceration push down the labor force participation rate because people who have been incarcerated are less likely than others to be employed in the future for two reasons: they have a more tenuous connection to employment, and they have a criminal record, which employers may avoid. NW targets this population for services. Relationships with juvenile justice, county correctional facilities and staff, and felon-friendly employers enables NW to effectively serve the justice involved individuals in the region. NW also offers a RAMP (Re-Entry Advanced Manufacturing Program) inside the correctional facilities through a partnership with the Tennessee Colleges of Applied Technology and Dyersburg State Community College where inmates becoming relatively close to release or participation in the work release program are enrolled in the MSSC Certified Production Technician program. The Business Services Team works with employers to offer related occupational employment in work release or following release from the correctional facility. Additionally, NW gathered partners to register a Production Technician Apprenticeship with USDOL. The employer specializes in re-entry and justice-involved populations working with the local county correctional facilities and a men's transitional house to employee men in the in-demand manufacturing field as Production Technicians, provide access to training through the MSSC CPT course, and then on to On-the-Job training supplemented by the Workforce Board.

**4a). In relation to the Governor's key priorities, provide an overview of current and/or new strategies being implemented by your Local Workforce Development Board (LWDB) to ensure workforce partners collaborate on –** The NW area strives to implement and maintain a variety of strategies that align with the Governor's key priorities and meet the needs of the local areas as described in question 4b below. As an entirely rural area with one distressed county (Lake) and three at-risk counties (Benton, Carroll, and Obion), all of our services and initiatives are geared to serving rural communities. We take pride in being a good partner for each of our communities and ensuring they are all fairly represented on the LWDB and in the number of customers being served. We have also seen tremendous growth in our services to justice-involved individuals throughout the area since our first pilot program, Jail2Job, was implemented in 2015 and later expanded to the Re-Entry Advanced Manufacturing Program (RAMP) in 2018.

In addition to serving rural and re-entry populations, much of the area's vocational and workforce development initiatives focus on the youth-aged population. Coupled with high unemployment rates among this age group, our area's population decline, specifically in the key working-age populations including youth-aged individuals, negatively impacts existing employers', and prospective industries', ability to attract and retain a skilled workforce. To increase the education and skills of the population, and increase labor force participation rates, efforts have also been made to increase participation in services by other priority populations, such as individuals who are low income, recipients of public assistance, basic skills deficient, and / or who have significant barriers to employment, including individuals with a disability. Since priority populations have not typically been the majority of individuals seeking services in NW, we have proactively tried to reach this population through partnerships with SNAP, SNAP E&T, TANF, RESEA, Adult Education, Vocational Rehabilitation, secondary and postsecondary schools, TN Homeless Solutions, and SCSEP.

**4b). Implementation of programs to best serve the rural communities (distresses/at-risk counties); 2) criminal justice reform; 3) vocational and workforce development; and 4) other individuals in priority populations**

Rural / Distressed / At-Risk Communities: As an entirely rural area, each of our counties face similar workforce challenges, such as low labor force participation rates and educational attainment, declining working-age populations, high poverty rates, transportation and childcare barriers, and lack of access to computers and / or broadband or high-speed internet. As mentioned above and below, to address low labor force participation rates and educational attainment, the NW area strives to engage low-income individuals and other target populations, who may not be in the labor force, in education and training services. The NW area also strives to serve employed individuals who are above low-income status but not earning enough to be considered self-sufficient. Individual training accounts (ITAs) of up to \$4,000 per year for up to two years of training are available for all eligible individuals to cover tuition and fees that are not funded through other federal or state financial aid. This can be especially impactful for non-self-sufficient individuals who are less likely to qualify for other federal and state financial aid, but do not have the means to pay for tuition and fees. For many individuals who are low income, supportive services are more beneficial since they are often not covered through other federal and state financial aid. The NW supportive services policy allows for assistance with:

- transportation, including vehicle repairs, childcare or dependent care, housing, legal aid services, and medical or counseling services.
- laptops, tablets, or other similar items identified as a needed tool/supply for a participant to successfully take part in WIOA activities, may be purchased one time at a cost of no more than \$400.
- educational testing, books, fees, school supplies, and other necessary items for students enrolled in secondary or postsecondary education classes.
- payments and fees for employment and training-related applications, tests, and certifications.
- uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear or footwear.

Additionally, the NW area ensures access in each county through comprehensive, affiliate, or specialized AJCs or access points. The NW area currently has a certified AJC in each county and five access points in libraries in the counties that currently have part-time specialized AJCs: Benton, Crockett, Henry, Lake, and Weakley counties. As customer visits to the AJCs have steadily decreased for nearly five years and more customers are taking advantage of the increased virtual services available, the NW area is considering reducing the number of certified AJCs to save on infrastructure costs and increasing the number of access points to ensure continued access to services. Use of the Virtual AJC will also be a key component of connecting customers to services via access points. As stated in Training and Employment Notice 50-09, "Encouraging Partnerships between the Workforce Investment System and Public Libraries to Meet Career and Employment Needs," libraries have played an important role in addressing the varied employment-related needs of American workers, jobseekers, and employers, and collaboration with public libraries can increase the quality and quantity of access points for individuals to receive needed career information and assistance. In addition to offering public computers and Internet access for jobseekers and individuals, many libraries also provide space for employers as they host career fairs and networking events. As trusted institutions within their communities, libraries are often at the front-line of employment and training related inquiries. Additionally, libraries also serve school-aged youth who can use public resources for career and education planning along with the traditional adult jobseeker.

Re-Entry Services: The NW area has focused on criminal justice reform / re-entry for many years, with the first pilot program, Jail2Job, implemented in the Dyer County Jail in 2015 to provide career services and short-term vocational training to incarcerated individuals on-site through a specialized AJC. The program grew into the current Re-Entry Advanced Manufacturing Program (RAMP) in Dyer and Gibson counties in 2018, and has since been offered in Carroll, Henry, Lake, and Obion counties, in large part due to the availability of funding through the Rural Initiative Grant. As described in more detail in question 5a below, the program, which provides Certified Production Technician (CPT) training to individuals currently incarcerated at local county jails, was again expanded in 2021 with the creation of a re-entry focused, USDOL registered, Production Technician apprenticeship with Alliance Staffing. In addition to serving currently incarcerated individuals through RAMP, our area has applied for the Justice-Involved Grant to be able to expand services to justice-involved individuals (JIIs) through partnerships with Probation & Parole Offices and the Day Reporting Center as further described in question 5a below.

Vocational and Workforce Development: Often times it seems individuals within the youth-aged population leave the area for career opportunities they believe are not available locally. Several career exploration initiatives have been implemented and will continue to be offered to increase awareness of local career opportunities. In addition to annual Manufacturing Day career exploration events each October, similar events for healthcare were offered in November around HOSA week and will be offered again in the future. As described in more detail in question 5a below, other career exploration initiatives include mock interviews, VirtualJobShadow.com, and TRANSFR Virtual Reality headsets. A strong emphasis has also been placed on developing a pipeline for youth-aged individuals to connect with local employment opportunities through work experience, on-the-job training (OJT), apprenticeships, pre-apprenticeships such as Amteck's Registered Electrical Apprenticeship Preparation (REAP) program, individual training accounts, and supportive services. While only 20% of youth program funding is required to be expended on work experience, the NW area typically expends over 40% due to the emphasis placed on this program. A report recently provided by the Youth Grant Program Manager for Workforce Services also showed the NW area serves a significant number of youth through OJT and pre-apprenticeships. In program year (PY) 2019, we served 26 youth in OJT and eight in pre-apprenticeships while other areas across the state served a total of just three youth in OJT and none in pre-apprenticeships. In PY 2020, we served 20 youth in OJT and three in pre-apprenticeships while other areas across the state served none in pre-apprenticeships and only two other areas served youth through OJT – Southwest (3) and Southeast (28). Lastly, with the In-School Youth (ISY) expenditure waiver, we have refocused efforts on serving high school students and have seen tremendous results thanks to renewed and expanded partnerships with our secondary education partners. With approximately a 6% ISY expenditure rate prior to the implementation of the waiver, we have seen a drastic increase to 38% as of January 2022.

Priority Populations: Targeting underrepresented groups, including the priority populations described above in question 4a, who historically are less likely to be in the labor force is a strategy used by NW to increase the overall skills and education of the population, as well as increase labor force participation rates. In addition to the service strategies and co-enrollment coordination mentioned in question 2d above, several programs and partnerships are currently in place to increase participation of priority populations in WIOA and partner services including:

- Incentives for youth who are low income and / or who have other barriers to attend HiSet preparation classes and receive a HiSet if needed, transition to postsecondary training, earn a postsecondary credential or a National Career Readiness Certificate, successfully progress in a work experience, and secure placement in training and / or employment upon exiting the Title I program.
- Enhanced efforts to engage individuals aged 50 or older into SNAP E&T services as part of a partnership with the Greater Memphis area under an AARP / Seattle Jobs Initiative Technical Assistance Project. The project includes coordination with SNAP Third-party providers and SCSEP providers, enhanced participant engagement / outreach, targeted career guidance and navigation, supplemental supportive services, and employer partnerships.
- Providing work experience opportunities to single parents in the TANF program and individuals with disabilities in the Vocational Rehabilitation program. Plans are currently being developed for a summer work experience program to be offered in partnership with Vocational Rehabilitation for individuals with disabilities.
- Conducting outreach to secondary and postsecondary schools, housing authorities, TN Homeless Solutions, and other agencies serving priority populations to promote services available to low-income individuals and recipients of public

assistance through SNAP E&T and Title I.

- Utilizing National Dislocated Worker Grant funds to serve individuals dislocated due to COVID-19, traditional dislocated workers, including displaced homemakers, and long-term unemployed individuals through disaster-relief employment (DRE) and / or training services. The NW area has already achieved its goal to serve 18 individuals in DRE and 105 individuals in training services.
- Coordinating with SCSEP providers to refer interested individuals and to serve as worksites for participants.
- Identifying AJC customers who are Native Americans or Migrant and Seasonal Farmworkers through the initial intake process and referring them to specialized programs serving the population, if appropriate, including the Native American Indian Association (NAIA) of Tennessee and Tennessee Opportunity Programs (TOPs) respectively.
- Conducting outreach to the Department of Children Services and Youth Villages to connect with youth who are in or who have aged out of foster care.
- Conducting outreach to juvenile courts and probation offices to connect with justice-involved youth.

**5a). Describe any partnerships, new collaborations, or innovative practices you would like to share that include connections with non-profit or other community organizations.**

The NW area leverages partnerships to form synergies around service offerings. Through partnerships with other organizations, the NW area is able to expand offerings to service seekers beyond the capacity of program staff. Examples of collaborations and partnerships include:

Re-entry initiatives: NW area pulled together correctional complex staff and training provider staff to work through a re-entry initiative now known as RAMP (Re-entry Advanced Manufacturing Program) – a partnership of the correctional complex, training providers, and AJC staff to enroll soon-to-be released, currently incarcerated individuals, to provide access to skills training – Manufacturing Skills Standards Council’s Certified Production Technician (CPT) course taught in the jail by an Instructor from Tennessee College of Applied Technology or Dyersburg State Community College, and then transition to work release to gain relevant work experience and apply knowledge learned in the classroom prior to release. The justice-involved individuals (JIIs) upgrade their skills, gain relevant work experience, earn wages to pay down fees, fines, court costs, reinstate their driver’s licenses, provide for their families, and have a solid financial start upon release, drastically reducing recidivism. These programs are currently active in Dyer and Gibson Counties. Additional programs active prior to the pandemic suspension include Henry County, Carroll County, and Lake County. As the correctional complexes reopen to visitors and jail populations stabilize, the RAMP program will be available.

