

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

**Tuesday, August 27, 2019
Elks Lodge - 2025 US Highway 45 Bypass S, Trenton, TN
Conference Call 1-877-216-1555 # 845157**

Members Present (8): Jon Dougherty, John Penn Ridgeway, Charlie Moore, David Parrish, Angela Hollingsworth, Rita Alexander, Ted Piazza, Kristy Mercer

Members via Conference Call (2): Kristie Bennett, Lana Hammons

CLEO Members Present (5): Mayor Gary Reasons, Mayor Chris Young, Mayor Benny McGuire, Mayor Denny Johnson, Mayor Tom Witherspoon

CLEO Members via Conference Call (1): Mayor Jake Bynum

Committee Members Present (5): Ronnie Gunnels, Sherry Fowler, Karen Bowyer, Justin Crice, Mark Chandler, Blake Swaggart, Janna Hellums,

Staff Members Present (12): Lana Burchfiel, Laura Speer, Jennifer Bane, Margaret Prater, LeAnn Lundberg, Gina Johnson, Derrick Quinn, Terry Williams, Theresa Ethridge, Lana Wood, Ginger Powell, Maleia Evans

Others Present (11): Connie Stewart (Title I Provider), Todd Byrd, Trevor Thompson, David Webb, Gina Abbott, Sheriff Paul Thomas, Holly Wood, Ben Ferguson, Gary Damon Jr.

Others Present via Conference Call (1): Erica Nance (One-Stop Operator)

Partner Presentation-Re-Entry Advanced Manufacturing Program (RAMP): Sheriff Paul Thomas and Trevor Thompson presented about Gibson County's RAMP program and the Orchard House, a new transitional house which will provide housing, transportation, accountability, faith-based structured life, along with job placement for men released from incarceration.

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

Business Meeting: Ted Piazza 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 of May 21, 2019 Meeting: The minutes of the May 21, 2019 meeting were presented for review.

- **MOTION:** A motion to approve the May 21, 2019 Board Meeting Minutes as presented was made by Mayor Chris Young and seconded by Mayor Denny Johnson. All were in favor and the motion carried.

Meeting Reports:

Local Elected Officials Meeting: Mayor Chris Young presented the report. On June 28th five Mayors met with Jennifer Bane and Jimmy Williamson to review the budget as approved by the Executive Committee on June 19th. Two budget scenarios were approved – one for a 40% Minimum Participant Cost Rate (MPCR) and one for a 50% MPCR. A request has been submitted to the Department of Labor requesting that the MPCR remain at 40%. The total budget this year of \$2.8 million is down about \$1.46 million from last year. This leaves a program operating budget deficit of about \$300,000 if the MPCR stays at 40% or about \$552,000 if the MPCR increases to 50%. Incumbent Worker Training is excluded from the budget given the limited funding. Participant funding will also decrease up to \$500,000. Our requests for additional funds the Department of Labor have not been approved at this time. The relocation of the Benton, Lake, and Weakley County AJCs was also reviewed and will result in an annual savings of around \$20,000. The Lake County AJC has also been re-designated as a part-time specialized center

instead of a full-time affiliate center. Staff will be present at the courthouse 4 days per week from 11:30 am to 4:00 pm and there is an access point at the Ridgely Library on Wednesdays from 1:00 to 5:00 pm. We are also hoping to secure an additional partner or relocate the Crockett County AJC for additional savings.

The performance of the current contractors and the approval of the Executive Committee to extend the Career Service Provider Contract but release an RFP to procure a new One-Stop Operator was also reviewed. The RFP was released on June 19th and proposals were due July 24th. The board membership roster for the 2019 program year was also reviewed and the group approved a change in the Interlocal Agreement to allow for the fiscal agent to secure a line of credit that would allow operations to continue in the event that a delay in funding occurs again. The Mayors also approved a line of credit request of up to \$325,000 to be submitted to the bank, which must be approved by the mayors before funds can be accessed, and will require two signatures.

American Job Center (AJC) Committee Meeting: Rita Alexander, Chair, presented the committee report. The American Job Center Committee met on July 29th with 7 members along with staff, contractors, and one guest participating. Erica Nance, One-Stop Operator shared that individual visits continue to be slightly down overall, and she is working on outreach efforts to target populations. The survey results from the comment cards from visitors of the American Job Centers were also reviewed. Of the 130 responses in June, over 95% of respondents reported they would absolutely hire the person who assisted them, and over 96% ranked their visit as outstanding. Over 184 services were provided to 45 employers during the month of June, and those completing the Employer Survey rated the service as excellent and their satisfaction as either excellent or good.

The Career Services Report provided an overview of On-the-Job Training, classroom training, and work experience enrollments and the RAMP and REAP programs. There has been an increase in work experience participants and staff continue to focus on promoting Youth Work Experience. The Business Services report showed we have had 93% completion rate for OJT. Over \$282,000 in Incumbent Worker Training grants had been awarded by June. Staff continue to coordinate job fairs, provide labor market information, and provide presentations, have held three rapid response events, and delivered materials to three other employers. The committee also received information on the state's new \$1.4 million apprenticeship grant.

Changes to the Funding Criteria for Licensed Occupations section of the Individual Training Account (ITA) policy in order to better align our requirements to those of training providers and employers were reviewed. Based on employer requirements and the feedback of local training providers, staff proposed to decrease the timeframe for not having any felony convictions to within the last 5 years instead of 10 years. Individuals having convictions within the last 5 years would have the option to file an appeal and would need a pre-hire letter to document their potential for employment. Additionally, our policy has been that the DOT physicals must have been conducted within 30 days of their eligibility date, but DOT physicals are actually valid for up to 2 years. The Committee recommended approval of the changes.

- **MOTION: A motion to approve the changes to the ITA policy, as outlined in red on the handout, to decrease the timeframe without a felony conviction from 10 years to 5 years, with individuals having one in the last 5 years having the option to file an appeal, and to change the DOT physical requirement to a valid DOT physical was made by Glad Castellaw and seconded by Charlie Moore. All were in favor and the motion carried.**

Outreach and Opportunity Meeting: Glad Castellaw, Vice-Chair, presented in the absence of Ben Marks, Committee Chair. The Outreach and Opportunity Committee met on July 29th with 5 members plus staff, contractors, and guests participating. The committee reviewed several programs currently on the Eligible Training Provider List that are due for renewal as listed on the Eligible Training Providers by Program Status handout. There have not been any issues with any of the programs but there are few showing little or no growth in our area, which are shown in red on the handout. When expanded to include surrounding counties, there is growth for all programs. Additionally, some of the schools such as The University of Tennessee at Martin serve a large area, and if our area doesn't approve for it to be on the list, no other area can use it. Demand is also still determined on an individual basis by Career

Advisors prior to approving training. The Committee recommended continued approval of all of the programs due for renewal listed on the handout.

- **Motion: Glad Castellaw moved to renew approval of the Eligible Training Provider programs due for renewal as presented. Mayor Witherspoon seconded, and with Dr. Karen Bowyer abstaining from discussion as a non-voting committee member, the motion Carried.**

The Committee also heard updates on special grant programs including the Bongards Creamery Community Grant, the Dyersburg State Delta Healthcare Grant, a National Emergency Grant to Address the Opioid Crisis, and the Registered Apprenticeship Grant. New grant opportunities include a \$2.5 million Workforce Opportunity for Rural Communities grant that Gibson County is pursuing for technical training in the county to help fill the anticipated 1,600 jobs at the coming Tyson facility in Humboldt. Staff are also working on an application for a \$150,000 Delta Workforce Grant to expand apprenticeships in the area. This grant could also help us support the state's new Registered Apprenticeship grant mentioned in the American Job Center committee report. There are also several applications in process in the area for the \$1 million Governor's Investment in Vocational Education, or GIVE, grant. Gibson County is also planning to apply for this grant to support a training center. TCAT Newbern is also applying for a welding program in Lake County and would use existing equipment at the high school for an adult program. Dyersburg State is applying to expand the healthcare career pathway in Dyer, Lake, Obion, Lauderdale and Tipton counties by increasing the number of dual enrollment CNA programs and possibly adding an evening class for Adults, partnering with TCAT Ripley to add a cohort LPN program for these students, and also possibly adding another LPN to RN program.

On special populations the committee reviewed: the Target Populations report detailing the numbers served for priority populations; the Registered Electrical Apprenticeship Preparation (REAP) program which had 11 students participating in the two-week class in July, graduating 10 students who will all be offered employment with Amteck; Career Service Provider staff also enrolled several Youth Work Experience participants after recruiting graduating seniors at the high schools--the majority from Lake County High School; the Re-entry Advanced Manufacturing Program (RAMP), continues teaching Certified Production Technician (CPT) courses in Gibson, Dyer, and Henry County jails. There have been 106 students enrolled with 91, or 86%, earning at least one credential and 62, or 58%, earning all four credentials to attain full CPT status so far. Gibson and Henry Counties hope to start their next classes in October but Dyer County will be postponing classes until January. They hope to finish a new facility to house female inmates to allow them to participate in the training and the work release program. Staff will also be meeting with Obion County about implementing a program in their jail and still hope to expand the program into Lake County as well.

Executive Committee: Ted Piazza, Chair presented the reports. The Executive Committee met on June 19th with 6 members plus staff participating. In addition to the items already mentioned in the CEO report, the group also discussed a grant opportunity through the Delta Regional Authority for \$150,000 for two years. Staff will be putting together a proposal to support program operations. On July 8th, the Executive Committee met electronically with all members participating, approving relocation of the Dyersburg AJC to 208 N. Mill Ave. in Dyersburg. However, due to concerns from the TN Department of Labor, the move was not approved by the state and will not take place. On July 26th, the Executive Committee met by conference call with 5 members plus staff and one guest participating to review the certification of the new Lake County AJC as a part-time specialized center. The center was found to meet all requirements, but some suggestions for improvements were made.

The Executive Committee met again on August 12th with 5 members plus staff participating. The committee reviewed the results of the One-Stop Operator RFP process. Two proposals were received and independently rated by a review committee. The review committee then met to collectively review the proposals. Individual ratings were then averaged together for an overall score. The proposal receiving the higher overall score of 89.9 was from Mid-Cumberland Human Resource Agency for a total of \$224,795 of the maximum \$225,000. The proposal provided salaries, benefits, and related expenses for one full-time One-Stop Operator, 6 Welcome Function staff, and a small amount of time of 3 corporate management staff. The second proposal from Workforce Project Solutions received an

overall score of 67.4. The proposal was for \$219,450 and included salaries for one 1099 One-Stop Operator and two 1099 Welcome Function staff, along with 2 corporate management positions. The committee recommended approving the review committee's recommendation to award the One-Stop Operator contract to Mid-Cumberland Human Resource Agency.

- **MOTION: A motion to award the One-Stop Operator contract to Mid-Cumberland Human Resource Agency was made by Rita Alexander and seconded by Charlie Moore. All were in favor and the Motion carried.**

The Committee also heard reports on Facilities and Technology, Quarterly Complaint Logs, and Monitoring. The group also discussed redirecting our very detailed monitoring method for the career services provider to a broader sample method to cover additional areas. The PAR Report was received at the end of July and included a review of our programs as well as SNAP and RESEA programs administered by Department of Labor staff. The two findings in the report were both issues found across the state including one timeliness issues and that case management needs improvement. The state responded that all findings have been resolved except for two. Staff have been asked to submit copies of certain reports to resolve one item and have asked the state for additional guidance on how to address the other item. Performance and Budget information was also reviewed at the meeting. Final performance reports are listed in the annual report included with today's handouts and show that all measures were met and exceeded. Although other areas in the state passed by meeting 90% of their goals, we are the only area in the state that met 100% of their goals. The budget is up very slightly due to small increases in our 2018 program year funds and carryover funds coming in slightly higher than what was anticipated. Overall we are still facing nearly a \$320,000 deficit in our operations budget assuming the MPCR remains at 40% for this program year which has not yet been confirmed by the state. Our initial request for additional funds to make up for total funds lost was denied by the state. Another request for \$130,000 in Adult participant funds has been requested to ensure enough funding for enrollments since very little of our allocations is available July 1st. Staff are also pursuing several grant opportunities to make up for the shortage of funds and will also be moving forward with the process of re-designating the Benton and Crockett County AJCs to part-time specialized centers instead of full-time affiliate centers as previously approved to save additional funds.

State Workforce Board Meeting: Jennifer Bane, Executive Director, presented the following update from the August 9th State Workforce Board meeting:

- **Rural Initiative Funding:** State staff announced this initiative for rural and distressed counties which is approximately \$329,000 total for our area. We hope to mainly utilize the funding to expand RAMP into additional counties.
- **Key Performance Indicators:** The State's goal is to be number 1 for workforce development in the Southeast, and eventually the nation. One metric being used to achieve this goal is to have the largest number served through workforce development in the Southeast. After the initial soft targets were proposed, state staff revisited and are proposing an 11% increase in new enrollments. The goal will be divided between the three regional planning areas in the state, and then each area would decide how to divide the region's goal among the local areas. State staff plan to propose goals for all programs, not just Title I. Goals are expected to be finalized at the November State Board meeting to become effective in January 2020.
- **Common Exit WIOA Partner Programs Policy:** This policy has been updated to include instructions for timely exits. If a monthly contact with a participant is missed, the Career advisor has to try every 5 days to contact the person, and after 90 days, the participant must be exited if contact has not been made. We asked that this be revised to implement the 5 day contacts after a second missed contact but the policy was not changed. It is not uncommon for participants to have missed contacts, so this will be a lot for the Career Advisor to keep up with.
- **Ernst & Young Local and State Reports:** Ernst & Young was hired by the State to serve as consultants and review the system and each individual area after the realignment. Local reports and the statewide report are available on the TN Department of Labor's website. Our local report cited us as having leading practices for strategy, policies, and procedures. Some suggestions they made included additional means of collecting and presenting data, training for

board members and staff, CLEOs, and Career Service Provider (CSP) staff, developing onboarding materials for a new CSP, and additional contract management and monitoring policies.

As a state, they suggested the state staff provide at least 3 months' notice for planning to be able to pull all the partners together, guidance to boards and CLEOs regarding the state's vision for their roles, better communication and teamwork between Executive Directors and Regional Directors, analysis of different board structures, an updated monitoring policy, identifying best practices for OSO and CSP procurement, such as separate procurements and blind scoring, integrating systems, and identifying automation opportunities.

Election of Officers: Mayor Gary Reasons opened the floor for nominations for Chair, Vice-Chair, and Secretary of the board.

- **MOTION:** Chris Young nominated Jimmy Williamson for Chair. Denny Johnson seconded. All were in favor and motion carried.
- **MOTION:** John Penn Ridgeway nominated Ted Piazza for Vice-Chair. Chris Young seconded. All were in favor and motion carried.
- **MOTION:** Denny Johnson nominated Brad Hurley for Secretary. Chris Young seconded. All were in favor and motion carried.

Changes to the By-Laws (Vote Required): The address of the administrative office has been updated in the by-laws.

- **MOTION:** John Penn Ridgeway moved to approve the changes to the by-laws. Chris Young seconded. All were in favor and motion Carried.

Presentation of the 2018-19 Annual Report: Jennifer Bane presented copies of the NWTN Workforce Board Annual Report and reviewed highlights from the past program year. Presentation of Lifetime Achievement Award was given to Margaret Prater.

Presentation of the Board Member of the Year: Jennifer Bane presented Board Member of the year to Jon Dougherty of Amteck University.

Other Business & Updates: Jennifer Bane presented the following updates:

- Regional Planning Council (RPC) Update: the RPC continues to meet quarterly and has formed sub-committees to assist in carrying out regional efforts and alignment.
- DOL Employment and Training Administration Youth Monitoring Visit Update: During the visit, there were some suggestions made for how to best administer the 14 elements for Youth, including addressing who and how the elements are provided through the CSP RFP and contract. There will be an exit conference with the state after visits to two other areas and a report issued within 45 days of the exit.
- American Job Center Relocations & Re-designations Update: Weakley County moved two weeks ago, and are now at the courthouse in Dresden. We are thankful to the mayors for the moves and money savings. We are still planning Crockett and Benton County to be moved to part-time centers to adjust to the much lower budget this year.
- Virtual American Job Centers: The state initiative is trying to connect individuals accessing services online through Jobs4TN.gov to additional services through a Virtual AJC. The initiative has already started in other areas and will be expanded to our area soon.

Future Meeting Dates & Upcoming Events: Jennifer Bane reviewed upcoming events and meeting dates as listed on the agenda including the next board meeting on November 19th in Martin.

As there was no other business, the meeting was adjourned.

Respectfully Submitted,

Lana Burchfiel, Public Information Specialist

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

Tuesday, August 27, 2019 – 11:30 (lunch) 12:00 Business Meeting

**Elks Lodge - 2025 US Highway 45 Bypass S, Trenton, TN
Conference Call 1-877-216-1555 # 845157**

Agenda

Partner Presentation

Welcome Mayor Gary Reasons, CLEO

Business Meeting- Call to Order & Acknowledge Quorum/Conflict of Interest Jimmy Williamson
Chair, NWTNWB

Approval of Minutes of May 21, 2019 Meeting

Meeting Reports

Local Elected Officials Meeting (June 28th) Mayor Gary Reasons

American Job Center Committee Meeting (July 29th) Rita Alexander, Chair

- ITA Funding Criteria for Licensed Occupations Policy Changes **(Vote Required)**

Outreach and Opportunities Committee Meeting (July 29th) Ben Marks, Chair

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

Executive Committee Meeting (June 19th, July 8th, July 19th, August 12th) Ted Piazza, Chair

- One-Stop Operator Proposals **(Vote Required)**

State Workforce Board Meeting (August 9th) Jennifer Bane, Executive Director

- Rural Initiative Funding
- Key Performance Indicators
- Common Exit WIOA Partner Programs Policy
- Ernst & Young Local and State Reports

State Report: <https://www.tn.gov/content/dam/tn/workforce/documents/wfs/StateofTNLWDAEYAssessment.PDF>

Election of Officers (Vote Required) Mayor Gary Reasons

Changes to the By-Laws (Vote Required) Jimmy Williamson

Presentation of the 2018-19 Annual Report Jennifer Bane

Presentation of the Board Member of the Year Jennifer Bane

Other Business & Updates Jennifer Bane

- Regional Planning Council Update
- DOL Employment and Training Administration Youth Monitoring Visit Update
- American Job Center Relocations & Re-designations Update

Future Meeting Dates & Upcoming Events

- SETA Fall 2019 Conference: September 9-10, Savannah, GA (RAMP and REAP will be presented)
- Retirement Reception for Margaret Prater: September 13, 2019, 2:30 – 4:30 pm, Community Resource Room, McIver's Grant Public Library, 410 Court Street, Dyersburg
- Next Board Meeting: November 19, 2019, Martin
- 2020 Board Meeting Dates: February 25, May 19, August 25, November 17

**Northwest Tennessee Workforce Board and Consortium of Local Elected Officials for
Northwest TN Workforce Development Area
Northwest TN Development District – 124 Weldon Drive, Martin, TN
Conference Call 1-877-216-1555 # 845157
Tuesday, May 21, 2019**

Members Present (12): Jon Dougherty, Sandra Woods, David Parrish, Kristie Bennett, John Penn Ridgeway, Brad Hurley, John Killen, John Bucy, Landy Fuqua, Jimmy Williamson, Stewart Stanfill, Rita Alexander

Members via Conference Call: Charlie Moore

CLEO Members Present: (Note: CLEOs attending statewide meeting in East TN)

Committee Members Present: Sherry Fowler, Mark Chandler, Tim Climer, Justin Crice, Ronnie Gunnels, Karen Bowyer, Janna Hellums

Staff Members Present: Lana Burchfiel, Laura Speer, Jennifer Bane, Margaret Prater, LeAnn Lundberg, Gina Johnson

Others Present: Connie Stewart (Title I Provider), Erica Nance (One-Stop Operator)

Partner Presentation- TN Small Business Development: Landy Fuqua, Director UT Martin Regional Entrepreneurship & Economic Development (REED) Center, Tennessee Small Business Development Center, gave a short presentation on the services of the REED Center.

Welcome: Jimmy Williamson, Chair, NWTNWB, welcomed all members and guests to the Quarterly Meeting of the Northwest TN Workforce Board.

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 of February 26, 2019 Meeting:

- **MOTION:** A motion to approve the February 26, 2019 Board Meeting Minutes as presented was made by Brad Hurley and seconded by Jon Dougherty. All were in favor and the Motion carried.

Meeting Reports:

Executive Committee: In Ted Piazza's absence, Jimmy Williamson presented the report. The Executive Committee met on March 8th with 6 members plus staff participating. Changes to the Work-Based Training policy were approved to allow us to fund Work Experience for Adults and Dislocated Workers participating in pre-apprenticeship programs, in addition to Youth. This will allow students who may be eligible as Adults rather than Youth to receive pay for the two-week pre-apprenticeship program with Amteck in July. Revisions to the local and regional plans as requested by the TN Department of Labor and Workforce Development were also approved and submitted to the state by the deadline.

Jimmy also reported that the Executive Committee met on May 1st. The meeting was attended by 5 members, in addition to staff. The committee heard updates and reviewed performance and fiscal information. Estimated performance results for the 3rd quarter of the program year, included with the handouts, showed that all measures were being met. Final numbers from the State are expected to be received soon. The financial status report as of March 31, showed the minimum participant cost rate was 46%, exceeding the required 40% minimum. Out-of-School Youth expenditures exceed the required 75% at almost 99%, and Work Experience expenditures exceeded the required 20% at over 41%. The committee also reviewed approved the two Adult Education proposals for compliance with the local plan. Updates were also provided on the Ernst & Young site visit, which will result in a local and statewide reports by June 30th.

Outreach and Opportunities Committee: Brad Hurley presented the Outreach and Opportunity Committee report, which met on April 29th with 5 members plus staff and contractors participating. The committee reviewed two new programs at Dyersburg State for addition to the Eligible Training Provider List, the Certified Nursing Assistant (CNA) and Pharmacy Technician programs. Occupations related to both programs do show growth, but it is limited. The CNA program is incorporated into the Allied Health Associate degree program and students will receive 6 credit hours toward Allied Health if they choose to continue their education. Since the CNA program was scheduled to start May 13th, the committee's recommendation to approve was reviewed and approved by the Executive Committee on May 1st and the program was added to the list. The committee now recommends approval of the Pharmacy Technician program.

- **MOTION: A motion to approve the addition of DSCC's Pharmacy Technician Program to our Eligible Training Provider List was made by Brad Hurley and seconded by Sandra Woods. All were in favor and the Motion carried. Dr. Karen Bowyer, Committee Member in attendance, abstained from discussion. (Note: Committee members do not vote).**

The committee also reviewed TCAT McKenzie's Major Appliance Repair, which is due for renewal for the Eligible Training Provider List. There have been no issues with the program and the labor market information continues to show positive growth. The Committee recommends continued approval of the program.

- **MOTION: A motion to renew TCAT McKenzie's Major Appliance Repair Program was made by Brad Hurley and seconded by John Bucy. All were in favor and the Motion carried. John Penn Ridgeway abstained from voting and discussion due to potential conflict of interest.**

The committee also reviewed changes to the Work Experience policy. The CSP staff continue to focus on promoting Youth Work Experience in order to meet the required 20% Youth Work Experience expenditure rate, but often times they are finding that many potential participants cannot qualify as youth due to lack of barriers. This leaves staff unable to serve the applicant through work experience, and the worksite employer without an intern. The law does allow for Adults and Dislocated Workers to participate in work experience so staff recommend amending the work experience policy to allow participants between the ages of 18 and 24 to participate in work experience through the Adult or Dislocated Worker program. The committee recommends changing the policy so that participants between the ages of 18 and 24 may participate in work experience through the Adult and Dislocated Worker programs.

- **MOTION: A motion to change the Work Experience Policy to include individuals age 18 to 24 who qualify as an Adult or Dislocated Worker to participate was made by Brad Hurley and seconded by John Penn Ridgeway. All were in favor and the Motion carried.**

Brad also gave a brief update of the Re-Entry Advanced Manufacturing Program (RAMP) and the Registered Electrical Apprenticeship Preparation (REAP) program, which hosted its Shock and Awe Day on April 20th for 18 interested students from three different schools. Only 1 student elected that day to no longer participate but the other 17 expressed interest and were offered acceptance into the two-week class being held in July. Jennifer Bane reported that since the event, there are 12 potential REAP participants for the July class.

American Job Center Committee: The American Job Center (AJC) Committee met on April 29th with 7 members along with staff and contractors participating. Erica Nance, One-Stop Operator shared very detailed reports including the Employer Services Report, Target Populations report, and VOS Greeter reports showing traffic counts across all offices through December. There have been nearly 23,000 visits to the American Job Centers since July 1st with nearly 32,000 services provided. Individual visits continue to be slightly down overall, and Erica is working on outreach efforts to target populations. Over 93% of survey respondents reported they would absolutely hire the person who assisted them, and over 89% ranked their visit as outstanding. Over 600 services were provided to 79 employers during the month of March, and those completing the Employer Survey rated the service and their satisfaction as excellent. The Career Services Report indicated 8 new On-the-Job Training participants were enrolled in March along with 3 classroom training enrollment. Staff continue to focus on promoting Youth Work Experience, particularly for graduating seniors, and had four Youth being placed in worksites in March. The Business Services report indicated we have had 99 enrolled in On-the-Job Training. Of those, 33 are still in training, 59 have completed training, and only 7 did not complete, giving us an 89% completion rate. We have spent close to \$140,000 on Incumbent Worker Training grants and continue to receive new applications.

The committee also discussed changes to the Supportive Services policy in order to expand the supportive service offerings to include all allowable services referenced in the legislation, such as assistance with childcare, housing, auto repairs, and medical services. Services will be limited to \$1,500, with exceptions being made for transportation stipends and required training related expenses such as books, supplies, and fees. Participants not utilizing Individual Training Account funds may also use available funds for supportive services in excess of the \$1,500 limit. Input from a Facebook poll, AJC staff, training providers, and the Southwest area was taken into consideration when developing the proposed changes. The Committee recommends approval of the Supportive Services Policy changes as outlined in red on the handout provided, with one addition as requested by staff: that a clause be added allowing the Executive Director to limit one or more of the support services listed to priority populations in the event that funds are limited.

- **MOTION:** A motion to approve the Supportive Service Policy changes as outlined in the attachment and with the addition of clause allowing the Executive Director to limit one or more of the support services listed to priority populations in the event that funds are limited was made by Rita Alexander and seconded by Sandra Woods. All were in favor and the Motion carried.

State Workforce Board Updates: Jennifer Bane provided updates on information presented at the State Workforce Board meeting on May 10th, and at the Executive Directors meeting the day before, including TN Department of Labor and Workforce Development staff changes and plans for adding Unemployment Insurance (UI) staff back into the AJC. The goal is to have one staff person in every Comprehensive center THIS year, and in all affiliates within two years, most likely part-time. These positions will be staffed through unfilled or vacated positions. The lack of having a UI person in the centers is hurting the reputation of the AJCs because of their inability to serve participants in-house, and UI continues to be the number one reason for center visits each quarter. Updates were also given on the State's Comptroller visit and potential issues surrounding eligibility and case notes documenting how people are being made eligible, when exits are extended, reporting issues, and food purchases. We have been asked to schedule meetings around not providing food if possible, but we also have unrestricted funds that can be used for purchasing food. The state staff is also working with Senator Lamar Alexander. Staff created a brochure to promote TN WIOA at the Federal level and working to update how formula funds are allocated across the county. Our REAP and RAMP programs were both featured in the brochure.

It was also announced that there will not be any Consolidated Business Grant (CBG) funding next year, which was \$555,555 of our budget this year and funded all Incumbent Worker (IWT) and Adult and Dislocated Worker On-the-Job Training (OJT) grants. The state lost \$4.5 million in allocations, but ours is only down less than \$8,000. In addition to the loss of CBG funds, we will no longer have transitional funding which was over \$762,000 of our budget this year, helping to make up for the loss in formula funds due to the realignment. Altogether our funds next year will be down around \$1.3 million leaving with us about a \$2.1 million budget for the upcoming year. Our current operations costs alone are that much. Additionally, the Minimum Participant Cost Rate (MCPR) has been 40% but is expected to go to 50% as a region July 1st, which means each local area will have to meet 50% as well. IWT will no longer go toward participant cost since the state staff consider this as a service to employers, not participants. Infrastructure costs are already a relatively small portion of the budget, but we are still working to reduce them by moving the Benton, Crockett, Lake, and Weakley AJCs, as well as the administrative office. We are still looking at exactly how much carry over funding we will have, but once we know what we have, we plan to ask the state to make up the difference of what we lost. State staff have also set a goal for TN to become the number one state in the nation for workforce development. They are first looking at becoming the number one in the Southeast region by increasing enrollments. The increase in enrollments is on top of our typical enrollments and was divided among the local areas by their share of the formula allocations. Our soft targets for enrollment goals would be 172 more youth, a 19% increase, 198 Adults (45% increase), and 52 Dislocated Workers (74% increase). Overall this would be a 31% increase, but the percentage will be higher when Lauderdale and Tipton participants are removed from the prior year numbers being used as a baseline. We are already serving a higher percentage than our share of the allocations (about 5%). A working group is being formed and Jennifer plans to participate and propose that our goals be based on 5% of the total goal rather than the new enrollment goal to account for the fact that we are already serving more than 5%. Goals will be finalized in August but we will be factoring them into our request for additional funds.

John Penn Ridgeway inquired about current staffing levels. Jennifer stated that there are 10 full-time (FT) and one part-time (PT) staff person at the board, 12 FT and 11 PT positions at the Career Service Provider level, including two vacancies, and 7 FT at the One-Stop Operator level for a total of 41 staff. The group also discussed how the cuts will affect jail programs (RAMP). We have received a lot of positive feedback for this program and it serves one of our target populations, so we plan to stress the need for it in our funding request, along with the fact that we are an entirely rural area with 1 distressed and 5 at-risk counties. When the Commissioner was here for the town hall meeting, a weighted formula was suggested since we have many of the same costs as areas receiving larger allocations. We have been encouraged in the past to request additional funds if needed and we have also always received funds specifically for IWT. We have not had to fund them out of formula funds, with a few exceptions when additional funds were needed. It's a much tougher choice now to offer IWT if it has to come out of the operating budget instead of the participant budget. Brad Hurley inquired about the status of OJTs as of July 1st. Jennifer said we will have to ask for more money to maintain what we have right now, but CBG funds don't end until September 30th. The State has indicated they don't

want us to cut services, but the only way to do that is to match funding with the increase in the participant requirements. We have been telling the employers that training must be completed by July 31st and that more funding may be available October 1st. We will be asking for additional funds to be effective July 1st since we have already obligated almost all of our CBG funds. Mark Chandler said they never had IWT in the Southwest region and are facing a similar situation of having highly promoted something that we may have to turn around and say we can't fund. We are looking at having some of the centers just being part-time staffed, but have to be able to serve more people. Margaret suggested that when we are experiencing cuts is not the time to increase enrollments. Kristie Bennett said that she is lobbying for more funds as we need them.

Also at the State Board meeting they had the three local areas that did not present last time present their local plans. The Executive Committee met prior to the meeting to review local and regional plan revisions of those who presented at the February meeting. We understand that ours has been approved but we haven't received official notice yet. Kristie stated that the board will be getting something soon to show our local and regional plans have been approved. Jennifer also reviewed performance and fiscal reports that were presented at the meeting. There are separate breakdowns for each area for July 1st to September 30th 2018 and then October 1, 2018 to March 31, 2019 due to the realignment. Jennifer reviewed each of the reports and covered the results for our area. Of the nine areas on the report, we were showing having met all but the 80% obligation rate for the first quarter and all nine areas since October 1st. There were two inaccurate reports. One of the inaccuracies was missing a new field on one of the reports that is uploaded to the reporting system. The other was due to the state staff asking that the original closeout attachment be deleted for a grant needing its closeout revised. We did not have any untimely submissions. The reports show we are reconciled between the reporting system, Grants4TN, and Jobs4TN, even though there is still a variance. We reconcile monthly to ensure our systems match and have asked for some technical assistance training on this to ensure the reports we run match the reports being run by the state staff in order to understand the variance. They did waive the 80% obligation requirement for this year so there won't be any funds recaptured and redistributed to the areas that have obligated their funds. Since October 1st we've had 13 active contracts and submitted 66 reports. The handouts also included the 2nd quarter performance results that were reviewed at the prior local board meeting. We are meeting all areas.

Jennifer also reviewed the updated Remedies and Sanctions policy. The original policy contained an extensive list of requirements and the point penalties for failing to comply which were equated to a certain category of risk. The policy was revised to include only four categories of infractions based on risk. Category 1 is considered low risk and includes untimely and inaccurate reporting, 2 is moderate risk, 3 is high risk, and 4 is for recurrent infractions and / or intentional acts resulting in improper use of funds leading to waste, fraud, or abuse. Without the extensive list, we only have a few examples of the infractions for each category. The severity of the remedies and sanctions increases as the category increases with category 4 infractions potentially resulting in suspension or debarment of the pass-through entity, decertification of the local board, and / or other legally available remedies.

Board Updates: Jennifer Bane provided the following updates:

- Regional Healthcare Job Fair – 5/23/19, AJC Huntingdon: CANCELLED due to lack of employer enrollment.
- Town Hall Meetings: one in Lauderdale, and one in Lake (standing room only). There was a lot of audience participation at each event. Lake County High School brought their juniors. The Commissioner acknowledged our concerns including eligibility barriers for serving In-School Youth and offering the National Career Readiness Certificate, but we may not have money to fund it even if the policy is changed. The Commissioner also stopped by the Dyer and Lake County American Job Centers on the day of the meeting.
- Lake County Jail Welding Initiative—the state staff reached out about a potential grant opportunity, which unfortunately didn't work out, but we are continuing to look into adding a RAMP / Welding program at the Lake County jail. We are currently trying to find a spot for welding classes. If the program is over 600 hours, students could potentially qualify for Pell, reducing our costs. We are also considering virtual welders to put in the jail. Once they are out of jail, then they could do the actual welding classes.
- Gibson County Training Center—efforts are underway to establish a training center with multiple training institutions in one place. Margaret Prater reported they are gauging the interest and putting together a plan of all the stakeholders. Tyson is a strong proponent since they will be opening a large facility in Humboldt.

Other Business: Future meeting dates are August 27, 2019 in Trenton and November 19, 2019 in Martin.

Respectfully submitted, Lana Burchfiel, Public Information Specialist

Funding Criteria for Licensed Occupations

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

All Licensure Occupations:

1. No felony convictions for any crime in the ~~past ten (10)~~ five (5) years. The ~~past ten (10)~~ five (5) is calculated from the date they were convicted of the crime. To check for felony convictions AJC Staff must check the Tennessee Bureau of Investigation Felony Offender Search website - <https://apps.tn.gov/foil/search.jsp>.
2. No DUI convictions in the past ten (10) years.
3. No sex offender registration within the last ten (10) years. To check for sex offender registry status WIOA Staff must check the National Sex Offender Search website - <https://www.nsopw.gov/en-US>.

If the conviction ~~did not~~ occurred in the most recent ~~10~~ 5 years, an appeal must be filed with the Career Service Provider for consideration for funding ~~in order to evaluate the impact of the conviction on employment opportunities in the selected occupation / field~~. Applicants must supply a pre-hire letter with their appeal.

Truck Driving Specific Requirements

1. The applicant must supply a **valid** Medical Examiner's Certificate of a DOT Physical (**currently valid for a maximum of two years**) and proof of drug screen, ~~both~~ performed no more than thirty (30) days prior to date of WIOA eligibility.
2. The applicant must supply a copy of a Motor Vehicle Report (MVR) that is no more than ten (10) days prior to the date of WIOA eligibility.
3. Driver's license must not have been suspended or revoked in the last three (3) years.
4. No reckless or careless driving violation within the last three (3) years.
5. No more than three (3) moving violations in the last three (3) years.
6. No more than one (1) "at fault" accidents in the last three (3) years.

Input from Truck Driving Schools

	TCAT Jackson	Road Runner	Drive Train
Drug Screen		Accepts our 10 day policy	Completed during training
DOT Physical	DOT physical is good for 2 years max	2 years, unless insulin dependent (then it's 6 months)	2 years, unless insulin dependent (then it's 6 months)
DUI / Driving Record	<ul style="list-style-type: none"> No DUI / DWI in the past 10 years No more than 2 speeding tickets in last 5 years 		
Felonies	<ul style="list-style-type: none"> Can typically find employment with a felony if it is 5 years or more Case by case, depends on the felony, possession is not looked at like a DUI. As long as the felony won't affect insurance rates, employers don't care for the most part. Drug and sex offenses are the biggest issues. 	Sent list of companies hiring felons with 5, 7, and 10 year old felony convictions	<ul style="list-style-type: none"> 5 years Also depends on the felony Prefer they not be on probation but will accept pre-hire letters / probation approval
Sex Offenders	Difficult to place in employment		

Felons with convictions that are 10 years old or more:

Swift Transportation (offers driver training)
J.B. Hunt
Shaffer Trucking
TMC Transport
Crete Carrier
Dick Lavy Trucking
CR England
Celadon (offers truck driver training)
Dutch Maid Logistics
Hunt Transportation (12 months experience required)
JBS Carriers (12 months experience required)

Felons with convictions that are 7 years old or more:

Roehl Transport (offers truck driver training)
Melton Truck Lines
Stevens Transport
PGT Trucking
Falcon Transport (6 months experience required)
Knight Transportation
Tango Transport
Barr-Nunn Transportation (12 months experience required)
Groendyke Transport (TX, OK, LA Only)
Interstate Distributor Co.