Alliance Staffing & Orchard House Production Technician Apprenticeship for Justice Involved Individuals: In continuing to serve the justice-involved population, the NW area furthered the RAMP program by expanding the partnership to include a men’s transitional home, Orchard House, and the managing team and employer, Alliance Staffing. Through the assistance of the Workforce Board and Apprenticeship TN Office, Alliance Staffing registered a Production Technician Apprenticeship utilizing the Certified Production Technician coursework as the Related Technical Instruction and Alliance Staffing is providing the On-the-Job Learning component through manufacturing partner worksites throughout the local community and utilizing the On-the-Job Training Grant program. To date, sixteen JIIs have enrolled in the apprenticeship with the opportunity to earn credentials from MSSC in Safety, Quality Practices & Measurement, Manufacturing Processes & Production, and Maintenance Awareness and the full Certified Production Technician certificate. Additionally, the apprentices are offered National Career Readiness Certificate testing and the opportunity to earn the Apprenticeship Certificate issued by USDOL upon completion of the program.

Second Chance Month/Justice-Involved Individuals: JIIs are a target population for AJC services and also supported by other community organizations. To ensure reach of the JIIs who are no longer incarcerated, the NW area partners with Probation & Parole as well as the Day Reporting Center to offer jobseeker services through job fairs and referrals. For all job fairs booked with the AJC, inquiry is made regarding availability of positions for JII and this information is shared with Probation and Parole as well as The Day Reporting Center. These organizations refer JII applicants to the job fairs as appropriate. In April, National Second Chances Month, the comprehensive AJCs are offering a Regional Job Fair and Resource Fair specifically for JIIs, and the event will also be offered virtually using Premier Virtual. All employers participating are open to hiring JIIs and will have open positions on the day of the events. Community partners will also participate to assist JIIs with their re-entry needs.

Youth Career Exploration: West Tennessee boosts extremely high youth aged unemployment. To engage this population, the NW area has forged strong partnerships with the high schools, including guidance counselors and Career Technical Education Instructors. These relationships have provided staff access to students for presentations, events, and enrollments for services.

Work Experience: Each spring, staff meets with high school juniors and seniors in the high school to discuss career planning and work experience opportunities.

Mock It Till You Rock It: Seniors have the opportunity to participate in mock interviews with community volunteers either in person or through Premier Virtual Career Fair platform.

Virtual Job Shadow: The pandemic brought forth the need for virtual job shadow options. The NW area secured access for all area high school to [www.virtualjobshadow.com](http://www.virtualjobshadow.com) allowing all students to explore careers through 3 to 5 minute professionally produced videos in a plethora of career clusters.

TRANSFR Oculus Virtual Reality (VR) Career Exploration: Oculus virtual reality headsets are a new way for youth to explore careers in a very lifelike setting. TRANSFR VR provides innovative work-based learning, enabling students to acquire in-demand industry skills so they can interview with confidence and enter the workforce for long-term success. The interactive component of the oculus headsets is engaging and appealing to youth.

Amteck's REAP (Registered Electrical Apprenticeship Preparation): Amteck's REAP pre-apprenticeship is the first Pre-Apprenticeship in northwest Tennessee Certified by the Apprenticeship TN Office. The two-week pre-apprenticeship is a crash course in electrical work and open to youth ages 18-24. NW staff along with Amteck staff visit the area high schools each Spring and present a Showcase to Career & Technical Education students on the pre-apprenticeship program and the apprenticeship model. Title I provides work experience and support services for participating youth.

TN Homeless Solutions: The NW area maintains a strong partnership with Tennessee Homeless Solutions which is a community organization servicing all of the counties in the NW region. Referrals are made for services to TN Homeless Solutions and received from TN Homeless Solutions. TN Homeless Solutions has incorporated the AJC's initial intake form into their registration packet to streamline referrals to the AJC.

Virtually Speaking Webinars: During the height of the pandemic, the Business Services Team launched a Virtually Speaking Webinar series as a virtual outreach and service delivery tool for employers. The format is designed with expert panelists bringing forth desirable information for the business community. The subject matter experts are partners typically found locally in the community. Topics have included: Generational Differences in the Workforce, Apprenticeships, Labor Market Information, and Recruitment and Retention Trends. Panelists have included partner program staff, Apprenticeship TN office, private apprenticeship employer partners including a winery and restaurant equipment repair company, owners of a local staffing franchise, a former Society of Human Resource Manager President and local Human Resource Director. Webinar attendees are offered a survey through Survey Monkey to provide feedback on the topic covered and make recommendations about future topics. The NW area will continue to utilize existing partnerships and forge new relationships as future webinars are planned.

**5b). How is the local area leveraging these valuable partnerships? In addition, has your area applied for and received any grants which have provided additional funding and programmatic resources?**

The above valuable partnerships are leveraged to produce a greater service impact together than any of the single organizations could achieve on their own. Due to limited staffing dollars, NW focuses on building partnerships and programs that leverage partner staff once established. For example, the Re-entry Advanced Manufacturing Program leverages WIOA funding, training institution's resources and knowledgeable faculty, and the correctional complex's population and facilities. Each partner brings a strength and is necessary for success. The same holds true for Youth Career Exploration initiatives. The NW area relies heavily on its partners in secondary education and postsecondary to provide access to the Youth, employers to serve as Mock Interviewers and to open their doors to welcome youth into paid work experiences, job shadowing, and work-based learning, and Manufacturers and Healthcare Professionals to serve as panelists for webinars, and so much more. In each instance of partnership, resources are leveraged to maximize the impact. Those resources vary from partner to partner but include grant dollars, staff time, expert knowledge, education services, space, access to target populations, mentorship, guidance, employment, technical assistance, referrals, and more.



Please see questions 8c and 8d below for information on applications for additional grants.

**5c). Has the LWDB considered utilizing fee for services to employers as revenue opportunities to further support WIOA allowable activities? If so, provide details of these opportunities.**

While the LWDB has considered utilizing fee for services to employers as revenue opportunities, we have not identified any feasible fee for services at this time. One of the tremendous selling points of the services provided through the AJCs is that they are all free to employers and jobseekers, so careful consideration must be given to adding any services that will require a fee. Additionally, the AJCs are not currently equipped to accept cash or other forms of payment, so billing and payment structures will need to be determined if any fee for services are implemented. The NW area will continue to research possibilities and best practices for implementing fee for services as a revenue opportunity.

## Performance Goals and Evaluation

**6a). How will your LWDB increase physical and programmatic access for each of the fourteen (14) significant barriers to employment (SBE) groups as outlined within Workforce Services Policy – Key Performance Indicators Section 1(B)?**

To ensure physical accessibility, as detailed in the MOU, partners agree that they will comply fully with the non-discrimination and equal opportunity provisions of: (1) Workforce Innovation and Opportunity Act Section 188, (2) Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq), (3) Nontraditional Employment for Women Act of 1991, (4) Civil Rights of 1964 Title VI (as amended), (5) Rehabilitation Act of 1973 Section 504 (as amended), (6) Age Discrimination Act of 1967 (as amended), and (7) Education Amendments of 1972 Title IX (as amended). Reasonable accommodations, made according to the individual's need, are provided for all aspects of a customer's experience in the AJCs, such as during application/registration for, and provision of, aid, benefits, services, and training to ensure that he / she receives equal benefits from the program or activity, will be able to compete fairly in educational work settings, and in general, to have an equal opportunity.

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

As shown in the below chart, the Northwest area works with a variety of partners and programs to ensure physical and programmatic access for each of the fourteen (14) significant barriers to employment (SBE) groups. With limited resources available through Title I programs, this network of partners and programs allows for shared resources and leveraging of funds to meet each group's unique needs. Furthermore, a common referral and tracking process overseen by the One-Stop Operator (OSO) ensures consistent communication between partners and excellent service to customers.

6b). Provide in the form of a table: Lead organization, a brief narrative strategy, a list of primary supportive services catered to the SBE's needs, and the monitoring methodology for each SBE group.

Significant Barriers to Employment (SBE) group	Lead Organization	Narrative Strategy	Primary supportive services catered to the SBE's specific needs	Monitoring Methodology/Frequency
<b>Displaced Homemakers</b>	Career Service Provider (CSP)	<p>-Career and training services provided onsite at the AJCs and virtually by cross-trained Career Advisors serving Adults, Dislocated Workers, including Displaced Homemakers, and Youth.</p> <p>-Information on services for displaced homemakers included in Rapid Response activities in response to notices of layoffs.</p> <p>Note: the lack of military installations in the Northwest area limits the number of displaced homemakers due to military transition. Veterans Representatives help identify potential displaced homemakers for referral to Title I.</p>	<p>-Linkages to community services including legal aid and healthcare services.</p> <p>-Assistance with transportation, childcare and dependent care, and housing.</p> <p>-Assistance with educational testing, books, fees, school supplies, and other necessary items for students enrolled in secondary or postsecondary education classes.</p> <p>- Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear.</p> <p>-Payments and fees for employment and training-related applications, tests, and certifications.</p>	<p>The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months.</p> <p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The OSO submits reports to the Board monthly.</p> <p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
<b>Low-income individuals/recipients of income-based public assistance</b>	Career Service Provider (CSP), SNAP E&T, and TANF	<p>-Career and training services provided onsite at the AJCs and virtually by cross-trained Career Advisors serving Adults, Dislocated Workers, including Displaced Homemakers, and Youth.</p> <p>-Outreach conducted via social media and to organizations serving the target population including SNAP, Community Service Block Grant, etc.</p>	<p>-Linkages to community services including legal aid and healthcare services.</p> <p>-Assistance with transportation, childcare and dependent care, and housing.</p> <p>-Assistance with educational testing, books, fees, school supplies, and other necessary items for students enrolled in</p>	<p>The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months.</p> <p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The OSO submits reports to the Board monthly.</p>

		<p>-Priority for WIOA services given to low-income individuals / recipients of public assistance, as well as individuals who are basic skills deficient (BSD). This also includes individuals with disabilities and English Language learners, so that all populations mentioned receive Individualized Career and Training Services.</p>	<p>secondary or postsecondary education classes.</p> <p>- Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear.</p> <p>-Payments and fees for employment and training-related applications, tests, and certifications.</p>	<p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
<b>Native Americans</b>	Native American Indian Association (NAIA) of Tennessee	<p>NAIA offers individuals who are Native American Indian (or a descendant), Native Hawaiian, or an Alaska Native AND unemployed or underemployed, services that can help them get the skills needed to enter a rewarding career in one of today's high-growth, in-demand fields. Individuals receive one-on-one career counseling and needs assessment to determine any additional services NAIA may provide. Upon completion of training, NAIA also provides job search and placement assistance.</p>	<p>NAIA offers classroom training assistance to help cover the cost of tuition, books, supplies, and fees.</p>	<p>The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months.</p> <p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The OSO submits reports to the Board monthly.</p> <p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
<b>Individuals with mental or physical disabilities, including the recipients of Social Security Disability Insurance</b>	Vocational Rehabilitation and the Department of Intellectual Developmental Disabilities	<p>Training providers regularly refer students to the AJCs for eligibility determination and coordination with Title I Career Advisors to help identify unmet need(s). There are a full range of services available at the American Job Center(s) for all one stop customers regardless of disability or cultural background.</p>	<p>The Vocational Rehabilitation Program provides a variety of services to eligible individuals with disabilities based on the rehabilitation needs of the individual in accordance with their aptitudes, abilities, capabilities and interests and as identified on an Individualized</p>	<p>The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months.</p> <p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The</p>

		Documentation of the disability such as a written statement from Vocational Rehabilitation reflecting current services, verification showing current receipt of SSI or SSD for the individual from the Social Security Administration, or a letter from a local education entity stating the individual is M-Teamed based on a disability.	Plan for Employment to prepare for or advance in competitive integrated employment. VR collaborates with AJC partners, community rehab service providers, educational institutions and employers. VR services are directly accessible through co-location at AJCs and from local VR offices.	<p>OSO submits reports to the Board monthly.</p> <p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
<b>Those age 55 and older</b>	Senior Community Service Employment Program (SCSEP)	SCSEP services are available via direct linkage by phone or email. SCSEP provides low-income individuals 55 and older who have poor employment prospects with subsidized, part-time, community service work-based training. Participants train an average of 20 hours per week in a variety of community service activities at non-profit and public facilities, including the AJC. SCSEP also assists its customers in utilizing AJC services such as computer classes, interview classes, and resume assistance. Marketing materials are made available at all AJCs.	SCSEP provides assistance with accessing health, dental, and vision care as well as assistance with attaining appropriate work attire.	<p>The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months.</p> <p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The OSO submits reports to the Board monthly.</p> <p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
<b>Justice-Involved Individuals (JIIs)</b>	Career Service Provider (CSP), Probation and Parole Offices, Local Jails, and the TN Office of Reentry	The NW area supports the goal of improving labor market outcomes of formerly incarcerated population often known as justice-involved involved. As part of West Tennessee's vision, goals, and implementation strategies noted in the regional plan, as a region we are	<p>- Assistance with transportation, childcare and dependent care, and housing, if needed.</p> <p>-Assistance with training opportunities to help them gain a credential to lead to a job and livable wage.</p>	<p>The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months.</p> <p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The</p>

		<p>working with multi-barrier populations which includes justice-involved individuals to prepare them for re-employment.</p> <p>One of the NW's primary strategies for working with JIIs is to begin offering services prior to release. The Re-Entry Advanced Manufacturing Program (RAMP) provides Certified Production Technician training to individuals incarcerated at local jails. In Gibson County, the training is also incorporated into Alliance Staffing Group's Registered Apprenticeship program. On-the-Job Training grants are offered to employers who hire incarcerated individuals through work release programs.</p> <p>All released JIIs can access services at the American Job Centers (AJCs). Staff in the AJCs are trained to serve individuals who are justice-involved and to connect them to the necessary partners for services and co-enrollments.</p>	<p>-Educational testing, books, fees, school supplies, and other necessary items for students who chooses to enroll in secondary or postsecondary education classes.</p> <p>-The Office of Reentry has trained staff to provide TA to the Local Workforce Development Areas on other ways to serve justice involved individuals. In addition, they have TAB-A devices in some of the jails that is helping to connect inmates to training while incarcerated, prior to release.</p>	<p>OSO submits reports to the Board monthly.</p> <p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
<b>Individuals experiencing or have experienced homelessness</b>	TN Homeless Solutions (THS), TN Housing Development Agency (THDA) / Housing Authorities	<p>-THS is an advocate for those who are currently experiencing or who have experienced homelessness, to prevent and end homelessness while ensuring the immediate needs of those experiencing homelessness are met and their civil rights protected.</p> <p>-THS and West TN Legal Services have partnered together to ensure that those who are being unjustly mistreated have a voice.</p>	<p>THS provides:</p> <p>-Emergency shelter.</p> <p>-Supportive services to very low-income Veteran families in or transitioning to permanent housing to promote housing stability.</p> <p>-Essential life skills programs and trainings to break the cycle of poverty and homelessness.</p> <p>THDA provides:</p>	<p>The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months.</p> <p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The OSO submits reports to the Board monthly.</p>

		<p>-The AJC's Initial Intake paperwork is included in TN Homeless Solutions' intake paperwork to allow for streamlined referrals to the AJCs.</p> <p>-Title I CSP staff conduct outreach to local housing authorities to promote AJC services and special events, programs, classes, etc. For example, flyers are brought to the housing authorities to promote Youth Summer Work Experience.</p>	<p>-The Housing Choice Voucher program which provides a subsidy to help make rent affordable.</p> <p>-The Family Self Sufficiency (FSS) program that offers homeownership options, educational classes in money management, job skills training opportunities, and following completion, a savings account that includes a subsidy set aside from the HCV program each month for a down payment or other expenses related to homeownership.</p>	<p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
<b>Youth in or have aged out of the foster care system</b>	Department of Children's Services	<p>The Independent Living Services division and the Extension of Foster Care program strive for youth and young adults to achieve lifelong success. Case management and Life Skills Instruction provided along with <a href="#">wraparound services</a>.</p>	<p>-TennCare</p> <p>-Housing Support.</p> <p>-Education and Training Voucher and state-funded Bright Futures scholarship for youth ages 16 to 19 attending a postsecondary program.</p> <p>- Foster Care Placement Services for young adults who wish to stay in a foster home OR an Independent Living Allowance for young adults who wish to live independently.</p>	<p>The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months.</p> <p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The OSO submits reports to the Board monthly.</p> <p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
<b>Individuals who are English language learners, individuals who have low levels of literacy,</b>	Adult Education	<p>-Basic and Secondary Skills Related to Improving Math, Reading, Writing, Social Studies, Science.</p> <p>-Language Acquisition Related to Improving Communication Skills,</p>	<p>-Adult Education provides test fee stipends for the Hi-Set.</p> <p>-Title I provides incentives to Youth participants in relation to</p>	<p>The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months.</p>

<b>individuals facing substantial cultural barriers</b>		<p>Reading, Writing the English Language, and Employability Skills.</p> <p>-Public Classes Available, Virtual Classes Available in All 95 Counties, and Classes Available at Employer sites.</p>	<p>progress toward, and the attainment of, a Hi-Set.</p>	<p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The OSO submits reports to the Board monthly.</p> <p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
<b>Eligible Migrant and Seasonal Farmworkers</b>	Tennessee Dept. of Labor & Workforce Development, Tennessee Opportunity Programs (TOPs)	<p>-The program's main objective is to conduct outreach to and assessment of low-income farmworkers in order to assist those who qualify with job training and placement service. Services provided onsite at the AJCs and virtually.</p>	<p>TOPs provides Core Services, Work Experience, Classroom Training, Career Counseling, Job Search Assistance, Job Placement, Related Assistance, Intensive Services.</p>	<p>The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months.</p> <p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The OSO submits reports to the Board monthly.</p> <p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
<b>Individuals within two years of exhausting lifetime TANF eligibility</b>	Workforce Essentials (TANF Provider)	<p>WorkForce Essentials, Inc. provides Employment and Case Management Services with a focus on empowering families eligible for TANF on a course to achieve economic stability based</p>	<p>Cash assistance, transportation, childcare assistance, educational supports, job training, employment activities, and other support services.</p>	<p>The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months.</p>



		on the four (4) core component activities of the Two-Generation Approach, which focuses on the holistic success of the children and adults: (1) education, (2) economic supports, (3) health and well-being, and (4) social capital. TANF services are available onsite at the AJCs in Dyer and Weakley counties.		<p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The OSO submits reports to the Board monthly.</p> <p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
<b>Single parents, including pregnant women</b>	Workforce Essentials (TANF Provider)	See above.	See above.	<p>The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months.</p> <p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The OSO submits reports to the Board monthly.</p> <p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
<b>Long-term unemployed (unemployed for 27 or more consecutive weeks)</b>	Career Service Provider (CSP)	-Career and training services provided onsite at the AJCs and virtually by cross-trained Career Advisors serving Adults, Dislocated	-Linkages to community services including legal aid and healthcare services.	The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months.

		<p>Workers, including Displaced Homemakers, and Youth.</p> <p>-Outreach conducted via social media and to organizations serving the target population including SNAP, Community Service Block Grant, etc.</p>	<p>-Assistance with transportation, childcare and dependent care, and housing.</p> <p>-Assistance with educational testing, books, fees, school supplies, and other necessary items for students enrolled in secondary or postsecondary education classes.</p> <p>- Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear.</p> <p>-Payments and fees for employment and training-related applications, tests, and certifications.</p>	<p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The OSO submits reports to the Board monthly.</p> <p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
Other groups as the Governor determines to have barriers to employment	N / A - will be determined if the Governor determines additional populations to be served.			

## Technical Requirements, Assurances, and Evaluation

7). Provide a detailed budget that lists the sources and uses of Tennessee Department of Labor and Workforce Development (TDLWD) pass-through funds and all Non-Federal matching funds by completing a provided budget toolkit (424A).