Felons with convictions that are 5 years old or more:

Boyd Brothers
Western express
Transway Inc.
TransAm Trucking
Paschall Truck Lines
Carolina Cargo
DeBoer Trucking Company
Florilli Transportation (12 months experience required)

Trucking companies that hire felons on a case by case basis:

Werner Enterprises
Navajo Express (No felonies in past 10 years)
Millis Transfer (offers truck driver training)
Conway (XPO) – (Local and OTR – some jobs don't require BG check)
FFE (offers training)
Carolina Cargo
Schneider National (offers truck driver training)
E.W Wylie
Prime Inc. (offers truck driver training)
USA Truck (offers truck driver training)
Maverick Transportation
US Express
Tyson Foods (offers truck driver training)
Covenant Transport
Cardinal Logistics
Freymiller (6 months experience required)
Hirschbach (6 months experience required)
J & R Schugel
LCT Transportation

Eligible Training Providers – By Program Status

Provider Name	Program Title	CIP Title	Completion Level	Occupation Title	2018 Jobs	2023 Jobs	2018 - 2023 Change	Annual Openings	Avg. Hourly Earnings
BETHEL UNIVERSITY	ASSOCIATE DEGREE - ACCOUNTING	Accounting and Business/Management.	Associate's Degree	Bookkeeping, Accounting, and Auditing Clerks	867	891	24	102	\$ 17.09
BETHEL UNIVERSITY	ASSOCIATE DEGREE - CIS	Information Technology.	Associate's Degree	Computer User Support Specialists	140	160	20	15	\$ 21.34
BETHEL UNIVERSITY	Associate of Arts in Customer Relationship Management	Customer Service Management.	Associate	Customer Service Representatives	870	918	48	122	\$ 15.52
BETHEL UNIVERSITY	B.S. NURSING	Registered Nursing/Registered Nurse.	Bachelor's Degree	Registered Nurses	1014	1038	24	59	\$ 26.84
BETHEL UNIVERSITY	Bachelor of Science Business Administration	Business Administration and Management, General.	Bachelor's Degree	Managers, All Other	577	628	51	52	\$ 29.81
BETHEL UNIVERSITY	CRIMINAL JUSTICE	Criminal Justice/Safety Studies.	Bachelor's Degree	Probation Officers and Correctional Treatment Specialists	125	147	22	16	\$ 19.15
BETHEL UNIVERSITY	SUCCESS PROGRAM	Organizational Leadership. (NEW)	Bachelor's Degree	Police and Sheriff's Patrol Officers	614	681	67	54	\$ 18.31
				Managers, All Other	577	628	51	52	\$ 29.81
DSCC	AAS IN ADV. EMERGENCY MEDICAL TECH. CONCENTRATION	Emergency Medical Technology/Technician (EMT Paramedic).	Associate's Degree	Emergency Medical Technicians and Paramedics	375	387	12	25	\$ 16.98
DSCC	AAS-PARAMEDIC CONCENTRATION	Health Professions and Related Clinical Sciences, Other.	Associate's Degree						
DSCC	Advanced Programmable Logic Controllers	Workforce Development and Training. (NEW)	Certificate < 1 year	Industrial Machinery Mechanics	354	397	43	41	\$ 24.79
DSCC	AGRICULTURE APPLICATIONS CERTIFICATE	Agriculture, General	Certificate < 1 year	Farmers, Ranchers, and Other Agricultural Managers	1164	1222	58	104	\$ 21.94
DSCC	ASSOCIATE OF APPLIED SCIENCE - BUSINESS	Business Administration and Management, General.	Associate's Degree	Bookkeeping, Accounting, and Auditing Clerks	867	891	24	102	\$ 17.09
DSCC	ASSOCIATE OF APPLIED SCIENCE - COMPUTER INFORMATION TECHNOLOGY	Information Technology.	Associate's Degree	Computer User Support Specialists	140	160	20	15	\$ 21.34
DSCC	ASSOCIATE OF APPLIED SCIENCE - EARLY CHILDHOOD EDUCATION	Child Development.	Associate's Degree	Teacher Assistants	861	862	1	90	\$ 10.48
				Teacher Assistants	130	133	3	14	\$ 11.08
				Teacher Assistants	1369	1333	-36	139	\$ 11.14
				Preschool Teachers, Except Special Education	304	302	-2	31	\$ 17.84
				Preschool Teachers, Except Special Education	35	31	-4	3	\$ 20.12
				Preschool Teachers, Except Special Education	436	419	-17	43	\$ 16.79
DSCC	ASSOCIATE OF APPLIED SCIENCE - HEALTH INFORMATION TECHNOLOGY	Health Information/Medical Records Technology/Technician.	Associate's Degree	Medical Secretaries	154	162	8	19	\$ 14.00
DSCC	ASSOCIATE OF APPLIED SCIENCE - JUSTICE SERVICES	Protective Services Operations. (NEW)	Associate's Degree	Probation Officers and Correctional Treatment Specialists	125	147	22	16	\$ 19.15
DSCC	ASSOCIATE OF APPLIED SCIENCE - NURSING	Registered Nursing/Registered Nurse.	Associate's Degree	Registered Nurses	1014	1038	24	59	\$ 26.84
DSCC	ASSOCIATE OF APPLIED SCIENCE - NURSING -MAJOR & CONCENTRATION ADVANCED STANDING	Registered Nursing/Registered Nurse.	Associate's Degree	Registered Nurses	1014	1038	24	59	\$ 26.84
DSCC	ASSOCIATE OF APPLIED SCIENCE DEGREE IN GENERAL TECHNOLOGY	Science Technologies/Technicians, Other.	Associate's Degree	Office and Administrative Support Workers, All Other	133	147	14	18	\$ 14.98
DSCC	ASSOCIATE OF APPLIED SCIENCE IN ENGINEERING SYSTEMS TECHNOLOGY	Precision Production Trades, General.	Associate's Degree	Electrical and Electronics Engineering Technicians	191	207	16	20	\$ 24.77
DSCC	ASSOCIATE OF APPLIED SCIENCE-CRIMINAL JUSTICE	Criminal Justice/Safety Studies.	Associate's Degree	Probation Officers and Correctional Treatment Specialists	125	147	22	16	\$ 19.15
				Police and Sheriff's Patrol Officers	614	681	67	54	\$ 18.31
DSCC	BASIC ELECTRICAL	Engineering Technology, General.	Certificate < 1 year	Electrical and Electronics Engineering Technicians	191	207	16	20	\$ 24.77
DSCC	BASIC HYDRAULICS AND PNEUMATICS	Engineering Technology, General.	Certificate < 1 year	Industrial Machinery Mechanics	354	397	43	41	\$ 24.79
DSCC	CERTIFIED PRODUCTION TECHNICIAN	Industrial Mechanics and Maintenance Technology.	Certificate 1-2 years	Industrial Machinery Mechanics	354	397	43	41	\$ 24.79
DSCC	COMPUTER SYSTEMS OPERATIONS & MAINTENANCE TECHNICAL CERTIFICATE	Information Science/Studies.	Certificate 1-2 years	Computer Occupations, All Other	59	67	8	6	\$ 31.17
DSCC	CORRECTIONS AND LAW ENFORCEMENT CERTIFICATE	Criminal Justice/Police Science.	Certificate 1-2 years	Probation Officers and Correctional Treatment Specialists	125	147	22	16	\$ 19.15
				Police and Sheriff's Patrol Officers	614	681	67	54	\$ 18.31
DSCC	EARLY CHILDHOOD EDUCATION TECHNICAL CERTIFICATE	Child Development.	Certificate 1-2 years	Teacher Assistants	861	862	1	90	\$ 10.48
				Teacher Assistants	130	133	3	14	\$ 11.08
				Teacher Assistants	1369	1333	-36	139	\$ 11.14
				Preschool Teachers, Except Special Education	304	302	-2	31	\$ 17.84

Dyer County Only

60 Minute Commute or

Dyer County Only

60 Minute Commute or

Dyer County Only

60 Minute Commute or

				Preschool Teachers, Except Special Education	35	31	-4	3	\$	20.12	Dyer County Only
				Preschool Teachers, Except Special Education	436	419	-17	43	\$	16.79	60 Minute Commute or
DSCC	ELECTRONIC HEALTH RECORD TECHNICAL CERTIFICATE	Health Information/Medical Records Technology/Technician.	Certificate 1-2 years	Medical Secretaries	154	162	8	19	\$	14.00	
DSCC	EMERGENCY MEDICAL TECHNICIAN - PARAMEDIC CERTIFICATE	Emergency Medical Technology/Technician (EMT Paramedic).	Certificate 1-2 years	Emergency Medical Technicians and Paramedics	375	387	12	25	\$	16.98	
DSCC	MEDICAL CODING TECHNICAL CERTIFICATE	Health Information/Medical Records Technology/Technician.	Certificate 1-2 years	Medical Transcriptionists	20	19	-1	2	\$	14.40	
				Medical Transcriptionists	28	31	3	4	\$	14.52	60 Minute Commute or
DSCC	MEDICAL INFORMATICS TECHNICIANS/DEVELOPER	Medical Informatics.	Associate's Degree	Health Technologists and Technicians, All Other	15	14	-2	Inst. Data	\$	15.44	
				Health Technologists and Technicians, All Other	50	42	-8	5	\$	13.38	60 Minute Commute or
DSCC	MOTORS AND MOTOR CONTROLS	Engineering Technology, General.	Certificate < 1 year	Electric Motor, Power Tool, and Related Repairers	52	56	4	6	\$	10.13	
DSCC	PROGRAMMABLE LOGIC CONTROLLERS	Engineering Technology, General.	Certificate < 1 year	Industrial Machinery Mechanics	354	397	43	41	\$	24.79	
TCAT PARIS	Industrial Maintenance Technology CPT	Industrial Mechanics and Maintenance Technology.	Certificate < 1 year	Industrial Machinery Mechanics	354	397	43	41	\$	24.79	
UT MARTIN	ACCOUNTING	Accounting.	Bachelor's Degree	Accountants and Auditors	354	394	40	41	\$	31.03	
UT MARTIN	ADMINISTRATIVE PROFESSIONAL WITH MICROSOFT OFFICE SPECIALIST PROGRAM (ONLINE)	Computer and Information Sciences and Support Services, Other		Executive Secretaries and Executive Administrative Assistants	101	106	5	13	\$	23.82	
UT MARTIN	AGRICULTURE - BUSINESS Concentration	Agriculture, General	Bachelor's Degree	Farmers, Ranchers, and Other Agricultural Managers	1164	1222	58	104	\$	21.94	
UT MARTIN	AGRICULTURE SCIENCE NON-LIC	Agricultural Business and Management, General.	Bachelor's Degree	Agricultural Inspectors	21	24	3	4	\$	20.63	
UT MARTIN	AGRICULTURE SCIENCE PROF. EDUC	Agriculture, Agriculture Operations, and Related Sciences, O	Bachelor's Degree	Postsecondary Teachers	1021	1101	80	96	\$	32.11	
UT MARTIN	ANIMAL SCIENCE GENERAL	Agriculture, Agriculture Operations, and Related Sciences, O	Bachelor's Degree	Nonfarm Animal Caretakers	109	122	13	20	\$	13.00	
UT MARTIN	ANIMAL SCIENCE-SCIENCE	Agriculture, Agriculture Operations, and Related Sciences, O	Bachelor's Degree	Farmers, Ranchers, and Other Agricultural Managers	1164	1222	58	104	\$	21.94	
UT MARTIN	ANIMAL SCIENCE-VET. MED.	Health Professions and Related Clinical Sciences, Other.	Bachelor's Degree	Veterinary Assistants and Laboratory Animal Caretakers	13	15	2	2	\$	11.58	
				Veterinary Technologists and Technicians	62	65	3	6	\$	10.76	
UT MARTIN	ART- TEACHING OPT.	Education, General.	Bachelor's Degree	Secondary School Teachers, Except Special and Career/Technical Education	637	633	-4	45	\$	24.09	
				Secondary School Teachers, Except Special and Career/Technical Education	5013	5226	213	407	\$	26.00	West TN
UT MARTIN	BACHELOR OF INTERDISCIPLINARY STUDIES	Multi-/Interdisciplinary Studies, Other.	Bachelor's Degree	Managers, All Other	577	628	51	52	\$	29.81	
UT MARTIN	BECOME A VETERINARY ASSISTANT (ONLINE)	Health Professions and Related Clinical Sciences, Other.	Certificate < 1 year	Veterinary Assistants and Laboratory Animal Caretakers	13	15	2	2	\$	11.58	
				Veterinary Technologists and Technicians	62	65	3	6	\$	10.76	
UT MARTIN	BIOLOGY	Biology/Biological Sciences, General.	Bachelor's Degree	Biological Technicians	<10	<10	Insf. Data	Insf. Data	Insf. Data		
				Biological Technicians	203	219	16	23	\$	28.73	West TN
UT MARTIN	CHEMISTRY	Chemistry, General.	Bachelor's Degree	Chemists	26	30	4	3	\$	37.46	
UT MARTIN	CHILD, FAMILY & CONS. ED.	Family and Consumer Sciences/Human Sciences, General.	Bachelor's Degree	Child, Family, and School Social Workers	208	244	36	30	\$	20.25	
UT MARTIN	CLINICAL MEDICAL ASSISTANT	Health Professions and Related Clinical Sciences, Other.		Medical Assistants	251	247	-4	27	\$	14.60	
				Medical Assistants	4018	4441	423	529	\$	15.42	West TN
UT MARTIN	COMMUNICATIONS BROADCASTING	Communication, General. (NEW)	Bachelor's Degree	Public Relations and Fundraising Managers	27	29	2	3	\$	25.23	
				Public Relations Specialists	40	46	6	5	\$	28.04	
UT MARTIN	COMPTIA A+ CERTIFICATION PREP COURSES (ONLINE)	Computer and Information Sciences and Support Services, Other		Computer User Support Specialists	140	160	20	15	\$	21.34	
UT MARTIN	COMPUTER FIRST AID	Computer and Information Sciences and Support Services, Other	Certificate < 1 year	Computer User Support Specialists	140	160	20	15	\$	21.34	
UT MARTIN	COMPUTER SCIENCE	Computer Science.	Bachelor's Degree	Computer and Information Systems Managers	58	67	9	6	\$	37.76	
UT MARTIN	CRIMINAL JUSTICE	Criminal Justice/Law Enforcement Administration.	Bachelor's Degree	Probation Officers and Correctional Treatment Specialists	125	147	22	16	\$	19.15	
UT MARTIN	DANCE/THEATRE	Visual and Performing Arts, Other.	Bachelor's Degree	Self-Enrichment Education Teachers	199	209	10	25	\$	18.54	
UT MARTIN	DIETETICS	Health Professions and Related Clinical Sciences, Other.	Bachelor's Degree	Dietitians and Nutritionists	22	24	2	Inst. Data	\$	24.27	

UT MARTIN	ECONOMICS	Business/Managerial Economics.	Bachelor's Degree	Economists	<10	<10	Insf. Data	Insf. Data	Insf. Data	
UT MARTIN	EDUCATION - SECONDARY BUSINESS	Education, General.	Bachelor's Degree	Economists	58	63	5	5	\$	38.04
UT MARTIN	EDUCATION - SECONDARY CHEMISTRY	Chemistry, General.	Bachelor's Degree	Secondary School Teachers, Except Special and Career/Technical Education	637	633	-4	45	\$	24.09
UT MARTIN	EDUCATION - SECONDARY EARTH AND SPACE SCIENCE	Education, General.	Bachelor's Degree	Secondary School Teachers, Except Special and Career/Technical Education	637	633	-4	45	\$	24.09
UT MARTIN	EDUCATION - SECONDARY ECONOMICS	Education, General.	Bachelor's Degree	Secondary School Teachers, Except Special and Career/Technical Education	637	633	-4	45	\$	24.09
UT MARTIN	EDUCATION - SECONDARY ENGLISH	English Language and Literature, General.	Bachelor's Degree	Secondary School Teachers, Except Special and Career/Technical Education	637	633	-4	45	\$	24.09
UT MARTIN	EDUCATION - SECONDARY FRENCH	Education, General.	Bachelor's Degree	Secondary School Teachers, Except Special and Career/Technical Education	637	633	-4	45	\$	24.09
UT MARTIN	EDUCATION - SECONDARY GEOGRAPHY	Education, General.	Bachelor's Degree	Secondary School Teachers, Except Special and Career/Technical Education	637	633	-4	45	\$	24.09
UT MARTIN	EDUCATION - SECONDARY GOVERNMENT	Education, General.	Bachelor's Degree	Secondary School Teachers, Except Special and Career/Technical Education	637	633	-4	45	\$	24.09
UT MARTIN	EDUCATION - SECONDARY HISTORY	History, General.	Bachelor's Degree	Secondary School Teachers, Except Special and Career/Technical Education	637	633	-4	45	\$	24.09
UT MARTIN	EDUCATION - SECONDARY MATH	Mathematics, General.	Bachelor's Degree	Secondary School Teachers, Except Special and Career/Technical Education	637	633	-4	45	\$	24.09
UT MARTIN	EDUCATION - SECONDARY SPANISH	Spanish Language and Literature.	Bachelor's Degree	Secondary School Teachers, Except Special and Career/Technical Education	637	633	-4	45	\$	24.09
UT MARTIN	EDUCATION INTEGRATED STUDIES	Teacher Education, Multiple Levels.	Bachelor's Degree	Secondary School Teachers, Except Special and Career/Technical Education	637	633	-4	45	\$	24.09
				Secondary School Teachers, Except Special and Career/Technical Education	5013	5226	213	407	\$	25.00
UT MARTIN	EDUCATION K-6 LICENSURE	Education, General.	Bachelor's Degree	Elementary School Teachers, Except Special Education	1055	1043	-12	76	\$	23.04
				Elementary School Teachers, Except Special Education	6842	7093	251	564	\$	23.89
UT MARTIN	EDUCATION K-8 LICENSURE	Education, General.	Bachelor's Degree	Middle School Teachers, Except Special and Career/Technical Education	474	468	-6	34	\$	23.57
				Middle School Teachers, Except Special and Career/Technical Education	3138	3255	117	259	\$	24.06
UT MARTIN	EDUCATION PRE K-3 LICENSURE	Education, General.	Bachelor's Degree	Elementary School Teachers, Except Special Education	1055	1043	-12	76	\$	23.04
UT MARTIN	EKG TECHNICIAN PROGRAM	Health Professions and Related Clinical Sciences, Other.		Health Technologists and Technicians, All Other	16	18	2	Insf. Data	\$	19.14
UT MARTIN	ENGINEERING	Engineering, General.	Bachelor's Degree	Engineers, All Other	83	90	7	7	\$	35.18
UT MARTIN	ENGLISH	English Language and Literature, General.	Bachelor's Degree	Writers and Authors	39	42	3	4	\$	33.06
UT MARTIN	ENVIRONMENTAL MANAGEMENT	Natural Resources Management and Policy.	Bachelor's Degree	Conservation Scientists	20	23	3	2	\$	33.63
UT MARTIN	EXERCISE SCIENCE AND WELLNESS	Family and Consumer Sciences/Human Sciences, Other	Bachelor's Degree	Health Educators	18	21	3	3	\$	17.30
UT MARTIN	FINANCE	Finance, General.	Bachelor's Degree	Financial Managers	321	361	40	32	\$	37.74
UT MARTIN	FINE AND PERFORMING ARTS	Visual and Performing Arts, General.	Bachelor's Degree	Self-Enrichment Education Teachers	199	209	10	25	\$	18.54
UT MARTIN	FITNESS MANAGEMENT		Bachelor's Degree	Fitness Trainers and Aerobics Instructors	59	67	8	12	\$	19.09
UT MARTIN	FRENCH	Foreign Languages, Literatures, and Linguistics, Other.	Bachelor's Degree	Interpreters and Translators	40	43	3	4	\$	26.54
UT MARTIN	GEOGRAPHY	Social Sciences, General.	Bachelor's Degree	Postsecondary Teachers	1021	1101	80	96	\$	32.11
UT MARTIN	GEOSCIENCE - GEOLOGY	Geology/Earth Science, General.	Bachelor's Degree	Postsecondary Teachers	1021	1101	80	96	\$	32.11
UT MARTIN	HEALTH SCIENCE		Bachelor's Degree	Health Educators	18	21	3	3	\$	17.30
UT MARTIN	HISTORY	History, General.	Bachelor's Degree	Postsecondary Teachers	1021	1101	80	96	\$	32.11
UT MARTIN	HOME INSPECTOR CAREER CERTIFICATE PROGRAM (ONLINE)	Family and Consumer Sciences/Human Sciences, Other	Certificate < 1 year	Construction and Building Inspectors	38	43	5	5	\$	24.50
UT MARTIN	INFORMATION SYSTEMS	Management Information Systems, General.	Bachelor's Degree	Computer and Information Systems Managers	58	67	9	6	\$	37.76
UT MARTIN	INTERIOR DESIGN / FASHION MERCHANDISING	Business, Management, Marketing, and Related Support Service	Bachelor's Degree	Interior Designers	19	21	2	2	\$	28.86
UT MARTIN	INTERNATIONAL BUSINESS	Business, Management, Marketing, and Related Support Service	Bachelor's Degree	Urban and Regional Planners	<10	12	Insf. Data	Insf. Data	Insf. Data	
UT MARTIN	INTERNATIONAL STUDIES	International Relations and Affairs.	Bachelor's Degree	Urban and Regional Planners	<10	12	Insf. Data	Insf. Data	Insf. Data	
UT MARTIN	LANDSCAPE SCIENCE AND MANAGEMENT	Agriculture, Agriculture Operations, and Related Sciences, O	Bachelor's Degree	Landscaping and Groundskeeping Workers	658	675	17	86	\$	14.91