[View Burden Statement](#)

### BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0006  
Expiration Date: 02/28/2022

#### SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. WIOA ADULT	17.258	\$	\$	\$ 607,589.86	\$ 0.00	\$ 607,589.86
2. WIOA DISLOCATED WORKER	17.278			442,240.84	0.00	442,240.84
3. WIOA YOUTH	17.259			599,621.77	0.00	599,621.77
4.					0.00	0.00
5. Totals		\$	\$	1,649,452.47	0.00	1,649,452.47

# SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1) WIOA ADULT	(2) WIOA DISLOCATED WORKER	(3) WIOA YOUTH	(4)	
<b>a. Personnel</b>	\$ 100,135.11	\$ 72,884.41	\$ 98,821.90	\$	\$ 271,841.42
<b>b. Fringe Benefits</b>	43,319.41	31,530.51	42,751.31		117,601.23
<b>c. Travel</b>	2,001.03	1,456.47	1,974.79		5,432.29
<b>d. Equipment</b>	0.00	0.00	0.00		0.00
<b>e. Supplies</b>	600.31	436.94	592.44		1,629.69
<b>f. Contractual</b>	385,996.71	280,951.88	380,934.65		1,047,883.24
<b>g. Construction</b>	0.00	0.00	0.00		0.00
<b>h. Other</b>	14,778.30	10,756.55	14,584.50		40,119.35
<b>i. Total Direct Charges (sum of 6a-6h)</b>	546,830.87	398,016.76	539,659.59		\$ 1,484,507.22
<b>j. Indirect Charges</b>	60,758.99	44,224.08	59,962.18		\$ 164,945.25
<b>k. TOTALS (sum of 6i and 6j)</b>	\$ 607,589.86	\$ 442,240.84	\$ 599,621.77	\$	\$ 1,649,452.47
<b>7. Program Income</b>	\$ 0.00	\$ 0.00	\$ 0.00	\$	\$ 0.00

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Prescribed by OMB (Circular A -102) Page 1A

Other	
Insurance Policies (D&O, workers comp, contents), Audit, Tax Services, Shredding, Memberships & Dues, Subscriptions (EMSI, Career Ready 101, Career Coach), QuickBooks	
3rd Party Services	
Rent + Utilities	Administrative Office (\$650 per month)
Printing & Publications	AJC Flyers & Brochures, Annual Reports, etc.
Communications	Postage, Verizon Data Plans, Vonage Phones, Internet, Conference Calls, Zoom
Building Maintenance	Repair costs, security and building items, etc. - as needed
Staff Training	Estimated training costs for board staff
<b>Total Budget</b>	<b>Total</b>

Contractual	
Printer / Copier Rental	Konica Minolta for board staff, AJC flyers & brochures, annual reports
OJTs	On-the-Job Training Grants to Employers for Title I Participants
CSP: Staffing & Operations	Title I Adult, Dislocated Worker, and Youth services
	ITAs, including those used to support RAMP, REAP, and other Registered
CSP: Participant Costs	Apprenticeships, Supportive Services, Work Experience, and Transitional Jobs
IFA (including OSO)	Title I portion of shared infrastructure and additional costs

SECTION C - NON-FEDERAL RESOURCES				
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) TOTALS
8. WIOA ADULT	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
9. WIOA DISLOCATED WORKER	0.00	0.00	0.00	0.00
10. WIOA YOUTH	0.00	0.00	0.00	0.00
11.				
12. TOTAL (sum of lines 8-11)	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

SECTION D - FORECASTED CASH NEEDS					
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ 1,649,452.47	\$ 332,065.41	\$ 439,129.02	\$ 439,129.02	\$ 439,129.02
14. Non-Federal					
15. TOTAL (sum of lines 13 and 14)	\$ 1,649,452.47	\$ 332,065.41	\$ 439,129.02	\$ 439,129.02	\$ 439,129.02

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT				
(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
	(b) First	(c) Second	(d) Third	(e) Fourth
16. WIOA ADULT	\$	\$	\$	\$
17. WIOA DISLOCATED WORKER				
18. WIOA YOUTH				
19.				
20. TOTAL (sum of lines 16 - 19)	\$	\$	\$	\$

SECTION F - OTHER BUDGET INFORMATION	
21. Direct Charges: 1,649,452.47	22. Indirect Charges: Administrative Costs to be charged directly.
23. Remarks: Budget for P22 and F23 Funding Only (carryover funds not included). Additional participant funding requested.	

**8a). Describe any local partnerships, new collaborations, or innovative practices you would like to share.**

Please see question 5a above.

**8b). As WIOA Title 1 formula allocations continue to decline, how does your LWDB leverage partner resources (funding, other) to help further sustain WIOA programs and services to job seekers and employers?**

Great effort is taken by the NW area to leverage resources and avoid duplication of services in order to maximize funds and opportunities for customers. To help sustain WIOA programs and services, the NW area leverages the following funding and resources:

RESEA Funding: The NW area utilizes funding to cross-train existing Title I staff to be able to administer both programs. In addition to leveraging multiple funding sources to support staffing costs, the partnership also reduces duplication and streamlines services for customers by allowing them to receive services from multiple programs from one staff person rather than multiple people.

SNAP E&T Funding: In partnership with the Greater Memphis area, the NW area is currently participating in a SNAP E&T pilot project to engage more individuals aged 50+ in SNAP E&T services. In addition to funding being utilized to offset salaries and benefits of staff involved in the project, the pilot is also serving as an opportunity to further explore how SNAP E&T and WIOA Title I funds can be braided to enhance services for customers. The NW area is exploring the possibility of becoming a third-party provider or intermediary.

Specialized Funding: The NW area takes advantage of every opportunity to apply for specialized funding to leverage resources and enhance services, including the CARES Act, National Dislocated Worker Grant, State Apprenticeship Grants, Layoff Aversion funding, Justice-Involved Individual funding, WorkKeys funding, Summer Youth funding, Career Exploration funding, and Rural Initiative funding. The NW area will continue to utilize all available funds to serve the area and sustain operations. Expenditures and obligations are tracked closely to ensure all funds awarded are expended.

Co-Location of Partners: In addition to reducing the Title I share of operating costs, integrating Wagner-Peyser, WIOA Adult, Dislocated Worker, and Youth, Adult Education, Vocational Rehabilitation, Temporary Assistance for Needy Families (TANF) and other partners within the AJC network allows core and non-core partners to work collaboratively and seamlessly in the delivery of services available under multiple workforce service programs. Staff from partner programs are cross trained regarding the specifics of each partner program in order to make meaningful referrals for participants, enhance services, leverage resources, and avoid duplication of services. Staff and facilities are functionally aligned to simplify customer service delivery and capitalize on the strengths of the staff and/or technology to deliver services.

Referrals to AJC and Community Partners: Referrals are made to a variety of agencies and programs for supportive services, such as childcare and housing, to allow Title I funds to be utilized as last dollar funds. Referrals are made for the below resources to the identified partner agencies:

Childcare Resources: the TN Department of Human Services (DHS) and Northwest TN Economic Development Council for childcare.

Transportation Resources: TN DHS – Vocational Rehabilitation, Northwest TN Human Resource Agency, and Trade Adjustment Assistance.

Housing Resources: TN Homeless Solutions, Northwest TN Economic Development Council, Trade Adjustment Assistance (relocation assistance), housing authorities, The Orchard House, West TN Legal Services, Veteran Medical Center Homeless Dept., Habitat for Humanity, and Damascus Road, Inc.

**8c). Is your LWDB considering a request for statewide or rapid response funds to support innovative initiatives? If so, what activities will your LWDB plan to support utilizing statewide or rapid response funds?**

As WIOA Title I formula allocations continue to decline, and rural areas already receive a very small portion of the allocations, the NW area intends to continue to request statewide / rapid response funding to support services for eligible participants and innovative initiatives, such as the Re-Entry Advanced Manufacturing Program (RAMP) for justice-involved individuals and Amteck's Registered Electrical Apprenticeship Preparation (REAP) pre-apprenticeship program. In addition to meeting the needs of participants and supporting innovative initiatives, statewide / rapid

response funds will enable the area to continue to meet the required Key Performance Indicators (KPIs). While the area enrolled a total of 538 new participants in program year (PY) 2020, the current year's allocation is only enough to support the enrollment of approximately 282 new individuals, 92 less than the goal of 374 new enrollments, which does not factor in costs for participants already enrolled in the program. The estimated allocations for PY 2022 show a decrease of approximately \$210,000, resulting in a total allocation of just \$1,649,452.47, and an available participant budget of only \$593,802.89 (40% of the program budget). At an estimated cost per participant of \$2,425, the funds are only enough to support 250 participants, 124 less than the current KPI goal of 374. As only a small amount of carryover funding is anticipated and needed to sustain operations until the majoring of PY 22 funding is received in October, the NW area intends to request additional funds to meet KPI goals and provide the following services:

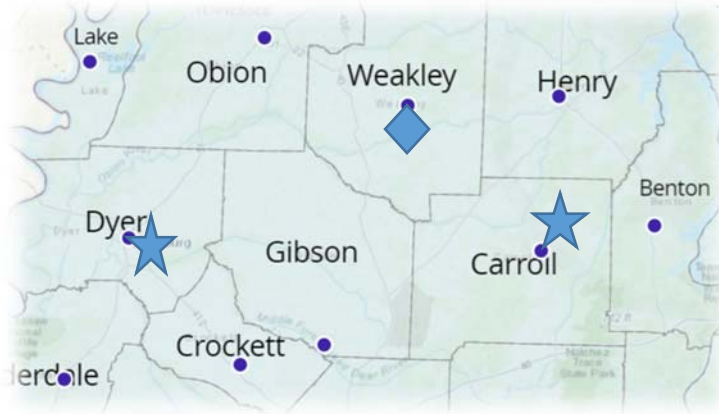
- Individual Training Accounts (ITAs): last-dollar scholarships, after all other financial aid is paid, of up to \$4,000 per year for up to two years, including the RAMP for justice-involved individuals.
- On-the-Job Training Grants (OJT): reimbursement of up to 50% of an eligible new hire's wages for specified training period.
- Transitional Jobs / Work Experience: 100% of a participant's wages during an approved timeframe to allow individuals with significant barriers to employment to gain valuable skills and opportunity for unsubsidized employment.
- Apprenticeship Support: ITAs to support the related-technical instruction (RTI) component of registered apprenticeships, OJT funding to support the on-the-job learning (OJL) component, and / or pre-apprenticeship funding, including the REAP program.
- Supportive Services: transportation stipends, assistance with work attire, technology support, emergency childcare or housing, test fees, books, supplies, etc.
- Incumbent Worker Training (IWT): to support upskilling and / or retraining of incumbent workers to enhance competitiveness of employers and avoid layoffs.

**8d). Has your local area applied for and/or received any other grants which have provided additional resources? If not, does your local area plan to apply for additional resources to support regional activities?**

Besides the SNAP E&T funding mentioned above, the NW area has partnered with Dyersburg State Community College to receive funding for conducting career exploration events to promote the nursing pathway. The NW area is also working with local hospitals and training providers to apply for grant funding through the US Department of Health and Human Services, Health Resources and Services Administration, to expand public health capacity by supporting health care job development, training, and placement in rural communities. We also recently applied for a Delta Regional Authority Delta Workforce Grant but unfortunately were not selected. Board staff regularly review grant opportunities posted on Grants.gov and GrantStation and will continue to do so in order to apply for appropriate funding opportunities. As described in the West TN Regional Plan, in partnership with the Southwest and Greater Memphis areas, the NW area has also recently applied for funding for two initiatives: Opportunity Now! under the EDA Good Jobs Challenge and the GROWTH project through the Tennessee Department of Human Services' TANF Opportunity Act. We are also exploring potential partnerships with the Southwest area for fiscal management, or possibly business services. Additional discussion for this will take place over the next six months.



## Proposed NW American Job Center Structure



Comprehensive American Job Center

Specialized American Job Center

● American Job Center Access Point

AJC Location	Type	Service Area	Title I Staff	Existing Access Points*	Pending Access Points
Carroll (Huntingdon)	Comprehensive	Benton Carroll Henry	Two Career Advisors Two Employment Specialists (PT)	Benton: Benton County Public Library Henry: W.G. Rhea Public Library	Benton: Benton County Community Resource Center Henry: Henry County Central School
Dyer (Dyersburg)	Comprehensive	Crockett, Dyer, Lake, Obion	Four Career Advisors Two Employment Specialists (PT)	Crockett: Crockett Memorial Library Lake: Ridgely Library	Lake: County Courthouse Obion: Union City Library
Weakley (Dresden)	Specialized	Gibson Weakley	One Career Advisors One Employment Specialists (FT)	Weakley: Ned R. McWherter Weakley County Library	Gibson: Gibson County Memorial Library, DSCC Gibson County Center

\*Virtual Access is also available through the Virtual AJC, Zoom, and Microsoft Teams. Vonage (mobile call and text), laptops, mobile hot spots, and Adobe Pro are available to use for virtual services. DocuSign will also be purchased. All Adult Education (AE) locations are also already considered Virtual Access Points. Customers can use resources in an AE location to connect virtually with AJC staff and / or access virtual resources.

### Estimated Cost Savings

Total Savings (Overall Budget): \$118,600 – Infrastructure Costs: \$61,000, Additional Costs: \$56,500

- Title I Share: \$60,775 – NWTNWB RESEA Share = \$11,500 – Savings to Other Partners = \$46,325

**Comprehensive American Job Centers, Dyersburg (Dyer), Huntingdon (Carroll):**

The comprehensive center must provide career services and ensure job seekers and employers have access to programs, services, and activities of all required One-Stop partners. A comprehensive center must be accessible to individuals with disabilities and provide:

- Assistance from at least one (1) WIOA Title I staff person who is physically present at the center during all operational hours.
- Assistance from at least one (1) partner program staff person who is physically present at the center during all operational hours; and
- Direct links to One-Stop Partner staff who can provide program information or services to the customer.

**American Job Center Specialized Sites, Dresden (Weakley):**

Specialized centers address the specific needs of key industry sectors, or clusters. Based on specific needs within a LWDA, the LWDB—in conjunction with the partners and OSO—may determine that a specialized center is more appropriate to serve a particular population and may choose to operate a specialized center. A Specialized American Job Center must be physically and programmatically accessible to individuals with disabilities, be established to serve a specific group (youth, veterans, key industry sectors, or other specified groups as determined by the LWDB), provide a variety of services tailored to the needs of the specific group, including career coaching, networking opportunities, comprehensive assessment, and employer meetings, and provide flexible office hours, such as evenings and weekends, set by the LWDB.

**American Job Center Access Points, Benton, Crockett, Gibson, Henry, Lake, Obion:**

Access points are created to supplement and enhance customer access to AJC services in support of comprehensive centers and affiliate sites. These sites make one (1) or more of the One-Stop partners' programs, services, and activities available to job seekers and employers. Libraries are recognized as important providers of Federally-supported training and employment for adult education and literacy. Note: no funds can be spent on Access Points.

## Current Staffing / AJC Structure & Service Levels

County	Hours	# of Staff	Avg. Daily Traffic Count (estimated)	Avg. Monthly Traffic Count	YTD Visits (July – Dec. 2021)	YTD Title I Visits	WIOA Title I New Enrollments
Benton (Specialized)	Mon., Tues., Thur. 8:00 a – 4:30 p	1	3	34	202 (4.4%)	27 (4.6%)	6 (2.6%)
Carroll (Comprehensive)	Monday – Friday 8:00 a – 4:30 p	2 (1 shared w/ Benton)	11	232	1,392 (30.3%)	65 (11%)	37 (15.7%)
Crockett (Specialized)	Mon., Tues., Thur. 8:00 a – 4:30 p	1 (1 shared w/ Dyer)	0.4	5	32 (0.7%)	2 (0.3%)	6 (2.6%)
Dyer (Comprehensive)	Monday – Friday 8:00 a – 4:30 p	2 (1 shared w/ Crockett & 1 shared Youth)	7	142	852	145 (24.5%)	52 (22.1%)
Gibson (Affiliate)	Monday – Friday 8:00 a – 4:30 p	3 (shared OJT position)	5	111	666 (14.5%)	46 (7.8%)	30 (12.8%)
Henry (Specialized)	Monday – Thurs. 8:00 a – 4:30 p	2 (1 shared w/ Henry)	6	100	601 (13.1%)	141 (23.8%)	23 (9.8%)
Lake (Specialized)	Mon. & Tues. 8:00 a – 4:00 p; Thurs. 8-11:30 a	1 (1 shared w/ Obion)	0.09	1	7 (0.2%)	0 (0%)	17 (7.2%)
Obion (Affiliate)	Monday – Friday 8:00 a – 4:30 p	3 (1 shared w/ Lake)	4	75	448 (9.7%)	80 (13.5%)	27 (11.5%)
Weakley (Specialized)	Monday – Thurs. 8:00 a – 4:30 p	2 (1 shared w/ Henry)	4	66	398 (8.7%)	86 (14.5%)	37 (15.7%)

TRAFFIC COUNTS LIST BY INDIVIDUAL VISIT 2021-2022

2021-2022	Camden	Alamo	Humboldt	Paris	Tiptonville	Union City	Dresden	Affiliate Subtotal	Dyersburg	Huntingdon	Comprehensive Subtotal	Total AJC
Jul-21	42	4	128	94	4	68	117	457	164	187	351	808
Aug-21	35	4	137	116	2	84	66	444	179	308	487	931
Sep-21	36	3	85	70	1	68	36	299	107	281	388	687
Oct-21	10	7	105	99	0	63	61	345	110	193	303	648
Nov-21	43	9	104	121	0	73	65	415	145	152	297	712
Dec-21	36	5	107	101	0	92	53	394	147	271	418	812
<b>Subtotal</b>	<b>202</b>	<b>32</b>	<b>666</b>	<b>601</b>	<b>7</b>	<b>448</b>	<b>398</b>	<b>2,354</b>	<b>852</b>	<b>1,392</b>	<b>2,244</b>	<b>4,598</b>
Mo. Avg	34	5	111	100	1	75	66	56	142	232	187	85
% Avg.	39.5%	6.3%	130.4%	117.6%	1.4%	87.7%	77.9%	65.8%	166.8%	272.5%	219.6%	100.0%

## Prior Program Year Service Levels

TRAFFIC COUNTS LIST BY INDIVIDUAL VISIT 2020-2021

2020-2021	Camden	Alamo	Humboldt	Paris	Tiptonville	Union City	Dresden	Affiliate Subtotal	Dyersburg	Huntingdon	Comprehensive Subtotal	Total AJC
<b>Subtotal</b>	280	62	883	753	71	329	419	2,797	965	1,343	2,308	5,105
Mo. Avg	23	5	74	63	6	27	35	311	80	112	256	567
% Avg.	4.1%	0.9%	13.0%	11.1%	1.0%	4.8%	6.2%	54.8%	14.2%	19.7%	45.2%	100.0%

TRAFFIC COUNTS LIST BY INDIVIDUAL VISIT 2019- 2020

2019-2020	Camden	Alamo	Humboldt	Paris	Tiptonville	Union City	Dresden	Affiliate Subtotal	Dyersburg	Huntingdon	Comprehensive Subtotal	Total AJC
<b>Subtotal</b>	984	480	2,904	2,596	162	3,496	1,909	12,531	5,349	3,493	8,842	21,373
Mo. Avg	82	40	242	216	14	291	159	1,392	446	291	982	2,375
% Avg.	3.5%	1.7%	10.2%	9.1%	0.6%	12.3%	6.7%	58.6%	18.8%	12.3%	41.4%	100.0%

TRAFFIC COUNTS LIST BY INDIVIDUAL VISIT 2018- 2019

2018-2019	Camden	Alamo	Humboldt	Paris	Tiptonville	Union City	Dresden	Affiliate Subtotal	Dyersburg	Huntingdon	Comprehensive Subtotal	Total AJC
<b>Subtotal</b>	1599	1028	3753	4252	595	3349	3526	18102	7484	5147	12631	30733
Mo. Avg	133	86	313	354	50	279	294	1509	624	429	1053	2561
% Avg.	5.2%	3.3%	12.2%	13.8%	1.9%	10.9%	11.5%	58.9%	24.4%	16.7%	41.1%	100.0%

TRAFFIC COUNTS LIST BY INDIVIDUAL VISIT 2017- 2018

2017-2018	Camden	Alamo	Humboldt	Paris	Tiptonville	Union City	Dresden	Affiliate Subtotal	Dyersburg	Huntingdon	Comprehensive Subtotal	Total AJC
<b>Subtotal</b>	2300	2247	3977	5105	983	3818	3414	21844	8394	5075	13469	35313
Mo. Avg	209	204	362	464	89	347	310	1986	763	461	1224	3210
% Avg.	4.9%	4.7%	11.3%	14.5%	2.8%	10.8%	9.7%	61.9%	23.8%	14.4%	38.1%	100.0%

<b>DRAFT Northwest PY 22 Budget* April 2022</b>	<b>Admin. (all grants)</b>	<b>Adult Prg (w/ Adult Transfer)</b>	<b>DW Prg (w/o AT)</b>	<b>Youth Program</b>	<b>Title I Program Total</b>	<b>RESEA Program</b>	<b>Total</b>
<b>Estimated PY 21 Carryover</b>	\$ 86,223.45	\$ 308,072.60	\$ 55,403.94	\$ -	\$ 363,476.54	\$ 102,076.38	\$ 551,776.37
<b>Estimated PY 22 Allocations</b>	\$ 176,141.25	\$ 546,830.87	\$ 398,016.76	\$ 539,659.59	\$ 1,484,507.22	\$ 100,763.97	\$ 1,761,412.44
<b>Total PY 22 Funding Available</b>	\$ 262,364.70	\$ 854,903.47	\$ 453,420.70	\$ 539,659.59	\$ 1,847,983.76	\$ 202,840.35	\$ 2,313,188.81
<i>Difference from PY 21 Allocation</i>	\$ (21,032.91)	\$ (75,054.34)	\$ (38,404.75)	\$ (75,837.10)	\$ (210,329.09)		\$ 2,276,070.56
IFA Expenses (including OSO)	\$ 4,111.49	\$ 57,700.26	\$ 22,821.75	\$ 27,127.74	\$ 107,649.75	\$ 43,060.94	\$ 154,822.18
Career Service Provider	\$ -	\$ 258,200.00	\$ 156,800.00	\$ 225,000.00	\$ 640,000.00	\$ 125,000.00	\$ 765,000.00
Board / Fiscal Agent Expenses	\$ 221,134.96	\$ 239,152.65	\$ 110,718.82	\$ 93,003.81	\$ 442,875.28	\$ 34,779.41	\$ 698,789.65
<b>Total Operating Expenses</b>	\$ 225,246.45	\$ 555,052.91	\$ 290,340.57	\$ 345,131.55	\$ 1,190,525.03	\$ 202,840.35	\$ 1,618,611.83
<i>Balance for Participants</i>	\$ 37,118.24	\$ 299,850.56	\$ 163,080.13	\$ 194,528.04	\$ 657,458.73		
					<i>Participant % of Program Funds</i>	36%	
					<i>Amount Needed to Reach 40% MPCR</i>	\$ 136,224.63	
<i>Balance Minus PY 23 Q1 Expenses</i>		\$ 252,353.43	\$ 163,080.13	\$ 194,528.04	\$ 609,961.60		
					<i>Revised Participant % of Program Funds</i>	33%	
					<i>Amount Needed to Reach 40% MPCR</i>	\$ 183,721.76	

\*Funding may be moved between budget line items and / or between programs to meet the needs of the local area.