UT MARTIN	LICENSURE K-12 HEALTH AND PHYSICAL EDUCATION	Education, General.	Bachelor's Degree	Middle School Teachers, Except Special and Career/Technical Education	3138	3255	117	259	\$	24.06	West TN
UT MARTIN	MANAGEMENT	Business Administration and Management, General.	Bachelor's Degree	Managers, All Other	577	628	51	52	\$	29.81	
UT MARTIN	MARKETING	Marketing/Marketing Management, General.	Bachelor's Degree	Marketing Managers	54	61	7	6	\$	48.96	
UT MARTIN	MATHEMATICS	Mathematics, General.	Bachelor's Degree	Postsecondary Teachers	1021	1101	80	96	\$	32.11	
UT MARTIN	MEDICAL BILLING AND CODING (ONLINE)	Health Professions and Related Clinical Sciences, Other.		Medical Records and Health Information Technicians	90	90	0	6	\$	15.60	
UT MARTIN	MEDICAL CODING AND BILLING	Health Professions and Related Clinical Sciences, Other.	Unidentified	Medical Records and Health Information Technicians	90	90	0	6	\$	16.60	
UT MARTIN	MEDICAL CODING AND BILLING CAREER CERTIFICATE PROGRAM (ONLINE)	Health Professions and Related Clinical Sciences, Other.	Certificate 1-2 years	Medical Records and Health Information Technicians	90	90	0	6	\$	17.60	
				Medical Records and Health Information Technicians	1393	1478	85	102	\$	19.64	West TN
UT MARTIN	MEDICAL TRANSCRIPTION (ONLINE)	Health Professions and Related Clinical Sciences, Other.	Certificate < 1 year	Medical Transcriptionists	20	19	-1	2	\$	14.40	
				Medical Transcriptionists	403	412	9	50	\$	16.89	West TN
UT MARTIN	MUSIC	Music, Other.	Bachelor's Degree	Musicians and Singers	121	126	5	13	\$	33.67	
UT MARTIN	MUSIC EDUCATION-INSTR., VOICE	Music, General.	Bachelor's Degree	Postsecondary Teachers	1021	1101	80	96	\$	32.11	
UT MARTIN	NEWS EDITORIAL		Bachelor's Degree	Writers and Authors	39	42	3	4	\$	33.06	
UT MARTIN	NURSING	Registered Nursing/Registered Nurse.	Bachelor's Degree	Registered Nurses	1014	1038	24	59	\$	26.84	
UT MARTIN	OFFICE INFORMATION SYSTEMS	Business, Management, Marketing, and Related Support Service	Certificate 1-2 years	Computer User Support Specialists	140	160	20	15	\$	21.34	
UT MARTIN	PARALEGAL COURSE SERIES (ONLINE)			Paralegals and Legal Assistants	55	59	4	7	\$	17.48	
UT MARTIN	PARK AND RECREATION MANAGEMENT	Parks, Recreation and Leisure Studies.	Bachelor's Degree	General and Operations Managers	1035	1127	92	105	\$	41.70	
UT MARTIN	PC REPAIR CAREER CERTIFICATE (ONLINE)	Computer and Information Sciences and Support Services, Other	Certificate 1-2 years	Computer User Support Specialists	140	160	20	15	\$	21.34	
UT MARTIN	PERFORMANCE - INSTRUMENTS	Visual and Performing Arts, Other.	Bachelor's Degree	Musicians and Singers	121	126	5	13	\$	33.67	
UT MARTIN	PERFORMANCE-VOICE	Visual and Performing Arts, Other.	Bachelor's Degree	Musicians and Singers	121	126	5	13	\$	33.67	
UT MARTIN	PHARMACY TECHNICIAN PROGRAM	Health Professions and Related Clinical Sciences, Other.	Certificate < 1 year	Pharmacy Technicians	233	248	15	22	\$	15.13	
UT MARTIN	PHILOSOPHY	Philosophy.	Bachelor's Degree	Postsecondary Teachers	1021	1101	80	96	\$	32.11	
UT MARTIN	PLANT AND SOIL SCIENCE	Agriculture, Agriculture Operations, and Related Sciences	Bachelor's Degree	Soil and Plant Scientists	<10	<10	Insf. Data	Insf. Data	Insf. Data		West TN
				Soil and Plant Scientists	47	50	3	5	\$	20.11	
UT MARTIN	POLITICAL SCIENCE	Political Science and Government, General.	Bachelor's Degree	Legislators	43	47	4	4	\$	19.44	
UT MARTIN	PSYCHOLOGY	Psychology, General.	Bachelor's Degree	Social and Community Service Managers	60	72	12	8	\$	24.05	
UT MARTIN	PUBLIC RELATIONS	Public Administration and Social Service Professions, Other.	Bachelor's Degree	Public Relations and Fundraising Managers	27	29	2	3	\$	25.23	
				Public Relations Specialists	40	46	6	5	\$	28.04	
				Secondary School Teachers, Except Special and Career/Technical Education	637	633	-4	45	\$	24.09	
UT MARTIN	SECONDARY EDUCATION	Education, General.	Bachelor's Degree	Secondary School Teachers, Except Special and Career/Technical Education	5013	5236	213	407	\$	26.00	West TN
UT MARTIN	SOCIAL WORK	Social Work.	Bachelor's Degree	Social Workers, All Other	22	27	5	3	\$	22.86	
UT MARTIN	SOCIOLOGY	Sociology.	Bachelor's Degree	Social and Community Service Managers	60	72	12	8	\$	24.05	
UT MARTIN	SOIL AND WATER CONSERVATION	Natural Resources Conservation and Research, Other.	Bachelor's Degree	Conservation Scientists	20	23	3	2	\$	33.63	
UT MARTIN	SPANISH	Spanish Language and Literature.	Bachelor's Degree	Interpreters and Translators	40	43	3	4	\$	26.54	
UT MARTIN	SPECIAL EDUCATION K-12	Special Education and Teaching, General.	Bachelor's Degree	Special Education Teachers, Middle School	29	30	1	2	\$	20.62	
UT MARTIN	SPORTS MANAGEMENT/Health and Human Performance	Health and Physical Education, General.	Bachelor's Degree	Coaches and Scouts	91	98	7	14	\$	20.72	
UT MARTIN	WILDLIFE BIOLOGY	Biological and Biomedical Sciences, Other.	Bachelor's Degree	First-Line Supervisors of Farming, Fishing, and Forestry Workers	51	55	4	8	\$	17.66	

Comparison for RFP for One-Stop Operator

Legal Name	Workforce Project Solutions, LLC Workforce Economics, LLC	Mid-Cumberland Human Resource Agency Workforce Services
Headquarter Address	PO Box 813101 Smyrna, Georgia 30081	1101 Kermit Drive, Ste. 300 Nashville, TN 37217
Type Organization	Private	Non-Profit; Government
DUNS #	Not Included	Yes
Budget		
OSO Salaries (WPS = 1099 Contractor)	\$155,000.00	\$64,339.00
OSO Benefits	\$2,000.00	\$17,372.00
Welcome Function Salaries (WPS = 1099 Contractor)	\$20,000.00	\$90,720.00
Welcome Function Benefits		\$24,494.00
Travel	\$11,000.00	\$3,000.00
Supplies	\$5,000.00	\$6,000.00
AJC Partner Shared Supplies	\$10,000.00	\$5,150.00
Administrative or Indirect Costs*		\$13,720.00
Profit	\$10,450.00	
Indirect / Profit %	4.76%	6.10%
Additional Line Items (WPS-surveys, customer and staff development)	\$6,000.00	
Funding Request	\$219,450.00	\$224,795.00
Funding Maximum Met	No	No
Staff Charged to Grant		
Corporate / Management	2	3
One-Stop Operator	1	1
Welcome Function	2	6
Total Staff	5	10
Average Salary per staff	\$ 35,000.00	\$ 15,505.90
Benefit Percentage of Salary	1%	27%
General		
Experience	12+ years in workforce system (Executive Director / Deputy Director, Business Services Manager, and OSO); metropolitan area; 11+ years exceeding performance measures	20+ years; 61 TN counties; Title I Youth services (19 years); OSO, Title I Adult / Dislocated Workers, RESEA, SNAP E&T, and SCSEP (2 years)
Staffing Plan	Corporate / Management: Program Administrator and Performance Administrator (25% each) On-Site: 1 FT OSO - Carroll*, Gibson, Weakley; 2 FT OSO Administrative Coordinators (partially Welcome Function staff), 1-Dyer*, Crockett, Lake & 1-Henry*, Benton, Obion (* = base) Welcome Function not fully addressed No benefits (1099 contractors)	Corporate / Management: Program Director, Operations Manager, One-Stop Administrator (5% or less each) On-Site: 1 OSO (shared evenly among comprehensive and affiliate centers); 2 FT receptionists (Welcome Function @ ?? centers); 4 PT Career Advisors (Resource Room / Workshops / Welcome Function-?? centers) Welcome Function not fully addressed Benefits: worker's compensation, health, medical, dental (State plan) and UI/Insurance/Pensions, PTO
Onboarding	Meet with Director to create an action plan; identify (from the local area), hire, and onboard within first 30 days to have ready to assume roles during the transition period; work with board staff on needs, processes, and reporting; give preference to incumbent staff with board feedback	Prepared to identify essential staff to onboard immediately and work with the Staff to the Board to onboard staff to best serve the interests of the NWTNLWDA
Accounting System / Cash Flow	QuickBooks (prior experience with ORACLE) 60-90 days cash flow	MAS 500 Accounting and BizInsight reporting tools Have absorbed \$650,000 - \$1,000,000 in start-up costs
Accessibility		
Hours of Operation	Partners Electronic Portal System (PEPS); Mobile Career Center (proposed to be purchased); various outreach methods / events to target populations; sample communications plan Monday - Friday, 8:30 am - 5:00 pm, with evening / weekend hours if needed	Mobile AJC; meet unique needs of at-risk counties (failed to recognize Lake as a distressed county); Rural Graduation Initiative; digital connections; after hours access points; jails; live chat
Jobs4TN / VOS Experience	GWROPP - may be a VOS system	State's hours of operations, with after hours if needed Jobs4TN

One-Stop Operator Coordination	Reduce duplication; communication plan; develop a service matrix; ensure compliance with MOU	Funcional teams; weekly huddles to discuss job orders, dashboard, program updates, goals, traffic counts, and performance measures; directory of services; common intake form; county tours
Quality, Performance, and Reporting	Customer service survey via Survey Monkey with links on resource computers- Performance Administrator pulls results; sample monitoring tools; proposed dashboard	Customer (online and paper) and employer surveys; dashboard; live chats (logs available); employer penetration and repeat customers; proposing to increase traffic by 20%; Monthly Update Form; monthly program lead meetings
Welcome Function	Appears that the 2 OSO Administrative Coordinators will partially fulfill the Welcome Function across all 9 centers and will coordinate with partner staff	2 FT Receptionists and 4 PT Career Advisors will fulfill the Welcome Function - it is unclear which offices will be staffed by these positions
Financials (from audit of Financial Statements)	Not included - not required for consultants earning less than \$750,000; no material findings	Presents fairly; did not identify any deficiencies in internal control, material weaknesses, or significant deficiencies

One-Stop Operator Review Committee Ratings and Comparison

Workforce Project Solutions (WPS)	Reviewer # 1	Reviewer # 2	Reviewer # 3	Reviewer # 4	Overall Average	Reviewer # 5 Notes (not rated)
Formatting	3	3	5	4	3.8	A. Application was complete except the 2 year financials and not as easy to follow and read as other application B. With only one year under this current name the 12 years experience makes me nervous C. I would like to have seen that their financials could handle the reimbursement process and cash flow and with out the 2 year financial audit that is hard for me to feel confident in this process D. Georgia workforce is not the same as Tennessee and I worry if they will have some transitioning issues E. I feel that they handle Metro workforce more so than Rural workforce and this has me worried
Organizational Background	8	13	10	8	9.8	
Capacity	9	9	10	5	8.3	
Partnerships & Community	9	12	13	9	10.8	
Programs / Program Outcomes	13	13	15	12.5	13.4	
Technology, Data, & Reporting	8	8	6	7	7.3	
Financial / Fiscal Accountability	18	14	13	12	14.3	
Total	68	72	72	57.5	67.4	

Mid-Cumberland Human Resource Agency (MCHRA)	Reviewer # 1	Reviewer # 2	Reviewer # 3	Reviewer # 4	Overall Average	Reviewer # 5 Notes (not rated)
Formatting	4	5	5	5	4.8	A. I like that they submitted their 2 year financials that prove they are financially capable to cash flow the reimbursement process that we implement B. The application was easy to follow and read and complete C. 45 years in the workforce field is a huge plus D. They are from Tennessee so they have done business here and understand the process E. Their references make me feel comfortable with Rural community workforce which is very different from metro areas
Organizational Background	14	15	13	15	14.3	
Capacity	13	14	13	13.5	13.4	
Partnerships & Community	14	14	13	14	13.8	
Programs / Program Outcomes	18	16	16	17.5	16.9	
Technology, Data, & Reporting	9	9	9	9.5	9.1	
Financial / Fiscal Accountability	19	19	16	17	17.8	
Total	91	92	85	91.5	89.9	

Comparison	WPS Overall Average	MCHRA Overall	Difference	Reviewer # 5 Notes (not rated)
Formatting	3.8	4.8	1.0	I feel more comfortable and confident in the application of Mid Cumberland Workforce Services from Nashville and would recommend them for the one stop operator.
Organizational Background	9.8	14.3	4.5	
Capacity	8.3	13.4	5.1	
Partnerships & Community	10.8	13.8	3.0	
Programs / Program Outcomes	13.4	16.9	3.5	
Technology, Data, & Reporting	7.3	9.1	1.9	
Financial / Fiscal Accountability	14.3	17.8	3.5	
Total	67.4	89.9	22.5	

Funding Announcements: Rural Initiative

Program Year (PY) 2019 Rural Initiative State Reserve Funding Allotments

- A. Supports Governor Lee's initiative to promote economic growth and prosperity in our rural counties.
- B. Funding allocation in the amount of \$3M from the Governor's State Reserve funding has been designated to support this initiative.
- C. As the indicated in the Tables funding allotments distribution ratio 60/40, **Distressed to At-Risk Counties** at a ratio of 60/40 percent distributed to local areas based on National Index Value Rank county economic indicators.

Distressed/At-risk Counties Allocations					
Youth	Total	Admin	Program	Percent of Award	
LWDA	Allocations	Allocations	Allocations		
LWDA NE	\$ 327,800.95	\$ 32,780.10	\$ 295,020.86	10.93%	
LWDA ET	\$ 608,096.88	\$ 60,809.69	\$ 547,287.19	20.27%	
LWDA SE	\$ 341,988.86	\$ 34,198.89	\$ 307,789.97	11.40%	
LWDA UC	\$ 502,157.50	\$ 50,215.75	\$ 451,941.75	16.74%	
LWDA SM	\$ 287,385.11	\$ 28,738.51	\$ 258,646.60	9.58%	
LWDA NM	\$ 52,193.45	\$ 5,219.34	\$ 46,974.10	1.74%	
LWDA SW	\$ 429,571.79	\$ 42,957.18	\$ 386,614.61	14.32%	
LWDA NW	\$ 328,980.44	\$ 32,898.04	\$ 296,082.39	10.97%	
LWDA GM	\$ 121,825.03	\$ 12,182.50	\$ 109,642.53	4.06%	
TOTAL	\$ 3,000,000.00	\$ 300,000.00	\$ 2,700,000.00	100%	

Distressed Allocations		At-Risk Allocations	
Row Labels	Sum of Allocation	Row Labels	Sum of Allocation
East	\$357,990.26	East	\$250,106.62
Greater Memphis	\$121,825.03	Northeast	\$202,171.47
Northeast	\$125,629.48	Northern Middle	\$52,193.45
Northwest	\$127,531.70	Northwest	\$201,448.73
Southeast	\$242,368.13	Southeast	\$99,620.73
Southern Middle	\$237,281.75	Southern Middle	\$50,103.36
Southwest	\$232,732.95	Southwest	\$196,838.83
Upper Cumberland	\$354,640.69	Upper Cumberland	\$147,516.81
Grand Total	\$1,800,000.00	Grand Total	\$1,200,000.00



Funding by Distressed/At-Risk Counties

LWDA	Distressed County	Index Value Rank	Allocation
Northwest	Lake	3,084	\$ 127,531.70
Greater Memphis	Lauderdale	2,946	\$ 121,825.03
Southwest	Hardeman	2,822	\$ 116,697.30
Southwest	McNairy	2,806	\$ 116,035.66
Southern Middle	Wayne	2,858	\$ 118,186.00
Southern Middle	Perry	2,880	\$ 119,095.75
Southeast	Grundy	2,958	\$ 122,321.26
Southeast	Bledsoe	2,903	\$ 120,046.87
Upper Cumberland	Jackson	2,849	\$ 117,813.82
Upper Cumberland	Clay	2,919	\$ 120,708.51
Upper Cumberland	Fentress	2,808	\$ 116,118.36
East	Morgan	2,826	\$ 116,862.71
East	Scott	2,984	\$ 123,396.43
Northeast	Hancock	3,038	\$ 125,629.48
East	Cooke	2,847	\$ 117,731.12
		43,528	\$1,800,000.00

LWDA	At Risk Counties	Index Value Rank	Allocation
Northwest	Obion	2,562	\$ 50,044.76
Northwest	Weakley	2,361	\$ 46,118.54
Southwest	Haywood	2,650	\$ 51,763.71
Northwest	Carroll	2,604	\$ 50,865.17
Southwest	Henderson	2,482	\$ 48,482.09
Southwest	Hardin	2,457	\$ 47,993.75
Southwest	Decatur	2,488	\$ 48,599.29
Northwest	Benton	2,786	\$ 54,420.26
Northern Middle	Houston	2,672	\$ 52,193.45
Southern Middle	Lewis	2,565	\$ 50,103.36
Upper Cumberland	Warren	2,393	\$ 46,743.61
Upper Cumberland	Van Buren	2,711	\$ 52,955.25
Upper Cumberland	Overton	2,448	\$ 47,817.95
Southeast	Rhea	2,662	\$ 51,998.11
Southeast	Meigs	2,438	\$ 47,622.61
East	Monroe	2,461	\$ 48,071.88
East	Campbell	2,722	\$ 53,170.12
East	Union	2,621	\$ 51,197.24
East	Claiborne	2,605	\$ 50,884.70
East	Grainger	2,395	\$ 46,782.67
Northeast	Hawkins	2,399	\$ 46,860.81
Northeast	Unicoi	2,589	\$ 50,572.17
Northeast	Carter	2,655	\$ 51,861.38
Northeast	Johnson	2,707	\$ 52,877.12
		61,433	\$1,200,000.00



Key Performance Indicators-

Soft Targets for New Enrollments

Overview

The SWDB executes the Governor's vision through the determination of state goals.

State goals are specific to each WIOA program, focusing initially on new enrollments. State goals are then proportioned regionally by allocation. The LWDA's within each grand planning region then collaborate in order to develop LWDA-specific quarterly soft targets.