## Program Year (PY) 2022 Organization and Local Area Budgets

<u>Line Item</u>	<u>Northwest Title I</u>	<u>Southwest Title I</u>	<u>Total Title I</u>	<u>Northwest RESEA</u>	<u>Southwest RESEA</u>	<u>RESEA Total</u>	<u>Northwest Total</u>	<u>Southwest Total</u>	<u>Organization Total</u>
Estimated Admin. Carryover	\$ 79,523.45	\$ 163,755.78	\$ 243,279.23	\$ 6,700.00	\$ 6,500.79	\$ 13,200.79	\$ 86,223.45	\$ 170,256.57	\$ 256,480.02
Estimated Program Carryover	\$ 363,476.54	\$ 1,473,802.34	\$ 1,837,278.88	\$ 102,076.38	\$ 58,507.20	\$ 160,583.58	\$ 465,552.92	\$ 1,532,309.54	\$ 1,997,862.46
PY 22 Admin. Allocation	\$ 164,945.25	\$ 155,829.14	\$ 320,774.39	\$ 11,196.00	\$ 1,906.28	\$ 13,102.27	\$ 176,141.25	\$ 157,735.42	\$ 333,876.67
PY 22 Program Allocation	\$ 1,484,507.22	\$ 1,402,462.27	\$ 2,886,969.49	\$ 100,763.97	\$ 17,156.50	\$ 117,920.47	\$ 1,585,271.19	\$ 1,419,618.77	\$ 3,004,889.96
PY 22 Total Budget	\$ 2,092,452.46	\$ 3,195,849.53	\$ 5,288,301.99	\$ 220,736.35	\$ 84,070.77	\$ 304,807.11	\$ 2,313,188.81	\$ 3,279,920.30	\$ 5,593,109.10
<i>Allocation Difference from PY 21</i>	\$ (210,329.09)	\$ (252,805.67)	\$ (463,134.76)						
Administrative Expenses	\$ 207,350.46	\$ 208,879.95	\$ 416,230.40	\$ 17,896.00	\$ 8,407.07	\$ 26,303.06	\$ 225,246.45	\$ 217,287.02	\$ 442,533.47
<i>Admin. Balance</i>	\$ 37,118.24	\$ 110,704.97	\$ (95,456.01)	\$ -	\$ -	\$ -	\$ 37,118.24	\$ 110,704.97	\$ 147,823.22
IFA Expenses (including OSO)	\$ 107,649.75	\$ 226,436.61	\$ 334,086.36	\$ 43,060.94	\$ 12,837.34	\$ 55,898.28	\$ 150,710.69	\$ 239,273.95	\$ 389,984.64
Career Service Provider	\$ 640,000.00	\$ 656,735.55	\$ 1,296,735.55	\$ 125,000.00	\$ 32,690.80	\$ 157,690.80	\$ 765,000.00	\$ 689,426.35	\$ 1,454,426.35
Board / Fiscal Agent Expenses	\$ 442,875.28	\$ 442,154.74	\$ 885,030.03	\$ 34,779.41	\$ 30,135.55	\$ 64,914.96	\$ 477,654.69	\$ 472,290.30	\$ 949,944.99
Total Program Expenses	\$ 1,190,525.03	\$ 1,325,326.90	\$ 2,515,851.93	\$ 202,840.35	\$ 75,663.70	\$ 278,504.05	\$ 1,393,365.38	\$ 1,400,990.60	\$ 2,794,355.98
<i>Program Balance</i>	\$ 657,458.73	\$ 1,550,937.71	\$ 2,208,396.44	\$ -	\$ -	\$ -	\$ 657,458.73	\$ 1,550,937.71	\$ 2,208,396.44
<i>Participant Balance % of Prg</i>	36%	54%							
<i>Needed to reach 40%</i>	\$ 136,224.63	\$ 883,551.27							

BUDGET INFORMATION - Non-Construction Programs						
SECTION A - BUDGET SUMMARY						
		Estimated Unobligated Funds		New or Revised Budget		
	Grant Program	Federal	Non-Federal	Federal	Non-Federal	Total
1.	Funds through TDLWD - Workforce Services	\$ -	\$ -	\$ 6,453,987.32	\$ -	\$ 6,453,987.32
2.	Funds through other State Agencies - AE, VR, TANF, SCSEP	\$ -	\$ -	\$ 3,220,412.58	\$ -	\$ 3,220,412.58
3.		\$ -	\$ -		\$ -	\$ -
4.		\$ -	\$ -	\$ -	\$ -	\$ -
5.	<b>Totals</b>	\$ -	\$ -	\$ 9,674,399.90	\$ -	\$ 9,674,399.90
SECTION B - BUDGET CATEGORIES						
6.	Object Class Categories	(1)	(2)	(3)	(4)	Total
	a. Personnel	\$ 446,040.83	\$ 446,040.83	\$ -	\$ -	\$ 892,081.66
	b. Fringe Benefits	\$ 200,377.12	\$ 200,377.12	\$ -	\$ -	\$ 400,754.24
	c. Travel	\$ 10,200.00	\$ 10,200.00	\$ -	\$ -	\$ 20,400.00
	d. Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
	e. Supplies	\$ 3,060.00	\$ 3,060.00	\$ -	\$ -	\$ 6,120.00
	f. Contractual	\$ 844,751.47	\$ 844,751.47	\$ -	\$ -	\$ 1,689,502.94
	g. Construction	\$ -	\$ -	\$ -	\$ -	\$ -
	h. Other	\$ 3,332,770.53	\$ 3,332,770.53	\$ -	\$ -	\$ 6,665,541.06
	i. Total Direct Charges (sum of 6a - 6h)	\$ 4,837,199.95	\$ 4,837,199.95	\$ -	\$ -	\$ 9,674,399.90
	j. Indirect Charges	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>k TOTALS (sum of 6i and 6 j)</b>	\$ 4,837,199.95	\$ 4,837,199.95	\$ -	\$ -	\$ 9,674,399.90
7.	Program Income	\$ -	\$ -	\$ -	\$ -	\$ -

SECTION C - NON-FEDERAL RESOURCES						
(a) Grant Program			(b) Applicant	(c) State	(d) Other Sources	(e) TOTALS
8.			\$ -	\$ -	\$ -	\$ -
9.			\$ -	\$ -	\$ -	\$ -
10.			\$ -	\$ -	\$ -	\$ -
11.			\$ -	\$ -	\$ -	\$ -
12.	TOTAL (sum of lines 8 - 11)		\$ -	\$ -	\$ -	\$ -
SECTION D - FORECASTED CASH NEEDS						
	(a) Grant Program	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13.	Funds through TDLWD - Workforce Services	\$ 3,226,993.66	\$ 806,748.42	\$ 806,748.42	\$ 806,748.42	\$ 806,748.42
14.	Funds through other State Agencies - AE, VR, TANF, SCSEP	\$ 1,610,206.29	\$ 402,551.57	\$ 402,551.57	\$ 402,551.57	\$ 402,551.57
15.			\$ -	\$ -	\$ -	\$ -
16.						
17.	TOTAL (sum of lines 13 and 14)		\$ 4,837,199.95	\$ 1,209,299.99	\$ 1,209,299.99	\$ 1,209,299.99
SECTION E - BUDGET ESTIMATES FOR FEDERAL FUNDS FOR BALANCE OF THE PROJECT						
(a) Grant Program			(b) First Year	(c) Second Year	(d) Third Year	(e) Fourth Year
18.	Funds through TDLWD - Workforce Services		\$ 3,226,993.66			
19.	Funds through other State Agencies - AE, VR, TANF, SCSEP		\$ 1,610,206.29			
20.			\$ -			
21.			\$ -	\$ -		
22.	TOTAL (sum of lines 16 - 19)		\$ 4,837,199.95	\$ -	\$ -	\$ -
SECTION F - OTHER BUDGET INFORMATION						
23. Direct Charges		\$	9,674,399.90	24. Indirect Charges		\$ -
See Budget Narrative						
25. Remarks						
See Budget Narrative						
Budget-2						



# Northwest Local Workforce Development Area PY 21 Performance Dashboard

Mar-22

Fiscal Measures	Goal	Actual	Difference from Goal	% of Goal Met
Minimum Participant Cost Rate	40%	47.4%	7%	119%
PY 21 Out-of-School Youth Expenditures	75%	85.0%	10%	113%
PY 20 In-School Youth Expenditures	35%	39.0%	4%	111%
Youth Work Experience	20%	46.6%	27%	233%
Formula Funds Obligation Rates (1st Year Funds)	80%	69.0%	-11%	86%
Adult	80%	57.0%	-23%	71%
Dislocated Worker	80%	50.0%	-30%	63%
Youth	80%	100.0%	20%	125%

Adult Performance Measures	Goal	Actual	Difference from Goal	% of Goal Met
Employment Rate 2nd Quarter after Exit	82.5%	84.5%	2.0%	102.4%
Employment Rate 4th Quarter after Exit	82.5%	81.7%	-0.8%	99.0%
Median Earnings 2nd Quarter after Exit	\$6,680.00	\$7,584.70	\$904.70	113.5%
Credential Attainment within 4 Quarters after exit	63.5%	86.7%	23.2%	136.5%
Measurable Skills Gains	53%	63.6%	10.6%	120.0%

Dislocated Worker Performance Measures	Goal	Actual	Difference from Goal	% of Goal Met
Employment Rate 2nd Quarter after Exit	82.5%	96.1%	13.6%	116.5%
Employment Rate 4th Quarter after Exit	82.5%	88.9%	6.4%	107.8%
Median Earnings 2nd Quarter after Exit	\$7,650.00	\$8,895.40	\$1,245.40	116.3%
Credential Attainment within 4 Quarters after exit	67%	78.3%	11.3%	116.9%
Measurable Skills Gains	49%	54.3%	5%	110.8%

Youth Performance Measures	Goal	Actual	Difference from Goal	% of Goal Met
Employment Rate 2nd Quarter after Exit	77%	83.0%	6.0%	107.8%
Employment Rate 4th Quarter after Exit	76%	78.1%	2.1%	102.8%
Median Earnings 2nd Quarter after Exit*	\$3,400.00	\$5,428.02	\$2,028.02	159.6%
Credential Attainment within 4 Quarters after exit	70%	58.1%	-11.9%	83.0%
Measurable Skills Gains	47%	34.5%	-12.5%	73.4%

\*Estimated results determined locally; official state results still pending.

Key Performance Indicators	Goal	Actual	Difference from Goal	% of Goal Met
Adult / Dislocated Worker New Enrollments Goal	296	288	-8	97%
Youth New Enrollments Goal	78	80	2	103%
Wagner Peyser New Enrollments	989	526	-463	53%
RESEA Co-Enrollments	34	21	-13	62%
SNAP E&T New Enrollments	98	68	-30	69%
TAA Co-Enrollments (of new enrollments since 9/1/20)*	100%	100.0%	0%	100.0%
Jobs for Veterans State Grants New Enrollments	19	7	-12	37%
Re-Entry New Enrollments (Titles I & III)	104	67	-37	64%
SCSEP -TNSCA (Exits)	6	2	-4	33%
Adult Ed. - Jackson State Community College	278	190	-88	68%
Adult Ed. - Weakley County Schools	248	127	-121	51%
Apprentices (by June 2023)	327	105	-222	32%

\*Of the 5 new TAA enrollments, only two were eligible for / elected to participate in Title I services and both are co-enrolled.

Social Media Presence	Goal	Actual	Difference from Goal	% of Goal Met
Number of Page Follows	7,500	7,267	-233	97%

<b>American Job Center Visits</b>	<b>Goal</b>	<b>Actual</b>	<b>Difference from Goal</b>	<b>% of Goal Met</b>
Benton	52	33	-19	63%
Carroll	281	261	-20	93%
Crockett	34	4	-30	12%
Dyer	411	129	-282	31%
Gibson	207	109	-98	53%
Henry	187	97	-90	52%
Lake	16	3	-13	19%
Obion	182	79	-103	43%
Weakley	153	55	-98	36%
Average	169	86	-84	51%

<b>Business Services</b>	<b>Goal</b>	<b>Actual</b>	<b>Difference from Goal</b>	<b>% of Goal Met</b>
Number of Employers Served	1,649	1,459	-190	88%
Number of Services Provided	4,891	2,979	-1,912	61%
Employers Receiving On-the-Job Training Grants	30	31	1	104%
Number of Job Fairs / Recruitment Services	172	165	-7	96%

<b>National Dislocated Worker Grant for COVID-19 (July 2020 - June 2022)</b>	<b>Goal</b>	<b>Actual</b>	<b>Difference from Goal</b>	<b>% of Goal Met</b>
Disaster-Relief Employment	18	18	0	100%
Career & Training Services	105	108	3	103%
Grant Funding	\$719,730	\$ 693,065.75	\$ (26,664.25)	96%

<b>Rural Initiative Numbers Served* (Oct. 2019 - Sept. 2021)</b>	<b>Goal*</b>	<b>Actual</b>	<b>Difference from Goal</b>	<b>% of Goal Met</b>
Benton - Work-Based Learning (Young Adults)	21	14	-7	67%
Carroll - RAMP (10) / Work-Based Learning (6 Young Adults)	16	16	0	100%
Lake - RAMP (9) / Work-Based Learning (23 Young Adults)	32	26	-6	81%
Obion - RAMP (10) / Work-Based Learning (5 Young Adults)	15	12	-3	80%
Weakley - Work-Based Learning (Young Adults)	8	7	-1	88%
Total	92	75	-17	82%

\*Revised effective 11/4/20/20and again 9/2/21. Remainder of unobligated funds were repurposed for IWT and TRANSFR Virtual Reality career exploration Funds expected to be fully expended.

<b>State Apprenticeship Grants</b>	<b>Goal</b>	<b>Actual</b>	<b>Difference from Goal</b>	<b>% of Goal Met</b>
Individuals Trained (new apprentices), Sept. 19 - Oct. 21	89	83	-6	93%
Individuals Trained (1st year apprentices), Oct. 21 - Jun. 22	32	14	-18	44%

<b>DRA Workforce Grant (Dec. 2019 - Dec. 2021)</b>	<b>Goal</b>	<b>Actual</b>	<b>Difference from Goal</b>	<b>% of Goal Met</b>
Individuals Trained (pre-apprenticeship)	24	97	73	404%
Industry Recognized Certificates (pre / interim apprenticeship)	20	27	7	135%
Jobs Created (New Hire Apprentices)	8	15	7	188%
Jobs Retained (Incumbent Apprentices)	8	72	64	900%
Employer Outreach Events	18	21	3	117%
Registered Apprenticeship Occupations Developed	6	8	2	133%
Registered Apprenticeship Occupations Supported	6	8	2	133%
Pre-Apprenticeships	2	2	0	100%
Jobseeker Recruitment Events	12	19	7	158%
WIOA Funding Support	\$45,000.00	\$157,862.72	\$112,862.72	351%

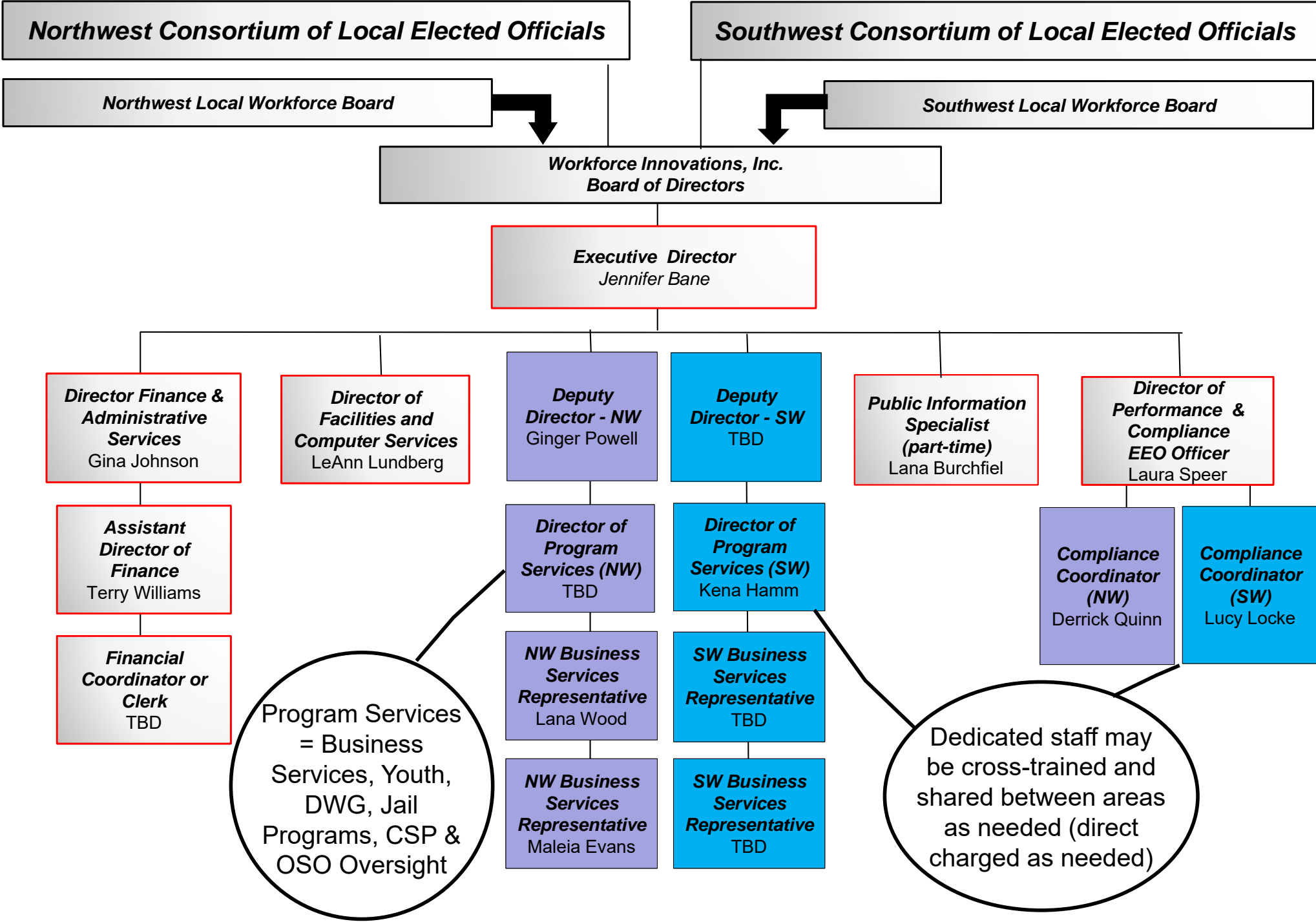
## **Other Business & Updates – Jennifer Bane, Executive Director**

Southwest (SW) Partnership Update: The transition of the SW area's fiscal agent / staff to the board from the Southwest Human Resource Agency to the Northwest Tennessee Workforce Board, Inc. began as of April 14, 2022 and is expected to be completed by June 30, 2022. Some of the SW area's funds will be released to us as the new fiscal agent as of 4/14/22 to fund the transition activities. Margaret Prater returned on 4/27/22 as a Workforce Consultant to help with the transition and has been working on updating and aligning Bylaws, Partnership Agreements, and Interlocal Agreements for both areas. She is also working to transition AJC infrastructure costs, the OSO contract, and the CSP contract to the new fiscal agent. Margaret will assist with changing the non-profit organization name from the Northwest Tennessee Workforce Board, Inc. to a more neutral organization name, such as Workforce Innovations, Inc.

The attached organizational chart has been updated to include two additional positions – a Director of Program Services for NW and one for SW. The Southwest area's two existing staff will transition to employees of the new fiscal agent as of 7/1/22. Kena Hamm, Interim Executive Director for SW, will transition into the Director of Program Services for SW and Lucy Locke, Compliance Specialist, will transition into the Compliance Coordinator for SW. The SW area's current Business Services contractor, Mark Chandler, will transition as a part-time temporary employee for a few months to assist with the transition of Business Services to the new fiscal agent / staff to the board while the full-time positions are posted for hiring. We will also be seeking to add one part-time Financial Clerk instead of two as originally proposed. Due to the decrease in certified AJCs, the number of invoices to process and expenditures to report will be reduced, so the staffing need is expected to decrease. The remaining two positions, the Deputy Director for SW and Director of Program Services for NW will remain vacant for some time in order for staffing needs to be fully identified before additional hiring occurs. Ginger Powell will serve as a shared Deputy Director until such time that a Deputy Director is hired for SW.

Other Updates – TANF Grant: Along with the Greater Memphis (GM) and SW areas, we were a partner of the University of Memphis' TANF Opportunity Act Planning Grant pilot project, which was awarded, and were given the opportunity to apply for the full grant, which has also been awarded. The grant will begin in November and will run for three years and total \$25 million. Our share of the grant awards will cover a portion of salaries and benefits for existing staff and contractor staff, along with a new Program Coordinator and Instructor for grant trainings and workshops, and related operating costs, for a total of over \$1.9 million for the NW area and \$1.26 million for the SW area.

The project, Growing Relational and Occupational Wealth in West Tennessee Households (GROWWTH), will work toward its goal of eliminating key barriers to self-sufficiency for low-income wage earners in the West Tennessee region. GROWWTH has developed plans to improve family access to needed resources for economic mobility, implement a holistic approach to improving the personal and professional well-being of families, strengthen the existing system through partner resources, and inspire families to appreciate the value of growth and lifelong learning. GROWWTH's website, <https://www.memphis.edu/growwth/>, will continue to be updated as the project progresses. The state's press release is included in the handouts and below is the link to the university's press release: <https://www.memphis.edu/mediaroom/releases/2022/may/growwth.php>.