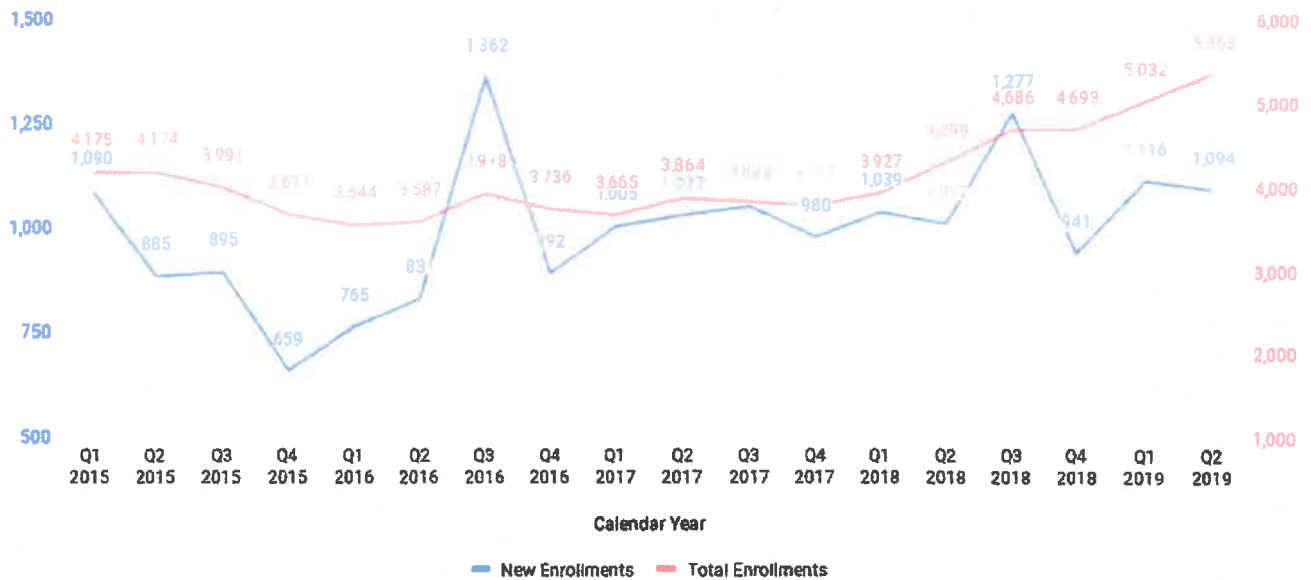
Goals

- 1. Become the best workforce system in the Southeast**
Providing LWDB and OSOs with concrete expectations
- 2. Increase Tennesseans served**
Raising new and total enrollments
- 3. Increase fiscal accountability**
Regions receiving the most in program dollars will be asked to serve more participants
- 4. Foster regional collaboration**
Giving grand planning regions the flexibility and autonomy they need in order to succeed



WIOA Title I Program Year 2019 and 2020 Annual Goals

Adult New Enrollments and Total Enrollments



WIOA Title I New Enrollment Increases Over Baseline (PY16-18) with FY19 Allocations					
Goal	TN	90%	West	Middle	East
1%	43	39	14	13	16
2%	85	77	28	26	32
3%	128	115	42	39	48
4%	171	154	56	52	64
5%	213	192	69	64	80
6%	256	230	83	77	95
7%	299	269	97	90	111
8%	341	307	111	103	127
9%	384	346	125	116	143
10%	427	384	139	129	159
11%	469	422	153	142	175
12%	512	461	167	155	191
13%	555	500	180	167	207
14%	597	537	194	180	223
15%	640	576	208	193	239
16%	683	615	222	206	255

Central Office's recommendations for WIOA Title I Adult Annual Goals are:

- 469 (11%) increase for PY19
- 486 (11%) Increase for PY20

New Enrollment PY16-18 Average	TN	West	Middle	East
Adult	4,268	1,450	1,427	1,390
Dislocated Worker	1,695	217	968	510
Youth	2,446	768	866	812

FY19 Allocations			
Program	West Tennessee	Middle Tennessee	East Tennessee
Adult	32.53%	30.18%	37.29%
DW	30.29%	34.43%	35.27%
Youth	33.06%	30.24%	36.68%

PY19 State Growth Goal				
				11.00%
Regional Goals	Tennessee	West	Middle	East
Adult	4,737	1,603	1,569	1,565
Dislocated Worker	1,881	274	1,032	576
Youth	2,715	857	947	911



STATE OF TENNESSEE
DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT
DIVISION OF WORKFORCE SERVICES
220 French Landing Drive
Nashville, TN 37243-1002
(615) 741-1031

Workforce Services WIOA Policy – Common Exit from WIOA Partner Programs

Effective Date: August 9, 2019

Duration: August 9, 2021

Subject:

This policy is intended to provide guidance on how and when to exit participants that enrolled in the Adult, Dislocated Worker, Youth, Wagner-Peyser and Trade Adjustment Act programs. The policy also establishes what WIOA programs are considered in a common exit in Tennessee as required by WIOA law.

Purpose:

This policy outlines the State's use of a common exit date for participants who are co-enrolled in programs under WIOA core Programs offered at Tennessee American Job Centers and certain partner programs.

Scope:

Office of the Governor, Tennessee Department of Labor and Workforce Development (TDLWD); Division of Workforce Services (WFS); Tennessee Department of Economic and Community Development (TDOE); Tennessee Department of Education (TNECD); Tennessee Department of Human Services (TDHS); State Workforce Development Board (SWDB); **Title I** – Adult, Dislocated Worker, and Youth Programs, **Title II** – Adult Education and Family Literacy Act Program(AE); **Title III** – Wagner-Peyser Act Program (WP); **Title IV** – Vocational Rehabilitation Program (VR); Regional Planning Council (RPC); Local Workforce Development Boards (LWDB); Local Workforce Development Areas (LWDA); American Job Center (AJC); One-Stop Operator (Operator); Workforce System Sub-Recipients (Sub-Recipients); Workforce System Partners (Partners).

References:

TEGL 10-16 Change I, TEGL 10-16 attachment 1, 20 CFR 677.150

Exit:

As defined for the purpose of performance calculations, exit is the point after which a participant who has received services through any program meets the following criteria:

1. For the adult, dislocated worker and youth programs authorized under WIOA Title I and the Employment Service program authorized under the Wagner-Peyser Act, as amended by WIOA Title III, the exit date is the last

date of service.

2. The last day of service cannot be determined until at least 90 days have elapsed since the participant last received services; services do not include self-service, information-only services, or follow up services.

Common Exit:

A common exit occurs when a participant, enrolled in multiple partner programs, has not received services from any DOL-administered program in which the participant is enrolled, to which the common exit policy applies, for at least 90 days, and no future services are planned.

Any participant who receives services funded in whole or in part from the partner programs listed below, sequentially or simultaneously, will be counted as a participant in each program, and will share a common "date of exit" for federal reporting.

Partner Programs to which Common Exit Applies:

- Adult, Dislocated Worker and Youth Activities (Title I)
- Wagner-Peyser Employment Service programs (Title III)
- Trade Adjustment Act / Trade and Globalization Adjustment Act (TAA/TGAA)
- Jobs for Veterans State Grants (JVSG)

Timely Exit:

In order for case worker to properly and timely exit participants, they are required to follow up with the participant every 30 days. The case worker should document a detailed description of contact attempts. In the event that the case worker attempts to contact the participant but is unable to reach them on that day, the case worker should do a follow up call every 5 days from that date until contact is made. If unable to reach on the second contact attempt via phone or primary method, then the case worker would make every effort to use alternative contact methods (i.e. social media, Facebook, alternative contacts, email, etc.) not to exceed 90 days. If after all contact attempts the case worker is unable to reach the participant, the case worker should close all open activities and create a closure with appropriate closure reason.

Contact:

For any questions related to this guidance, please contact Justin Attkisson - Director of Program Integrity at Justin.Atkisson@tn.gov.

Effective Date: August 9, 2019

Duration: August 9, 2021

Deniece Thomas, Deputy Commissioner – Workforce Learning and Development

EY Report Summary		Recommendations
Northwest	Strategy	<ul style="list-style-type: none"> •The NWTNWB's plans are in line with leading practices recommended to other areas. To further enable the achievement of strategic outcomes, the NWTNWB should: •Develop and document a roadmap that includes detailed plans for future initiatives with key milestones and be updated and revisited as needed with input from key stakeholders. •Implement plans to track progress against the strategic plan and provide updates and milestones during Board meetings. •Develop an outreach communication plan to verify that the NWTNWB is making the most efficient use of its Business Services time to reach as many potential customers as possible. This plan should include tracking success of the different strategies implemented.
	Roles and Responsibilities	<ul style="list-style-type: none"> •Develop a reference guide to clearly define Board and CLEO responsibilities, reporting layers, management accountability and authority to support strategic decision-making. •Assess the organizational structure of the NWTLWDA and evaluate the complexity, volume, budget and reporting and supervisory authority of each role to highlight areas for increased organizational efficiency. •Communicate the Regional Director's position description with more in-depth detail regarding level of authority, collaboration and communication with other key NWTLWDA stakeholders.
	Performance Management	<ul style="list-style-type: none"> •There is an opportunity to further improve the value of the dashboard reports by redesigning the dashboards to align with strategic goals. The dashboard could be better aligned to specific KPIs so that the audience can see a clear picture of progress toward strategic goals. •We recommend that the documentation and monitoring capabilities in VOS be fully utilized for Board reports to improve data accuracy and efficiency of reporting. There is an opportunity to further train the endusers of VOS (i.e., CSP) on the extent of its capabilities and purpose.
	Policies and Procedures	<ul style="list-style-type: none"> •The NWTNWB has customized policies and procedures specific to their local area that in line with leading practices we have recommended to other LWDBs. •Refer to the subsequent slide for further recommendations.
	OSO/CSP Procurement	<ul style="list-style-type: none"> •While the use of a third party is a leading practice, consider increasing Board involvement to confirm that expectations such as defining internal control requirements and other key performance indicators specific to the LWDA are captured in the RFP process.
	Contract Management	<ul style="list-style-type: none"> •Define and document a process to onboard service providers. We recommend including a checklist of items (SLAs, questions, etc.) that should be considered throughout the onboarding process. Consider utilizing a forum between OSOs in other LWDBs for sharing of leading practices and consistency purposes. •Develop and document a more formalized process for escalating, tracking and remediating issues related to service provider quality. This process should be included in the contract and agreed to by both parties before services begin.
	Monitoring Policy	<ul style="list-style-type: none"> •Review and update monitoring policies and procedures to align with current practice. Monitoring policies should be documented in sufficient detail to include the who, what, when and how components of all different types of monitoring activities.
	Formal Monitoring	<ul style="list-style-type: none"> •We recommend that the monitoring for this area be reviewed for opportunities to streamline the overall monitoring program. •We recommend that contracts with CSP providers include clearly documented expectations with respect to case note quality and data entry and validation. RFPs should include discussion of procedures in place to verify quality, which could be translated into service-level agreements within the contract. Relying on controls of the CSP providers would reduce administrative activities of the NWTNWB and allow for more efficient operations.
	Technology	<ul style="list-style-type: none"> •Consider the development and implementation of repeatable data analysis programs that can automatically extract, organize and present data. •Consider the feasibility of implementing a reporting tool that utilizes VOS data. We recommend a reporting tool that has an automated data collection feature. •Evaluate the feasibility of implementing integrations between systems to avoid duplicate data entry. This could be via system interfaces, data entry bots, optical character technology, matching technology or other means.
	Skills and Communication	<ul style="list-style-type: none"> •Consider providing targeted training to CSPs on case note quality to highlight the level of detail required for each case. •Consider developing a training plan for OSO that can close documented knowledge gaps related to performance reporting, soft skills and expectations of role. •The CSP Manager should immediately stop correcting and editing career specialist case notes. •Consider refreshing the firewall concept, purpose and allowed communications and activities for each key role. •Develop a communication that includes practical examples of firewall allowed and disallowed communication topics for NWTLWDA to better understand the appearance of conflict of interest provision.

EY Report Summary		Recommendations
Statewide	Strategy	We recommend defining the timeline for creating the Local and Regional Plans at least three months in advance. This will allow for areas to obtain input from all keystakeholders while still allowing areas to continue focusing on serving the people of Tennessee. We also recommend assigning responsibility for driving technological and other innovative enhancements at each area.
	Roles and Responsibilities	We recommend the State provide LWDAs with High-Performing Team guidance and activities. We recommend providing reference guides for CLEOs and Board members to help them understand the State's vision of the role. Additionally, we recommend the State provide guidance to the Executive Directors and Regional Directors on how to best work together, and comparing the optimal RACI (Appendix B) to RACIs from the individual sprint reports to identify gaps in knowledge and understanding.
	Organizational Structure	We recommend that the State analyze the various organizational structures related to the LWDA administrative entities. We also recommend procuring for the OSO and CSP to ensure requirements and expectations are clearly documented and understood upfront.
	Local Board Performance Management	We recommend operationalizing the strategic plan by developing metrics from the plan to be measured through this process. We also recommend utilizing a dashboard approach to presenting to the Board and creating a reference document including the definition of all key performance indicators/key metrics so it is clear to those trying to interpret what the data being presented means.
	Monitoring	We recommend the State update their monitoring policy to include minimum requirements for LWDAs. Monitoring performed should then align with those policies.
	Procurement	Leading practices such as blind scoring should be adopted by all nine areas. We also recommend the OSO and the CSP be procured separately, or clearly documenting expectations of each contracted provider in that RFP.
	Communication and Training	The State should consider developing a Customer Experience Strategy and Road Map to better align activities to customer needs. We also recommend the State provide LWDAs further guidance to better understand the appearance of conflict of interest provision in the firewall to ensure compliance with the firewall but also to minimize inefficiencies in communication.
	Technology	Recommendations to VOS include defining a system "champion" available to answer questions, developing report templates to be used across the state and providing a report key to the areas. Additionally, we recommend reviewing the feasibility of integrating VOS with Grants4TN and considering the implementation of chat bots to assist customers with their initial data entry.
	Automation and Innovation	We have identified several opportunities throughout the engagement. We believe there is a potential use case for each of these as they will increase the quality of the specific task and free up resources to focus on better serving the people of Tennessee. The State should consider working through "quick-win" automation opportunities to show return on investment for further innovation.

BY-LAWS FOR THE

NORTHWEST TENNESSEE WORKFORCE BOARD LOCAL WORKFORCE DEVELOPMENT AREA

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ARTICLE I

Name & Establishment

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

ARTICLE II

Location

§ 2.1 Location: The principal office of the Board shall be located at ~~208 North Mill Avenue~~ ~~708 East Court Street~~ in Dyersburg, Tennessee, 38024. The Board may have such other offices, either within or without the State of Tennessee, as the Board of Directors may designate or as the affairs of the Board may require.

ARTICLE III

Mission and Purpose

§ 3.1 Mission and Purpose of the Board: The purpose of this body is to provide policy guidance and exercise oversight with respect to activities under the Workforce Innovation and Opportunity Act of 2014 (WIOA) (or subsequent federal law) in partnership with the units of local government for 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.

ARTICLE IV

Functions of Local Board

§ 4.1 Consistent with WIOA section 108, in partnership with the Local Elected official the following roles and responsibilities of the functions of the local board shall include the following:

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

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

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

(10) **SELECTION OF OPERATORS AND PROVIDERS.**—

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

(11) **COORDINATION WITH EDUCATION PROVIDERS.**—

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

- C. COOPERATIVE AGREEMENT.—In this paragraph, the term “cooperative agreement” means an agreement entered into by a State designated agency or State designated unit under subparagraph (A) of section 101(a)(11) of the Rehabilitation Act of 1973.
- (12) BUDGET AND ADMINISTRATION.—
- A. BUDGET.—The local board shall develop a budget for the activities of the local board in the local area, consistent with the local plan and the duties of the local board under this section, subject to the approval of the chief elected official.
- B. ADMINISTRATION.—
- (i) GRANT RECIPIENT.—
- I. IN GENERAL.—The chief elected official in a local area shall serve as the local grant recipient for, and shall be liable for any misuse of, the grant funds allocated to the local area under sections 128 and 133, unless the chief elected official reaches an agreement with the Governor for the Governor to act as the local grant recipient and bear such liability.
- II. DESIGNATION.—In order to assist in administration of the grant funds, the chief elected official or the Governor, where the Governor serves as the local grant recipient for a local area, may designate an entity to serve as a local grant subrecipient for such funds or as a local fiscal agent. Such designation shall not relieve the chief elected official or the Governor of the liability for any misuse of grant funds as described in subclause (I).
- III. DISBURSAL.—The local grant recipient or an entity designated under subclause (II) shall disburse the grant funds for workforce investment activities at the direction of the local board, pursuant to the requirements of this title. The local grant recipient or entity designated under subclause (II) shall disburse the funds immediately on receiving such direction from the local board.
- (ii) GRANTS AND DONATIONS.—The local board may solicit and accept grants and donations from sources other than Federal funds made available under this Act.
- (iii) TAX-EXEMPT STATUS.—For purposes of carrying out duties under this Act, local boards may incorporate, and may operate as entities described in section 501(c)(3) of the Internal Revenue Code of 1986 that are exempt from taxation under section 501(a) of such Code.
- (13) ACCESSIBILITY FOR INDIVIDUALS WITH DISABILITIES.— The local board shall annually assess the physical and programmatic accessibility, in accordance with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), of all one stop centers in the local area.

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

Other LWDB roles and responsibilities include:

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

ARTICLE V

Membership and Committees

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

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

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

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 chief elected officials in Northwest TN LWDA for appointment of members of the Board in accordance with the requirements of paragraph (2). Further, in accordance with Workforce Services Guidance – Local Workforce Development Board Member Nomination Process, 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 representatives of labor organizations nominated by local labor federations in local areas where employers are represented by labor organizations, or (for a local area in which no employees are represented by such organizations) other representatives of employees;
 - (ii) shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists;
 - (iii) may include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and
 - (iv) may include (optional) representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of WIOA eligible youth, including representatives of organizations that serve out of school youth;
- C. Representatives of Education & Training** - each local board shall include representatives of entities administering education and training activities in the local area, who—
- (i) shall include a representative of eligible providers administering adult education and literacy activities under WIOA title II;
 - (ii) shall include a representative of institutions of higher education providing workforce investment activities (including community colleges);
 - (iii) may include (optional) representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment;
- D. Representatives of Government, Economic and Community Development** - each local board shall include representatives of governmental and economic and community development entities serving the local area, who—
- (i) shall include a representative of economic and community development entities;
 - (ii) shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the local area;
 - (iii) shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741), serving the local area;
 - (iv) may include (optional) representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance; and
 - (v) may include (optional) representatives of philanthropic organizations serving the local area; and
- E. Discretionary Representatives** - each local board may include such other individuals or representatives of entities as the chief elected official in the local area may determine to be appropriate.
- (3) AUTHORITY OF BOARD MEMBERS.**—Members of the board that represent organizations, agencies, or other entities shall be individuals with optimum policymaking authority within the organizations, agencies, or entities. The members of the board shall represent diverse geographic areas and demographic make-up, in accordance with the most recent US Census, within the local area, as much as possible.

- (4) **SPECIAL RULE.**—If there are multiple eligible providers serving the local area by administering adult education and literacy activities under title II, or multiple institutions of higher education serving the local area by providing workforce investment activities, each representative on the local board described in clause (i) or (ii) of paragraph (2)(C), respectively, shall be appointed from among individuals nominated by local providers representing such providers or institutions, respectively.

§ 5.2 Standing Committees: The Board, 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. 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, not to exceed two full quarters. This includes vacancies created by the removal of members for cause. LWDB members replacing out-going individuals at mid-term will serve the remainder of the out-going member term.

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

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

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

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

ARTICLE VI

Officers

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

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

§ 6.3 Board Chairperson: The Chairperson of the Board shall

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

§ 6.4 Vice-Chairperson: The Vice-Chairperson shall

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

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

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

§ 6.6 Vacancies: A vacancy in any office, as a result of death, resignation, removal, disqualifications, or otherwise, may be filled by the affirmative vote of a majority of the Board at a meeting, at which a quorum is present, for the unexpired portion of the term of his or her predecessor, and until the next election of officers at the 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 and one private sector representative selected by the other Directors from the membership at large. The Board Chairperson will serve as the President, the Vice Board Chairperson as Vice President and the private sector representative as Secretary of the Northwest TN Workforce Board, Inc. The Board of Directors will serve as the administrative authority in oversight of day-to-day operations in conducting the functions of the board and fiscal agent. The Board of Directors shall have the authority to supervise and manage the employees of the Northwest Tennessee Workforce Board, Inc. serving in the capacity of staff to the Board and Fiscal Agent as described in Article VIII. The Board of Directors shall be subject to the order of the Board, and none of its acts shall conflict with these By-laws or stated policies of the Board. The Board of Directors shall be responsible for ensuring board actions comply with federal, state and local laws, regulations and policies.

ARTICLE VII

Meetings

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

§ 7.2 Special or Called Meetings: Special meetings of the Board may be called by the Chairperson or at the request of the 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). The following local policy is set forth:

- Notice of Northwest TN LWDA Board Meetings, including location, date, and time, will be posted on the Board's website and social media page, sent to area newspapers as a public service announcement, and be emailed to Board Members and Local Elected Officials for distribution seven (7) days prior to the meeting.
- Board meetings will be conducted in an open manner, 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.
- 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.

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

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

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

ARTICLE VIII

Staff to the Board

§ 8.1 Staff: In general, the Board and/or the administrative entity/fiscal agent may hire an executive director and other staff to assist in carrying out the functions described in WIOA sec. 107, subsection (d) using funds available under sections 128(b) and 133(b) as described in section 128(b)(4). 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 carryout 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) Prior to a discussion, vote, or decision on any matter before the Board, if a member, or a person in the immediate family of such member, has a substantial interest in or relations to a business entity, organization, or property that would be affected by any official Board action, the member shall disclose the nature and extent of the interest or relationship and shall abstain from discussion and voting on or in any other way participate in the decision on the matter. Board members shall seek the opinion of the Board if there are any doubts whether specific situations involve a conflict of interest. All abstentions shall be recorded in the minutes of the Board meeting and be maintained as part of the official record.
- (3) It is the responsibility of the Board to monitor the potential conflict of interest and bring it to the Board's attention in the event the member does not make a self-declaration.
- (4) The Board shall ensure that the Board, its members or its employees do not directly control the daily activities of its workforce service providers, its workforce system partners, or its contractors.
- (5) Board members or their organizations may receive services as a customer of a local workforce service provider.
- (6) Board members shall not accept bribes, kickbacks or any gift, rebate, money or anything of value whatsoever, or any promise, obligation or contract for future reward, compensation, property or item

of value, including intellectual property, for the purpose or result of causing detriment to another and/or bringing about some benefit to oneself or others.