FOR IMMEDIATE RELEASE  
May 5, 2022

CONTACT: Devin Stone  
EMAIL: [TDHSMedia@tn.gov](mailto:TDHSMedia@tn.gov)

## **\$175 Million in TANF Funds Awarded to Seven Groups Across the State for 3-Year Pilot Initiatives**

### *Tennessee Set to Revolutionize the Impact of Social Services*

**NASHVILLE** – As part of the Tennessee Opportunity Pilot Initiative, seven public-private groups have been selected by the [Families First Community Advisory Board](#) to implement innovative strategies for moving Tennessee families with economic, social, and developmental vulnerabilities beyond their current circumstances and on to self-sufficiency. Each group will receive \$25 million in federal Temporary Assistance for Needy Families (TANF) funds for their three-year pilots. The implementation grants for these pilot initiatives further the Tennessee Department of Human Services' (TDHS) vision of fundamentally changing the way government assistance is delivered to families in need. The lead organizations for the seven collaborative groups include:

- [Families Matter](#) (West TN)
- [University of Memphis](#) (West TN)
- [Family & Children's Service](#) (Middle TN)
- [Upper Cumberland Human Resource Agency](#) (Middle TN)
- [First Tennessee Development District Foundation](#) (East TN)
- [United Way of Greater Knoxville](#) (East TN)
- [Martha O'Bryan Center](#) (TDHS selected, serving Middle TN)

*Pilot initiatives were intentionally selected to maximize geographic diversity and coverage across the state. With pilots spanning all three Grand Divisions, in both rural and urban areas, these public-private groups are positioned to identify and address the unique needs of the families living in their areas.*

"Tennessee is taking a comprehensive approach to serving those who are the most economically vulnerable, in a truly transformative way," said TDHS Commissioner Clarence H. Carter. "Through this collaboration of multi-disciplinary partners dedicated to engaging all sectors of the state, these pilots offer an opportunity for innovation and best practices to match the needs of low-income families in their journey forward.

The Tennessee Opportunity Pilot Initiative was created as part of the TANF Opportunity Act (TOA), legislation that passed in 2021. The TANF Opportunity Act offers a pathway to self-sufficiency for TANF recipients, provides for an investment in community partnerships through both the spend down of the TANF reserve and plans for recurring dollars, while also strengthening protections against fraud, waste, and abuse.

In the fall of 2021, the Tennessee Opportunity Pilot Initiative began with a request for collaborative groups across the state to submit applications for Planning Grants. More than 80 groups applied and

in January 2022, 17 selected Planning Grantees began an intensive collaboration period during which they developed detailed proposals for three-year, transformational pilot initiatives to serve low-income families. Last month, the Planning Grantees presented their pilot proposals to the Families First Community Advisory Board during a [two-day pitch-style presentation event](#). The Board evaluated each group's proposal and selected two pilot programs from each grand division of the state. TDHS also selected a pilot program.

Over the next three years, each pilot will be subject to a robust third-party program evaluation process. TDHS will work with both a research partner – to enable research that will evaluate the effectiveness of each pilot and illuminate interventions that are most impactful in supporting low-income families – and a training and technical assistance partner – to provide the pilots with operational support in areas such as data collection, deployment of a universal assessment tool, and overall project management.

Funding for the Tennessee Opportunity Pilot Initiative is provided through the Temporary Assistance for Needy Families (TANF) program. TANF is a federally funded program that emphasizes work, family strengthening, and personal responsibility to empower families for long-term success.

The [Tennessee Department of Human Services](#) is dedicated to making our state a place where all Tennesseans can move beyond the barriers they may face, to self-sufficiency, and on to new heights.

###



# Ford Blue Oval City Update

Northwest Workforce Board  
Presentation

5/17/2022





# BLUE OVAL CITY



**4<sup>TH</sup> OEM IN TENNESSEE**

**5,800**

**NEW JOBS IN  
HAYWOOD COUNTY**

**21,300**

**INDIRECT AND INDUCED  
NEW JOBS IN THE STATE**

MASTERED IN  
**TENNESSEE**

**\$5.6 BILLION**

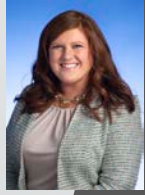
**IN CAPITAL INVESTMENT**

**\$1.2 BILLION**

**IN ANNUAL EARNINGS**

**+ AN ADDITIONAL \$3.5B ANNUALLY  
IN TN GROSS STATE PRODUCT**

# Tennessee CORE Team



Department of Human Services  
Senior Policy Advisor  
Suzanne Carr



Department of Labor and  
Workforce Development  
**Ford Project - Lead**  
Kristie Bennett



Ford Motor Co.  
Workforce  
Development  
CORE Project Team



Department of Corrections  
Correctional Administrator  
West TN  
April Buckner



Department of Education  
Senior Director CTE  
Deborah Knoll



Tennessee Board of Regents  
President TCAT Smyrna  
Carol Puryear



Tennessee Higher Education  
Commission  
Senior Director  
Brandon Hudson







# Ford/Blue Oval City Executive Vice President

McMillian was selected following a national search for the best leader for the new campus.

Mr. McMillian has in-depth experience in career and technical education, economic and workforce development, and in large-scale industry – all of which will help us stand up the new BOC campus.

McMillian's work at Northeast State included directing the college's Regional Center for Advanced Manufacturing (RCAP), supporting economic development with two regional economic development agencies, managing grant, and institutional funds.





# Ford Community Investment

Regional Career Fairs  
to Help Educate  
Communities Across  
the State on Ford  
BOC Opportunities

(March 2022)





# Ford Learning Workshops

## April 2022

### West TN TCAT & Community Colleges

- West TN TCAT's and Community Colleges
  - ✓ *34+ attended*
  - ✓ Parent Afterhours Information Session (West Region)

### West TN School Superintendents

- West TN School Superintendents
  - ✓ *51+ attended*
  - ✓ Parent Afterhours Information Session (West Region)



Parent & Student Afterhours Information Sessions (April 2022)



# Blue Oval City

We led a revolution in mobility a century ago, and now we're doing it again. America's shift to electric vehicles is happening right here in Tennessee.

BlueOval City, a nearly six-square-mile site that will produce over 6,000 jobs, will be the largest, most advanced, most efficient auto production complex in our 118-year history, and we want you to be a part of it.

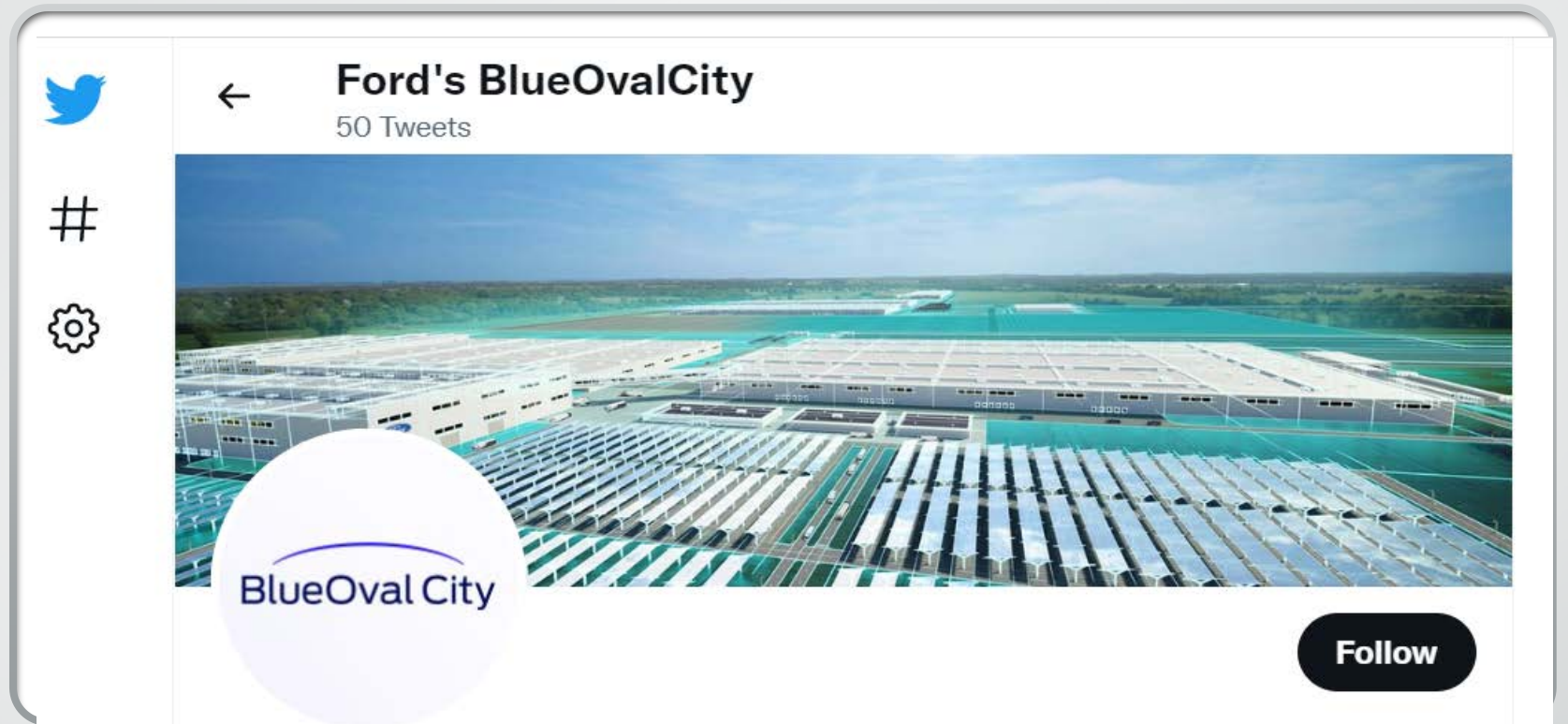


## Hello, Tennessee!

The countdown is on! Stay up to date on our hiring plans and news by scanning here and registering for our updates.







Twitter Page @blueovalcity

# State & Regional Governance Partnerships



**TENNESSEE / KENTUCKY  
GOVERNANCE TEAM**

# Next Steps



## TYPES OF CREDENTIALS AND CAREER PATHS NEEDED

- MANY OF OUR SKILLS GAPS WILL BE TECHNOLOGY RELATED TO ELECTRIC VEHICLES, LEAN, AND BATTERY OPERATIONS.

WE ARE WORKING TO FILL THOSE GAPS



## SCHEDULING FORD WORKSHOPS

- 4-YEAR UNIVERSITIES & COLLEGES

- CTE INSTITUTE FORD GLOBAL LEARNING TEAM WILL HOST BREAKOUT SESSIONS DURING PROFESSIONAL DEVELOP OF CTE DIRECTORS AND TEACHERS



## DETERMINE AREAS OF OPPORTUNITY

K-12 ENGAGEMENT WITHIN FOR NEXT GENERATION LEARNING

CREATE PROGRAMS THAT FOCUS ON IN DEMAND SKILLS / KNOWLEDGE THAT ARE NOT CURRENTLY BEING INSTRUCTED



## NEXT GEN BENCHMARK TOURS

TN TOURS  
KY TOURS