- (7) The Board shall select or designate an organization to perform duties related to WIOA such as developing a written agreement with the Board and Local Elected Official, which shall clarify how the organization will carry out its multiple responsibilities while demonstrating compliance with WIOA, corresponding regulations, relevant Office Management and Budget circulars, and with the Workforce Services Policy - WIOA (Conflict of Interest Policy), minimize fiscal risk, and develop appropriate steps within the single entity performing multiple functions.
- (8) In the event the Board is selected as a One-Stop Operator, through a competitive process conducted by a third party, the Board shall establish sufficient “firewalls” and conflict of interest policies and procedures consistent with the Workforce Services Policy - WIOA (Conflict of Interest Policy). The Board shall also ensure that all new staff members and providers are informed about this policy, and that appropriate staff members are familiar with it and its requirements in order to prepare state or local plans and the conflict of interest policy.
- (9) The Board shall also ensure training concerning internal conflicts of interest for any entities directly involved with making assessments and determining the eligibility of participants. Documentation of training must be maintained and made available for review and audit purposes.

ARTICLE XI

Compliance with Law

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

- (1) Comply with all applicable Tennessee statutes and regulations including, but not limited to, the governing procurement standards or regulations for the LWDA, Sunshine Law, and the State Travel Regulations;
- (2) Comply with Workforce Innovation and Opportunity Act of 2014 (WIOA) and other appropriate regulations, as well as, policies and directives from the Tennessee Department of Labor and Workforce Development and the State Workforce Board.
- (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 8-27-19

As signed by:

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

Date

Ted Piazza, Vice-Chairman
6 Industrial Park Drive
Dyer, TN 38330
731-692-3424
tpiazza@advancetabco.com

Date

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

Date



NORTHWEST TENNESSEE WORKFORCE BOARD

ANNUAL
REPORT
2018-
2019

Helping Employers and Job Seekers Navigate
the World of Workforce

WHO IS THE NORTHWEST TN WORKFORCE BOARD?

The Northwest Tennessee Workforce Board (NWTNWB), designated by local elected officials, is charged with administering workforce development services in nine counties in Northwest Tennessee: Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Obion, and Weakley. Jennifer Bane serves as the Executive Director for the NWTNWB. The NWTNWB is established in accordance with the Workforce Innovation and Opportunity Act of 2014 (WIOA).

The purpose of the NWTNWB is to provide policy guidance and exercise oversight with respect to activities under the WIOA in partnership with the units of local government for the local area. The NWTNWB supports WIOA activities that develop a quality workforce system to meet the needs of area employers and job seekers. The majority of the members of the NWTNWB are private business leaders from throughout the nine county service region and include business owners, chief executives, operating officers, and other executives with optimum policymaking and hiring authority. Representatives from Labor Organizations, Education & Training, Government, Economic & Community Development, and other community organizations also serve on the board. The NWTNWB, with the agreement of the chief elected officials for the local area, designate a one-stop operator and provider(s) of Career, Business, and Youth services for the local One-Stop Delivery System, operated through the American Job Centers (AJCs), where job seekers and employers connect.

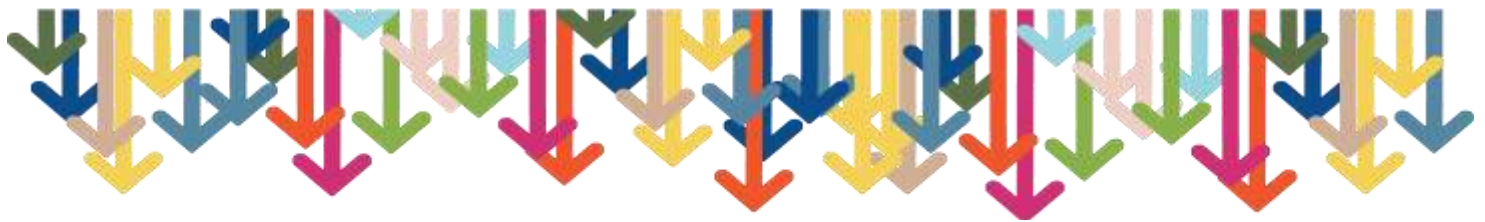


OUR MISSION

The mission of the Northwest Tennessee Workforce Board is to develop a quality workforce system to meet the needs of area employers and job seekers.

OUR VISION

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.



2018-2019 RECAP

30,733 INDIVIDUAL AMERICAN JOB CENTER SEEKER VISITS

42,491 AMERICAN JOB CENTER SERVICES PROVIDED

2,972 TITLE I ADULT, DISLOCATED WORKER, YOUTH VISITS

1,247 ADULT EDUCATION / HISET CUSTOMER VISITS

18,587 JOB SEARCH CUSTOMER VISITS

11,486 UNEMPLOYMENT CUSTOMER VISITS

190 VOCATIONAL REHABILITATION CUSTOMER VISITS

2,197 TEMPORARY ASSISTANCE FOR NEEDY FAMILIES VISITS

5,000+ SOCIAL MEDIA FOLLOWERS

1,010 EMPLOYERS SERVED

3,855 EMPLOYER SERVICES PROVIDED

234 JOB FAIRS/HIRING EVENTS & RECRUITMENT SERVICES

1,233 CUSTOMERS ATTENDED JOB FAIRS/HIRING EVENTS

570 INCUMBENT WORKERS TRAINED WITH 23 EMPLOYERS

115 PLACED IN ON-THE-JOB TRAINING POSITIONS WITH 17 EMPLOYERS

3 RE-ENTRY ADVANCED MANUFACTURING PROGRAMS

106 RAMP PARTICIPANTS TO DATE

1,100+ STUDENTS PARTICIPATE IN MANUFACTURING DAYS



NORTHWEST TN WORKFORCE BOARD

LOCAL CHIEF ELECTED OFFICIALS

Mayor Gary Reasons, Chair - Crockett
Mayor Brett Lashlee, Benton
Mayor Joseph Butler, Carroll

Mayor Chris Young, Dyer
Mayor Tom Witherspoon, Gibson
Mayor Brent Greer, Henry

Mayor Denny Johnson, Lake
Mayor Benny McGuire, Obion
Mayor Jake Bynum, Weakley

NORTHWEST TENNESSEE WORKFORCE BOARD MEMBERS

The Northwest TN Workforce Board (NWTNWB), appointed by the county mayors and certified by the Governor, includes representatives of private business/industry, education, economic development, labor, and community based organizations. The NWTNWB provides policy and oversight for all workforce development activities in the 9 county region, including the American Job Centers.

Neely Ashby - Henry	Lana Hammons - Dyer
Kristie Bennett - Regional	Kristy Mercer - Gibson
John Bucy - Regional	Charlie Moore - Crockett
Karla Carpenter - Regional	David Parrish - Regional
Doug Clark - Weakley	John Penn Ridgeway - Carroll
Keith Cursey - Weakley	Stewart Stanfill - Regional
Jon Dougherty - Dyer	Jennifer Starks - Henry
Bedford Dunavant - Obion	Cliff Sturdivant - Carroll
Lindsay Frilling - Obion	Gayanne Williams - Lake
Landy Fuqua - Weakley	Sandra Woods - Gibson

Board Officers:
Jimmy Williamson, Chair - Dyer
Ted Piazza, Vice-Chair - Gibson
Brad Hurley, Secretary - Carroll

American Job Center Committee:
Rita Alexander, Chair - Gibson
John Killen, Vice-Chair - Carroll

Outreach & Opportunities Committee
Ben Marks, Chair - Benton
Glad Castellaw, Vice-Chair - Crockett

Non-Board Member
Committee Members:
Karen Bowyer
Tim Climer
Justin Crice
Mark Chandler
Sherry Fowler
Melinda Goode
Ronnie Gunnels
Janna Hellums
Alvin Smothers
Blake Swaggart

NORTHWEST TENNESSEE WORKFORCE BOARD STAFF

Northwest TN Workforce Board Administrative Office

Jennifer Bane, Executive Director
208 N. Mill
Dyersburg, TN 38024
(731) 286-3585

Lana Burchfiel, Public Information Specialist
Theresa Ethridge, Business Services Representative
Maleia Evans, Business Services Representative
Gina Johnson, Assistant Director of Finance & Administrative Services
LeAnn Lundberg, Director of Facilities & Computer Services

Margaret Prater-Senior Executive Advisor
Derrick Quinn, Compliance Officer
Laura Speer, Director of Performance & Compliance/EO Officer
Terry Williams, Finance Coordinator
Lana Wood, Business Services Representative

JON DOUGHERTY NAMED BOARD MEMBER OF THE YEAR



Jon Dougherty, License Manager/Education Director for Amteck, headquartered in Lexington, KY, was named the 2018-19 Board Member of the Year. Nominated and elected by the staff to the Board, Dougherty was recognized for not only his dedication and input on the Board, but also his passion for developing the future workforce. As Apprenticeship Representative on the Board, Dougherty has coordinated with staff and the local Amteck located in Dyersburg, TN, to design and implement the Registered Electrical Apprenticeship Preparation (REAP) program. Dedicating hours of time and travel expense to visit 8 high schools to "showcase" apprenticeships, and giving up a weekend to conduct the "Shock & Awe!" event, resulted in young men and women having an opportunity to participate in the two-week pre-apprenticeship program.



"Jon is so easy to work with and is totally committed to helping young people explore a career as an Electrician," said Margaret Prater, NWTN Workforce Board Senior Executive Advisor. "He encourages the young people, but never 'sugar coats' the reality of being an electrician. Jon provides great insight as a Board Member since he experiences the challenges of being an employer and training provider every day."



PERFORMANCE & FISCAL

Performance Report for 2018-2019	WIOA Performance Metrics	PY 2018 Goal	PY 2018 Actual
Adult	Employment Rate 2nd Quarter after Exit	85%	93%
	Employment Rate 4th Quarter after Exit	84%	91.3%
	Median Earnings 2nd Quarter after Exit	\$6,483	\$6,791
	Credential Attainment within 4 Quarters after exit	58%	87.2%
Dislocated Worker	Employment Rate 2nd Quarter after Exit	83%	88.3%
	Employment Rate 4th Quarter after Exit	78%	92.8%
	Median Earnings 2nd Quarter after Exit	\$6,800	\$7,853
	Credential Attainment within 4 Quarters After Exit	68.5%	83%
Youth	Employment Rate 2nd Quarter After Exit	79%	94.5%
	Employment Rate 4th Quarter after Exit	75%	92.70%
	Credential Attainment within 4 Quarters After Exit	70%	79.9%

Fiscal Report for 2018-2019	PY 2018 Funding Available	Current Year Expenditures	Percent Expended	De-obligated Funds	Carryover July 1, 2019
Administration	\$ 815,928.41	\$ 523,540.95	64%	\$ 95,558.04	\$ 196,829.42
Adult Formula	\$ 1,689,614.29	\$ 1,437,422.13	40%	\$ 85,829.07	\$ 166,363.09
Dislocated Worker Formula	\$ 1,861,009.62	\$ 1,037,274.38	24%	\$ 462,964.22	\$ 360,771.02
Youth Formula	\$ 2,606,381.33	\$ 1,473,624.65	37%	\$ 348,429.04	\$ 784,327.64
Consolidated Business Grant	\$ 527,778.00	\$ 322,459.67	61%	\$ -	\$ 205,318.33
Rapid Response	\$ 680,855.53	\$ 475,000.00	70%	\$ 205,855.53	\$ -
RESEA	\$ 132,600.00	\$ 80,185.83	60%	\$ 11,517.87	\$ 40,896.30
RAMP	\$ 143,060.00	\$ 143,060.00	100%	\$ -	\$ -
REAP	\$ 48,000.00	\$ 34,798.92	72%	\$ 13,201.08	\$ -
Transitional Funding	\$ 693,000.00	\$ 644,621.88	93%	\$ 48,378.12	\$ -
TOTAL ALL GRANTS	\$ 9,198,227.18	\$ 6,171,988.41	67%	\$ 1,271,732.97	\$ 1,754,505.80

* \$1,061,963.12 of the \$1,271,732.97 deobligated funds was reissued back as part of the realignment of the local areas. Of the \$209,769.85 not reissued, \$131,161.04 was lost in formula funding as a result of the realignment. The remaining funds were RESEA, REAP, and transitional funding.

Participant Funding	Minimum Requirement	Actual
Minimum Participant Cost Rate (MPCR)	40%	48.5%
Youth Work Experience	20%	41.52%
Youth Out-of-School	75%	98.75%

Local Area exceeds all performance and participant funding requirements.

AMERICAN JOB CENTERS

Network of Partners Makes American Job Centers a One-Stop Shop

The American Job Center (AJC) system is built upon a foundation of partners linked together to deliver a comprehensive array of services and reach the shared outcomes of employment, education, skills gains, and earnings. All partners are invested in the development and implementation of service delivery to connect customers to resources. "Each partner provides a valuable service and all are connected to reach the desired outcome for the customer," --says Erica Nance with Odle Management, One-Stop Operator.



One-Stop Operator Odle Management	WIOA Title I Adult, Dislocated Worker, and Youth <i>Dyersburg State Community College</i>	WIOA Title II Adult Education <i>Henderson County Schools</i>	WIOA Title III Wagner Peyser <i>TN Dept. of Labor & Workforce Development</i>	WIOA Title IV Vocational Rehabilitation <i>TN Dept. of Human Services</i>	WIOA Title V Senior Community Service Employment Program <i>NWTHRA: NWTN Community Services Agency</i>	Temporary Assistance for Needy Families <i>Workforce Essentials</i>	Veterans Services <i>TN Dept. of Labor & Workforce Development</i>
	Trade Adjustment Assistance <i>TN Dept. of Labor & Workforce Development</i>	Career & Technical Education <i>Dyersburg State Community College TN Colleges of Applied Technology</i>	Community Services Block Grant <i>NWTHRA: NWTN Economic Dev. Council</i>	Unemployment Insurance <i>TN Dept. of Labor & Workforce Development</i>	Migrant Farmworker Program <i>TN Opportunity Program</i>	SNAP E&T <i>TN Dept. of Labor & Workforce Development</i>	RESEA <i>TN Dept. of Labor & Workforce Development: Dyersburg State Community College</i>

Single Mom Overcomes Barriers with Assistance from Many Partners



Stephanie Farmer, 31, came to the Families First (FF) program with a desire to return to school and improve her life for her and her two young sons. Stephanie knew that she wanted to enter the healthcare field, and Workforce Essentials (WFE) and Family Focused Solutions (FFS), helped her realize her desire of earning an LPN certificate.

Stephanie got put on the waiting list for the TCAT Paris LPN class to start in January but unfortunately there wasn't an open spot for her. Not to be discouraged, she quickly found a neighboring county that offered the LPN class beginning in May, completing all the necessary paperwork to get financial assistance through WIOA. Unfortunately, Stephanie did not get the letter until the day of a rescheduled, earlier orientation. She called the school and communicated what happened, offering to attend a different orientation or wait for another LPN class if necessary. Impressed with Stephanie's honesty and her ability to stay calm in a stressful situation, the school allowed her to make up the orientation.

Stephanie faced many difficulties and barriers after starting LPN classes, including childcare and transportation issues, as well as the death of a close friend. Stephanie never gave up, and her Career Coach referred her to Family Focused Solutions (FFS) to work on her barriers. After graduation, Stephanie passed her licensing exam the first time, and immediately began looking for jobs. She was hired as an LPN working on the floor of a health and rehabilitation center.

Stephanie was always compliant with WFE and FFS while on FF. She attended all her appointments and followed through with all of her activities as assigned. Stephanie has currently been accepted into Jackson State Community College where she will complete the pre-requisites that she needs to be accepted into a LPN-RN bridge program. She will start taking these pre-requisite classes in August 2019 and hopes to have them completed and be accepted into the LPN-RN bridge program by December 2020. She is excited to work full-time and complete her education and career goals. Stephanie looks forward to being able to provide a stable home for her children through her hard work. Stephanie credits SNAP, FF, WFE, WIOA & FFS with offering her opportunities for assistance, education, and motivation to set and reach her education and career goals. Stephanie knew what she wanted to do with her life and through the assistance she got from the State of Tennessee and WIOA, she was able to make those goals a reality.

July 2018-June 2019 American Job Center Traffic Count

2018-2019	Camden	Alamo	Humboldt	Paris	Tiptonville	Union City	Dresden	Affiliate Subtotal	Dyersburg	Huntingdon	Comprehensive Subtotal	Total AJC
July 18	176	95	389	489	62	442	609	2262	470	433	903	3165
Aug 18	182	109	378	441	70	433	324	1937	728	376	1104	3041
Sep 18	158	69	259	340	30	268	189	1313	538	301	839	2152
Oct 18	127	88	323	399	47	128	354	1466	612	454	1066	2532
* There were over 42,000 visits to the 9 AJCs by nearly 31,000 individuals.	105	68	226	298	37	170	263	1167	484	439	923	2090
Nov 18	121	110	239	302	50	155	245	1222	659	441	1100	2322
Dec 18	178	163	383	478	62	690	329	2283	648	693	1341	3624
Jan 19	119	83	259	277	49	183	202	1172	520	479	999	2171
Feb 19	93	59	256	297	36	55	142	938	510	418	928	1866
Mar 19	119	64	346	311	50	44	242	1176	795	372	1167	2343
Apr 19	105	56	400	319	61	242	340	1523	938	365	1303	2826
May 19	116	64	295	301	41	539	287	1643	582	376	958	2601
Jun 19	1599	1028	3753	4252	595	3349	3526	18102	7484	5147	12631	30733
Subtotal	133	86	313	354	50	279	294	1509	624	429	1053	2561
Mo. 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%
% Avg												

Source: Affiliates VOS Greeter

AMERICAN JOB CENTERS

Reaching Individuals Most in Need

Under the Workforce Innovation & Opportunity Act (WIOA), the workforce system is emphasizing serving those who are most in need. WIOA Title I services for Adults, Dislocated Workers, and Youth, are prioritized for veterans, low income, basic skills deficient, and other individuals with barriers to employment. The Outreach & Opportunities committee of the NWTNWB provides guidance for reaching and serving such populations. Social media accounts are also used to connect with customers and other agencies and inform them of the services available through the AJC. The Mobile AJCs are also available for outreach and services throughout rural areas.

Mobile American Job Center Staff Enhance Skills



Mobile American Job Center staff Johnny Polk and Karen Davison have recently gone above and beyond their job duties by completing training and adding additional certifications to serve the individuals of West Tennessee. Johnny and Karen took it upon themselves to attend a certification training class in the use of both intranasal and intramuscular naloxone use. At completion of training, they were also provided an overdose reversal kit to keep on the Mobile AJC.

Additionally, in March 2019, Johnny also completed the National Certification Commission for Addiction Professionals' eligibility standards for Peer Support to individuals with Substance Use Disorders, and is now recognized as a National Certified Peer Recovery Support Specialist. In the words of Dayton "Benny" Roberts, Team Lead at the American Job Center-Huntingdon, "Johnny has spent a lot of hours in training and classroom education to receive this certification. This will be a huge asset to the outreach of the Mobile AJC into new targeted areas such as re-entry and individuals with SBEs [Significant Barriers to Employment]."

Customers Receiving Title 1 Funding July 1, 2018 to June 30, 2019

County	Adults	Dislocated Worker	Youth	TOTAL Served	OJT Only	IWT Only	Youth WE Only	All Other Services
Benton	30	6	15	51	1	0	6	44
Carroll	48	9	17	74	0	8	4	62
Crockett	22	6	7	35	0	3	4	28
Dyer	365	31	71	467	43	186	14	224
Gibson	180	20	34	234	14	33	1	186
Henry	242	10	21	273	42	150	0	81
Lake	22	2	21	45	1	7	5	32
Obion	197	10	29	236	4	85	11	136
Weakley	89	12	9	110	7	0	2	101
TOTALS	1195	106	224	1525	112	472	47	894

Target Group PY18	Total Enrolled	New Enrolled	Services to Employers	PY18
Underemployed	110	32	Provided Job Fair Services	109
Single Parent	53	12	Provided Job Order Follow-ups/ Assistance	150
SNAP	77	24	Promotional Calls	157
Low Income	255	78	Reviewed Resumes and Referred Eligible Individuals	2,406
Veterans	9	3	Workforce Information for Employers	53
Individual w/Disability	12	5	Referred Qualified Applicants	581
Underemployed Claimants/ Exhaustees	12	0	Notification to Employer of Potential Applicants	36
Long-Term Unemployed	63	26	Work Opportunity Tax Credit (WOTC) Certifications	15
Offender	54	29	Training	111
Pregnant/Parenting Youth	31	8	Recruitment Services/Candidate Pre-Screening	170
Foster Care (incl. aged out)	4	0	Layoff-Rapid Response Services	26
Living High Poverty Area	3	0	Labor Market Study/Strategic Planning	20
Other Public Assistance (TANF, SSDI, SSI)	17	4	Services to Untapped Targeted Demographic Groups	21
English Language Learners/ Basic Skills Deficient	6	0		

PY 18 Top 10 Reasons for AJC Visits

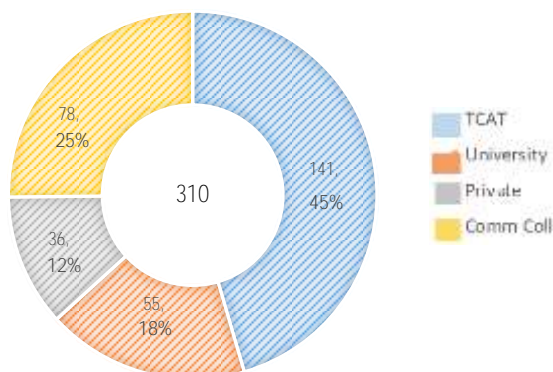
1. Job Search/Resource Room; Resume Assistance (19,264)
2. Unemployment (11,486)
3. Career Coaching (5,503)
4. RESEA (1,462)
5. Job Fairs/Hiring Events (1,233)
6. Adult Education (1,120)
7. Resume Assistance (645)
8. Assessments (586)
9. Networking Events/ Third Party Interviews (406)
10. Employer Check-In (300)

POSTSECONDARY EDUCATION

Often times when a job seeker cannot find employment it is because they do not possess the skills to qualify for technical jobs. American Job Center partners can provide scholarships to eligible participants to attend training of their choice. This past year, 310 participants received scholarships totaling over \$751,500 to attend 19 different institutions. Of the 310 participants, 45% chose to attend TN Colleges of Applied Technology, 25% community colleges, 18% universities, and 12% private certification institutions for occupations such as Truck Driving, Lineman and Certified Nursing Assistant.

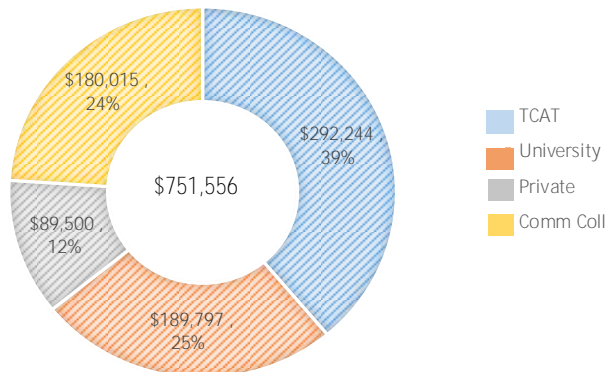
Participant By Training Provider Type Served

2018-2019



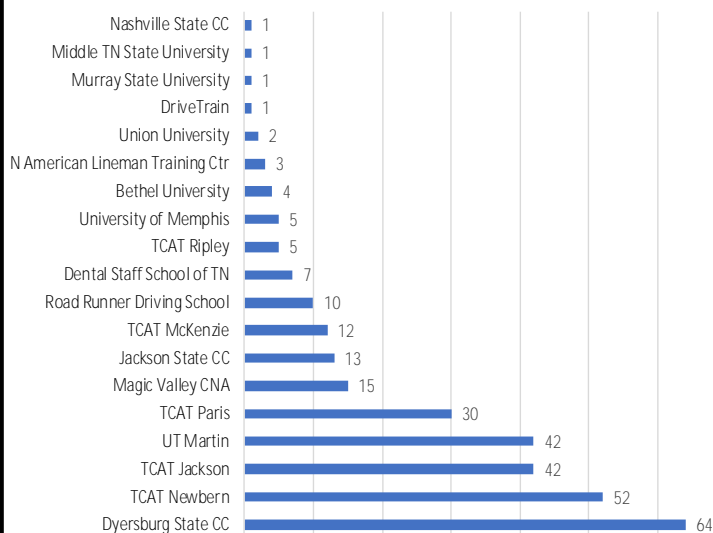
Investment By Training Provider Type Served

2018-2019

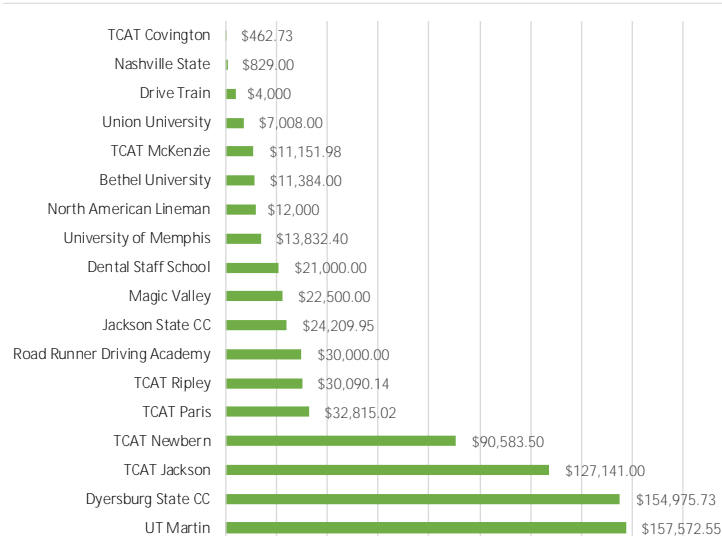


Training Providers 2018-2019

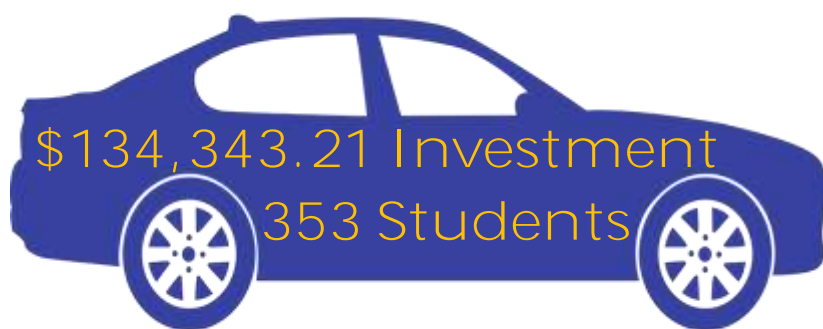
Providers by Participant



Providers by Investment



Transportation Assistance to Attend Postsecondary 2018-2019

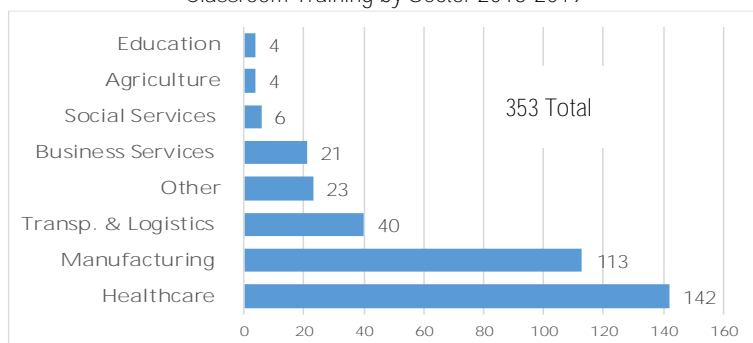


Over 350 students used gas cards to help them attend school the past year, with a total of \$134,343.21 awarded. Most students attending postsecondary are eligible to receive a gas card. The Career Advisor determines the mileage they will travel daily and establishes the amount they are eligible to receive on their gas card. The program requires a monthly verification of attendance before loading the card.

"Serving the most in need requires us to be flexible in the services we offer. Many students receive tuition assistance through programs such as TN Reconnect and TN Promise, which allows our funding to be utilized for transportation assistance and other supportive services," says Jennifer Bane, Executive Director.

POSTSECONDARY EDUCATION

Classroom Training by Sector 2018-2019



Healthcare was once again the number one sector for new occupational skills training enrollments, making up about 40% of all customers trained. Registered nursing, licensed practical nurse, certified nursing assistant and EMT Paramedic are some of the occupations trained for.

Manufacturing nearly doubled since last year, going from 18% to 32% this year. Transportation was 11%, followed by Other, Business Services, Social Services, Agriculture, and Education, which together totaled the remaining 17%.



Jill Castellaw contacted the American Job Center-Alamo in Fall 2017 looking for help completing her bachelor's degree in Education. Jill's previous employment at Alamo Church of Christ Daycare helped her realize her desire of wanting to work and mentor children. Jill knew that teaching would be the career she would love. The Career Advisor assessed Jill's needs and was able to provide Jill WIOA financial assistance and support needed to attend the University of Memphis.

"Jill has been an outstanding student with excellent attendance and grades, earning a 3.96 grade point average," states Career Advisor, Wilma Capps. Jill has been student teaching at Bells Elementary School, and has recently been offered a full-time job at Pope Elementary School in Jackson, TN, starting Fall 2019. Jill says she couldn't have achieved what she did without the WIOA, and she wants everyone to know about WIOA and what a blessing it was to her.



Jearom Obas wanted to follow in his father's footsteps as a truck driver, but needed assistance to attend training. He came to the American Job Center-Camden unemployed, ready to enter the workforce and obtain full-time employment. Jearom participated in the WIOA approved training program, and receiving a training voucher and travel assistance. After enrolling in the Truck Driving/CDL training with Drive Train in Jackson in November 2018, he completed later that month at the top of his class and received his CDL, excited to be entering employment with a skill.

Jearom is now employed full-time and able to support himself. Jearom was hired by Roadliner/Union Transportation out of Bakersfield, California, earning \$27.00 an hour, with the possibility of co-driving with his father in the future. He says he is very grateful for the opportunity and to WIOA for the assistance and encouragement.



Paxton Stover, a student at Dyersburg State Community College (DSCC), wanted to get ahead of the game with valuable on-the-job experience before heading to the University of Tennessee at Martin. The American Job Center-Dyersburg was able to place Paxton in a Work Experience position in the Business Office at DSCC. Connie Stewart, Executive Director for Career Service Provider, Dyersburg State Community College, says that Paxton has been an excellent worker, and she is happy that the American Job Center was able to help Paxton with hands on experience before he continues his studies at UTM to pursue a degree in business management.



YOUTH SERVICES



Carroll County

24 Students from McKenzie High School & Huntingdon High Schools toured Granges in 2 separate tours. Students got a real feel for the job, as they were required to wear hard hats and steel-toed shoes.



Dyer County

Over 400 students from Dyersburg and Dyer County High Schools experienced manufacturing days and events. Around 120 students from Dyersburg High School toured Ermco and Dot Foods, then the following day heard from 5 speakers from Nordyne, Caterpillar, Develley, Hexpol and Dot Foods about decisions that lead them to their current positions in Advanced Manufacturing. Each speaker explained about types of equipment in their facilities, job opportunities, opportunities for travel, benefits for insurance and retirement plans. Approx 300 students from Dyer County High School listened to a panel discussion with representatives from Nucor and Dot Foods. Presenters used a tape measure to illustrate a person's lifetime, the inches representing the person's age, and stressed the importance of planning for the future.



Gibson County

120 Students from 6 high schools in Gibson County toured Chicago Metallic, Dana Corporation, and Ceco Door. They also attended a session at the Humboldt Higher Education Center with Jackson State Community College and Tyson Foods. Dr. Andre Temple of the UT Center for Industrial Services donated a Manufacturing Day themed t-shirt for each student and the manufacturers provided lunch for the schools each day.



Henry County

Around 300 Henry County High School 300 students toured Dana, Euro, PML and TCAT, along with having a motivational speaker as a session at the high school. This opportunity to experience "real hands on getting a look at the equipment used to produce everyday conveniences of life we use" was very educational for students. Many experienced wearing safety equipment for the first time. Students were introduced to the vast opportunities of careers in advanced manufacturing, including CNC operators, engineers, safety professionals, along with accounting and management positions.



YOUTH SERVICES

Lake County

Approximately 100 students from Lake County High School listened to speakers Keith Knighten and Tiffany Cathey from Tyson Union City. The Union City location is expanding, and plans to hire over 600 new employees next year.



Obion County

A total of 50 students from Obion Central High School, South Fulton Middle High School toured Greenfield Products, ICI Scientific, and CenterPoint. Lindsey Frilling CEO of the Obion County Joint Economic Council, explained what how Obion County recruits new industry to the area. She also explained how the employees' wages impact on the county. Amy Watts demonstrated interviewing skills, good work ethic, and soft skills employers sought in prospective employees. Students were impressed to see how transferable the advanced manufacturing skills were for each industry.

• A total 20 students from Obion County Central Welding Class and Union City Carpentry wood working class toured Greenfield Products. Students were given some insight for working straight out of high school verses going to a technical college for a trade.



Crockett

Crockett County High School Seniors and Juniors were treated to a field trip experience by Jackson State Community College, this year, with an opportunity to tour Pacific in Jackson, TN, as their official Manufacturing Day event for 2018. Plans are underway for 2019 events to expose students to careers opportunities available within manufacturing facilities located in Crockett County.



Weakley

A total of 45 students from Dresden High School, Gleason High, Westview High, and Greenfield High, along with their CTE instructors, Mr. Marvin Flatt of Weakley County Schools and Janna Hellums of TN ECD, toured MTD. In between sessions, MTD leadership gave presentations on various careers in manufacturing which are available within MTD's operations.



MANUFACTURING DAYS 2018 AT A GLANCE

21 Employers	1,100 Students
9 Partners	20 High Schools

YOUTH SERVICES

#WORKLIFE

WORK EXPERIENCE PROGRAM

Name of Job Site	Sector/Industry
American Job Center- Crockett	Government
American Job Center- Dyer	Government
American Job Center- Lake	Government
American Job Center- Obion	Government
Alamo Tire	Automotive
Amteck	Construction
Baptist Memorial Hospital	Healthcare
Amteck	Manufacturing
Benton County Farmers Co-Op	Agriculture
Big Sandy Christian Community Outreach	Community Service
Bill King Auto Repair	Automotive
Carroll County Farmers Co-Op	Agriculture
Bill King Auto Repair	Automotive
Carroll County Library	Community Service
Champion Roofing and Construction	Construction
City of Dyersburg	Government
Colonial Rubber	Manufacturing
Crockett County Times	Business
Develey	Manufacturing
DSCC EMS	Healthcare / Business
DSCC Trenton	Business
Dyer County Sheriff Dept.	Government
Family Eye Care	Healthcare
Food Rite	Retail
Helping Hands	Community Service
Jordan's Grab and Go	Retail
Little Lambs	Child Care
Mclver Grant Library	Community Service
Northdown Industries	Manufacturing
NWTN Economic Development	Government
Northwest TN Workforce Board	Business
Obion County Library	Community Service
Precious Moments	Childcare
Pumpkin Patch	Childcare
Signature Healthcare	Healthcare
TCAT McKenzie	Business
TN Homeless Solutions	Community Service
Trudy's Café	Food / Community Service
Union City Housing Authority	Government
Weakley County Schools	Education / Government
Total Participants: 57	Total Wages Paid: \$141,326.45

The Work Experience Program through the American Job Center offers short term work opportunities for eligible young adults (18-24 years of age & out of school) with little or no work experience.

Employer partners serve as mentors by training youth on proper work procedures and developing positive work habits.

Goals:

- ▶ Provide work experience at safe, well-supervised job sites
- ▶ Develop positive work habits and employment related skills, such as: self-confidence; ability to work as a team; improved communication with employers, co-workers, and customers; time management; problem solving skills; ability to accept and learn from criticism; adaptability; and a positive work ethic
- ▶ Enhance opportunities for long-term employment and self-sufficiency
- ▶ Increase understanding of higher education and career options available



Megan Gallivan & Shane Smith both participate in the WIOA Youth Work Experience program with Big Sandy Community Outreach Center. The goal of the center is to meet the needs of the community, building relationships, strengthening and equipping people to lead productive lives.

Megan and Shane both help with daily activities and provide meals to

the community. Megan and Shane also work with the youth of the community through activities at the center and their after school program. Their employer states they are an asset to their program and the individuals they serve.



Ayisha Hockett's first interaction with the youth work experience was through Connie Stewart, Executive Director, who attended a meeting at Lake County High School before graduation. Impressed by the program, Ayisha came to speak with Marcia Fields, Career Service Coordinator, at the American Job Center. She

had been working for a little over a year at the local food market in Tiptonville, but knew this was not going to give her the foundation for her future she desired.

Marcia determined Ayisha eligible because she lived in Lake county—a county with a high poverty rate—and she was working a job that would not lead to her being self-sufficient. She told Marcia that she was interested in pursuing optometry as her future career. She and Marcia developed a plan that included her working at an optometrist office to gain experience for applying to optometry school. After interviewing with Family Eye Clinic in Dyersburg, it was decided she would work there starting June 3, 2019 as an optometry technician.

Ayisha has been working at Family Eye Clinic since her start date and has been praised by the owner for her impressive work ethic. When she starts her undergrad degree in the fall, she will already be ahead of the game in terms of more closely understanding the field she is wanting to go into. She already knows how to use the equipment and read the scans, and will be able to write about her previous experiences, all of which will benefit her and give her the edge over the other applicants when she applies to optometry school.

YOUTH SERVICES



Cheyenne Phillips had previously lost her job and filed unemployment insurance, when she saw a flyer in the Dyersburg AJC for Youth Work Experience, and was referred to WIOA Career Advisor Kelcey Coble. In April 2019, Cheyenne was made eligible for WIOA services as an out-of-school youth due to her barrier of being 22 and a parent of 3. Her main priority was to provide for herself and her children- so she needed to find employment quickly.

She had previous experience as a patient access representative, receptionist, and CNA, but her ultimate goal is to become a family nurse practitioner. Kelcey set up an interview with Gina Johnson at the Northwest TN Workforce Board, and Cheyenne was selected to start work as an Account Clerk for her work experience assignment in May 2019. Gina says that Cheyenne assisted in fiscal, business services, and performance. She said Cheyenne caught on quickly, was reliable and very smart.

Travel assistance and resume assistance helped Cheyenne to successfully complete the program only a month later, and begin a full-time job at the Reelfoot Family Walk-In Clinic on June 25, 2019. Cheyenne says, "We all have our own determination whether we win or lose." She also shares that she loves her job and works with a great team.



Adrian Maze was previously enrolled with WIOA at TCAT Newbern in HVAC but was suspended due to attendance (medical issues). "He came into the American Job Center-Dyersburg wanting work experience," says Career Advisor Kelcey Coble. "I helped him create a resume, we did a mock interview workshop, and he interviewed at the City of Dyersburg as a Transitional Work Experience participant." Adrian began as a light equipment operator in June 2019. Everyone at the city speaks very highly of him. His goal is to either become a police officer or own his own HVAC business.



Natalee was a Families First participant referred by her Employment Specialist, Rhonda Davis. After speaking with Natalee in January 2019, Career Advisor, Katie Treece, determined that it would be best for Natalee to finish her HiSet before she was put placed in work experience. Natalee attended Adult Education in Obion County and graduated with her HiSet in May 2018.

As a single parent, Natalie was interested in working in child care, but lack of transportation limited where she could work. **Natalee's son went to** daycare at the Pumpkin Patch in Union City, which would be an ideal job since she already had a reliable ride to this location. She interviewed at Pumpkin Patch and started **working there a week later in the Youth Experience Program. Natalee's supervisor, Erin Dalton, praised Natalee, stating she** was hard-working, showed up on time, and was good with the children. She was so impressed with her work ethic she hired Natalee before her work experience ended.

Natalee has worked at the Pumpkin Patch since August 25, 2018. AJC partners worked together to help Natalee get a job when she needed one, and allowed the employer to take a chance on someone without a steady employment history. Natalee credits the Youth Work Experience program for her employment success.



Allana Johnson came to the American Job Center-Huntingdon with very little work experience, living with a family friend, no job training or degree, and had no vehicle. She had no family support or anyone to help her. Allana had only been employed once before, and was only employed less than four weeks in a fast food operation making minimum wage.

Through the Workforce Innovations Opportunity Act, Allana participated in the Youth Work Experience program and was placed with the Carroll County Library as a Library Assistant working 28 hours per week for 12 weeks making \$8.00 an hour. She then transferred to Baptist Memorial Hospital in Huntingdon working 28-37.5 hours per week as a Housekeeper making \$8.00 an hour. Allana is appreciative of the opportunity to have steady employment.

Arielle Bradshaw came to the American Job Center-Dyersburg in 2015. Arielle was only 21 years old, unemployed, and would soon have a daughter to support. Career Advisor, Connie Stewart, started Arielle on her career track in August 2015 by enrolling her in the work experience program as a career assistant in Dyer County. She continued to stay with WIOA, working part-time as an advisor to the RESEA program in February 2016 at the American Job Center-Ripley. While there, she applied for and was accepted to the LPN program at TCAT Newbern in September 2018. She approached Connie, now Executive Director, about her next steps, and Connie referred her to the American Job Center-Dyersburg to receive funding for tuition and travel reimbursements to and from school. Arielle is set to complete the LPN program in August 2019.

Connie says, "through all the struggles, busy life, and even having two kids, Arielle never gave up and went on to accomplish her goals." Arielle says now that she knows the services offered by WIOA to the community, she refers everyone she can to WIOA, believing that there is no reason anyone shouldn't strive to reach their goals. "I couldn't have done it without WIOA," says Arielle. "The funding and career guidance they gave me helped me reach my goals and give not only me, but my entire family a better life." She thanks Connie Stewart, Melissa Bane, Wilma Capps, as well as everyone with WIOA for helping her reach her goal.



BUSINESS SERVICES

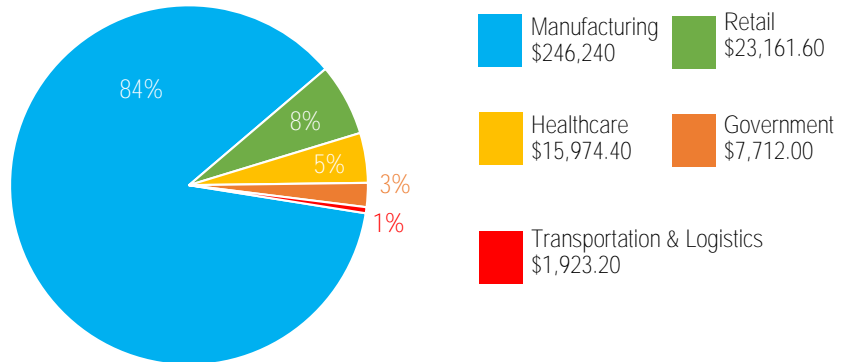
Employer Participation by Program 2018-2019

County	Employer	On-the-Job Training	Incumbent Worker Training
Carroll	Carroll County Bank & Trust		✓
	Tri-County Publishing		✓
Crockett	Cavaller Pharmacy		✓
Dyer	Choctaw Transportation		✓
	City of Dyersburg	✓	
	Develey Mustard & Condiments	✓	✓
	Ermco		✓
	Firestone Industrial Products		✓
	Frazier Industries		✓
	Hexpol Compounding	✓	
	Nortek		✓
	NSK Steering Systems America,	✓	
	PolyOne		✓
	Russom's CARSTAR Collision		✓
	Tyson		✓
	West TN Healthcare	✓	
Gibson	Ceco Door Products	✓	✓
	Dyer Station Pharmacy		✓
	Quad Industries	✓	
	United Ammunition Container,		✓
Henry	Dana Sealing Products, LLC	✓	✓
	Insource Materials, LLC	✓	
	Institutional Casework		✓
	Nobel Automotive		✓
	PML Inc.	✓	
Lake	ECM of Ridgely, LLC	✓	
	Rett Express, LLC	✓	✓
Obion	Center Point Business Solutions	✓	
	Cox Oil	✓	✓
	Discovery Park of America	✓	
	Greenfield Products		✓
	JD Distributors Inc.	✓	
	Maverick		✓
	KMI Group		✓
Weakley	Allergy Lab Solutions, Inc.	✓	
	Christian Professional Services,	✓	
Total Awarded		\$295,000	\$290,295.25
Number of Employees Trained / Jobs		115	570

Local Employers Receive 50% Wage Reimbursement for New Hires

Companies in Northwest TN have received wage reimbursements in excess of \$295,000 to train their own workers. For new hires with little or no experience in the occupations, this gives employers an opportunity to save money while training the employee. Business Service staff with the American Job Center developed contracts with 18 companies, placed job orders and referred eligible job applicants to fill 115 positions.

PY18 On-the-Job Training Expenditures by Sector



The majority of On-the-job Training is focused on the Advanced Manufacturing Sector. Other target sectors primarily train through postsecondary opportunities.

Paid Internships Target Job Seekers with Barriers

The *Ready, Set, Hire!* transitional program, is similar to Youth Work Experience program, however, it targets Adults and Dislocated Workers with barriers. The program includes up to 320 hours for both a paid internship and On-the-Job (OJT).

Employers may qualify for a Work Opportunity Tax Credit ranging from \$1,200 to \$9,600 for hiring individuals with barriers who are members of a qualified targeted group.

Grants Awarded for Training Incumbent Workers

The Consolidated Business Grant was made available to employers to provide training for their current workforce to improve processes and upgrade skills. Nearly \$300,000 was awarded to 23 companies to train 657 workers through September. As of this report, 570 employees had completed training.

AJCs Provide Rapid Response to Dislocated Workers

When layoffs occur, companies can choose to hold mass employee meetings or distribute materials from the American Job Centers about services available for dislocated workers. Rapid Response Teams often provide onsite services including resume assistance, Career Fairs, and other customized partner services.

This year in Dyer County, Heckethorn Manufacturing had 152 employees affected due to closure, while 200 employees were dislocated due to layoffs at McKenzie Regional Hospital in Carroll County, and 66 at Gibson County's Hobb's Bonded Fibers, resulting in a total of 418 employees being served by Rapid Response from July 1, 2018 to June 30, 2019. This is up from the roughly 235 served last year in the Northwest TN region.

BUSINESS SERVICES

"NWTN Workforce Board has helped us tremendously. The OJT grants have allowed us to hire 4 new people to suit our needs with the new equipment we are buying to expand our company. Theresa [Ethridge] and others were always there to answer any questions."

The IWT Grant has helped us get continued training in DOT to be up to standard with their rules and regulations. IWT also helped with extended training for our Drivers. This place is amazing, and we are so grateful for the help they give to small businesses."

--Gabby Readenour, HR Manager, Rett Express, Ridgely

Understanding and meeting the needs of employers is given the utmost importance and is achieved through a collaboration of the NWTNWB and partners serving on the Business Services Team, such as Title I Career Services, Labor Exchange, Veterans Programs, Trade Act, Re-Employment Services, Unemployment Insurance, Economic Development, Temporary Assistance for Needy Families, and Vocational Rehabilitation.

The Business Services Team is responsible for connecting with companies in targeted industry sectors and occupations, and other employers that have hiring needs, in order to understand and meet their needs through a variety of employer-driven initiatives and services. Business Services can assist with Recruitment & Screening, Grants and Incentives, and Workforce Support to address the needs and skills gaps as identified by local employers. Labor market information (LMI) is also available.

"We had a manufacturing job-skills need with the addition of new business. We were able to reach out to Lana [Wood] and NWTN Workforce Board to secure an IWT grant to help get the training we needed. This training helped us gain the skills needed to ensure quality work was being performed without undue manufacturing costs or negative impacts to our customers."

--Jonathan Ballantine, Quality and Continuous Improvement Manager, Nortek Global HVAC, Dyersburg

"Dana had the privilege being awarded an On-The-Job training grant by the Northwest TN Workforce Board. With the support of our Business Services Representative from the board, the process was easy to follow."

The OJT new hire training program was a positive experience for our company, giving us means to effectively train our new hires to have a successful probationary period. Since training, the turnover percentage is < .2%, which is lower than the turnover percentage for our total campus workforce. For Dana's Paris Campus, the OJT grant has proven to be a productive investment of our time."

--Margaret Crafton, Training Coordinator, Dana Sealing Products, LLC

"The job fair coordinated by the NWTN Workforce Board provided our employees with hope for a brighter future. Overall, it was a resounding success with 18 local employers and over 100 Heckethorn employees in attendance. Moreover, it played a pivotal role in the reallocation of skilled labor within our community."

--Tyler Council, HR Director, Heckethorn Manufacturing, Dyersburg

"The OJT program is an outstanding program which has allowed the City of Dyersburg the opportunity to provide employment to qualified individuals in various city departments. We are thankful to the Northwest Tennessee Workforce Board and AJC for the program and the benefits provided to us."

-- Dyersburg Mayor John Holden



"The IWT grant has allowed our pharmacies to learn a new workflow process that saves times, improves customer satisfaction, and benefits cash flow management. The employees who attended the training were able to come back into the stores and train other employees and streamline our prescription filling process. The improvements have created more time to give immunizations, counsel and educate patients, and monitor our inventory levels. As we continue to fine tune our new procedures, I'm confident that even more benefits will be seen by our staff and patients."

--Derek Holyfield, Owner Dyer Station Pharmacy

CONNECTING JOB SEEKERS



Jordan's Grab 'n Go, a Dyersburg convenience store that specializes in quick service food, gelato, and custom desserts, was founded by the owners to create a job for their 22 year-old daughter, Jordan, who has autism. Jordan's mother, Cristine Coronado, explains that the family had never run a store before and had no idea what their staffing needs were. Vocational Rehabilitation was a perfect fit, as the family could provide jobs for other special needs individuals and receive reimbursement of employee wages while they grew the business. The American Job Center offered training and provided a special needs employee through the Youth Work Experience Program. The reimbursement of wages provided funding for the employer to use in equipment repair and other unforeseen expenses.

The presence of special needs workers has helped provide awareness so that customers feel good about patronizing the store, and they continue to advertise by word-of-mouth. The store also took advantage of NWTN Workforce Board's Facebook Live option, providing free advertising during their ribbon cutting in April 2019. The video was viewed over 2,000 times and reached 4,744 people.

Jordan's Grab 'n Go is a great example of a small business that took advantage of several programs through the NWTN Workforce Board and American Job Centers, and their partners. Through programs such as On-the-Job Training, Incumbent Worker Training, Vocational Rehabilitation, and Business Services' use of promotional social media, Jordan's Grab 'n Go can continue to provide a safe place for Jordan and other special needs employees to work.



Job Fair, Union City



Schneider Job Fair, Dyersburg



Caterpillar Job Fair



A sample of our Facebook Live Events



Tyson Job Fair, Union City

CONNECTING JOB SEEKERS



Small Business Forums, Dyersburg & Huntingdon



Ermco IWT Training at AJC-Dyersburg



*Heco
Job Fair*



"With the addition of new business, we needed more skilled candidates. Lana and the American Job Center helped us with Facebook live posts, flyers posted on the Facebook page, and an onsite job fair utilizing the Mobile America Job Center Career Coach." --Tina Spicer, Talent Acquisition Specialist, Nortek Global HVAC

ECONOMIC DEVELOPMENT

COMMISSIONER HOSTS TOWN HALL MEETING



Under the first executive order issued by Governor Bill Lee in January 2019, all state executive departments were required to issue a statement of rural impact and provide recommendations for better serving rural Tennessee. In carrying out his plans for serving rural communities, Commissioner for the Tennessee Department of Labor and Workforce Development, Dr. Jeff McCord, hosted a Workforce Development Town Hall Meeting in Lake County in May 2019. One of

several stops by the Commissioner in various at-risk and distressed counties, the town hall meeting allowed workforce development stakeholders, including Local Elected Officials, employers, educators and high school students, re-entry partners, and more, to discuss training, education, workforce development, obstacles, and opportunities in the area. Governor Lee's workforce initiatives, including re-entry services, apprenticeships, and technical education were also among the topics discussed at the town hall meeting.

"We appreciate Commissioner McCord taking the time to visit Lake County and were so pleased to have such a large turnout at the event" said Jennifer Bane, Executive Director for the Northwest Tennessee Workforce Board. "We're excited to see more opportunities for our rural counties, particularly our distressed and at-risk counties" added Bane. Lake County is one of 15 distressed counties in the state and the only one in the Northwest area while Benton, Carroll, Obion, and Weakley counties are considered at-risk.

Before joining the Department, Commissioner McCord spent seven years at Northeast State Community College in Kingsport where he was Vice President of Economic and Workforce Development. Prior to Northeast State, McCord spent over twenty years in business and industry holding a variety of leadership positions with specific experience related to corporate learning and development, organization effectiveness, process improvement, and information technology.



INDUSTRY ANNOUNCEMENTS

Revel Enterprises, Inc. —Henry County

64 Jobs, \$2.3 million investment

Pottery Direct —Carroll County

40 jobs, \$8 million investment

ZLINE Kitchen and Bath —Carroll County

74 jobs, \$3 million investment

Labor Market Information Tools Available



Emsi

Economic Modeling Systems, Inc.'s (EMSI) labor market information software, utilized by

the Northwest TN Workforce Board (NWTNWB) for many years, is a valuable resource of local and regional current, customized, labor market information (LMI). Information available includes job growth, wages, in-demand occupations, emerging skills, skills transferability, job posting analytics, educational attainment, postsecondary training opportunities, and much more. All data is

customizable to both the local area and surrounding region. "EMSI has been an invaluable

tool not only for existing employers, but also for prospective industries looking to locate to the area as well," commented Margaret Prater, Senior Executive Advisor and supervisor of the NWTNWB's Business Services Representatives.



Labor Market FAQs can also be found on Jobs4TN.gov. Businesses can find the answers to some of the most commonly asked questions about the labor market.

JOBS4TN.GOV

ECONOMIC DEVELOPMENT

HOT JOBS TO 2024



Occupation	2019 Jobs	2024 Jobs	2019 - 2024 Change	Annual Openings	Avg. Hourly Earnings	Typical Entry Level Education
Heavy and Tractor-Trailer Truck Drivers	2,242	2,430	188	285	\$20.46	Postsecondary nondegree award
Combined Food Preparation and Serving Workers, Including Fast Food	1,916	2,068	152	390	\$8.82	Short-term on-the-job training
Laborers and Freight, Stock, and Material Movers, Hand	2,145	2,276	131	327	\$13.22	Short-term on-the-job training
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,220	1,330	110	185	\$12.51	Short-term on-the-job training
Retail Salespersons	2,946	3,045	99	449	\$12.71	Short-term on-the-job training
Maintenance and Repair Workers, General	1,064	1,158	94	125	\$18.05	High school diploma or equivalent
Personal Care Aides	404	498	94	82	\$11.03	High school diploma or equivalent
General and Operations Managers	1,035	1,127	92	105	\$41.70	Bachelor's degree
Meat, Poultry, and Fish Cutters and Trimmers	391	479	88	70	\$14.58	Short-term on-the-job training
Correctional Officers and Jailers	860	942	82	88	\$15.36	High school diploma or equivalent
Postsecondary Teachers	1,021	1,101	80	96	\$32.11	Doctoral or professional degree
First-Line Supervisors of Production and Operating Workers	763	831	68	90	\$26.57	High school diploma or equivalent
Police and Sheriff's Patrol Officers	614	681	67	54	\$18.31	High school diploma or equivalent
Slaughterers and Meat Packers	310	369	59	53	\$10.88	Short-term on-the-job training
Farmers, Ranchers, and Other Agricultural Managers	1,164	1,222	58	104	\$21.94	High school diploma or equivalent
Office Clerks, General	1,940	1,996	56	241	\$14.36	High school diploma or equivalent
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	441	496	55	58	\$27.57	High school diploma or equivalent
Construction Laborers	910	963	53	107	\$16.03	Short-term on-the-job training
Managers, All Other	577	628	51	52	\$29.81	Bachelor's degree
Customer Service Representatives	870	918	48	122	\$15.52	High school diploma or equivalent

.....DECLINING JOBS

Occupation	2019 Jobs	2024 Jobs	2019 - 2024 Change	Annual Openings	Avg. Hourly Earnings	Typical Entry Level Education
Assemblers and Fabricators, All Other, Including Team Assemblers	2,800	2,705	-95	328	\$14.78	High school diploma or equivalent
Military-only occupations	357	333	-24	38	\$19.62	N/A
Postal Service Mail Carriers	288	270	-18	19	\$24.37	High school diploma or equivalent
Cooks, Fast Food	621	603	-18	87	\$9.51	Short-term on-the-job training
Legal Secretaries	113	97	-16	11	\$16.20	High school diploma or equivalent
Painters, Construction and Maintenance	255	240	-15	22	\$17.39	Moderate-term on-the-job training

Source: Emsi

PROMISING PRACTICES



Registered Electrical Apprenticeship Preparation



REAP Program "Shocks and Awes" Ten Graduates

The Amteck Registered Electrical Apprenticeship Preparation (REAP) program included an aggressive employer-driven awareness campaign, a hands-on orientation, and a two-week pre-apprenticeship work experience program. The NWTNWB Business Service Team and Amteck traveled to eight (8) high schools across the region to "showcase" the electrical apprenticeship occupation to graduating seniors. "Our high schools counselors were super enthusiastic about the opportunity Amteck was offering these students", said Lana Wood, Business Service Representative. "We even had one counselor text the kids to make sure they made it to the early morning Saturday event on time!" During the "showcase" Amteck employees provided hundreds of students an overview of the occupation, employer expectations, working conditions, wages, and hands-on activities with a mobile lab full of electrical equipment used in the profession. Potential applicants who were interested in learning more about the electrical apprenticeship were invited to an all day Saturday hands-on orientation. The Amteck "Shock & Awe!" Day (students were literally "shocked" with low voltage electricity and "awed" as they traveled 50+ feet above ground level in a bucket truck) provided an insight into the day in the life of an Electrician. Amteck also included some limited assessments and observations to determine interest and aptitude of the eighteen (18) students in attendance. Amteck covered the full cost of all "Showcases" and the "Shock & Awe" day. Eleven (11) young adults ultimately enrolled in a jointly funded WIOA/Amteck two-week Pre-Apprenticeship program to determine if they really wanted to pursue becoming an Electrician and for the employer to gauge their ability and desire to learn the necessary skills. Through a series of classroom and hands-on work experiences and assessments, designed by the employer, the participants were able to "learn and earn" for 80 hours in the Amteck shop. Participants learned basic math skills for electrical work, electrical

safety, hand tool usage, material identification and uses, installation practices, bending conduit, and simple circuit wiring for commercial construction applications. REAP participants earned wages through WIOA Title I, as well as, received supportive services including uniforms, tools, and gas cards to assist with transportation. According to Connie Stewart, Executive Director Workforce Services, Amteck was more than just an employer. "The local employees at Amteck took special interest in mentoring these young adults and making sure they would succeed. They provided encouragement, assisted one young man with lunch money and bought one a bicycle to get back and forth to training." Ten (10) of the eleven (11) enrolled, completed REAP, the two-week pre-apprenticeship program. Margaret Prater, NWTNWB Senior Executive Advisor, was pleased with the results. "We made some modifications from last year's pilot that produced great results. Amteck and our staff spent a lot of time upfront, but the end result is 10 young adults have an opportunity to start employment with Amteck and enroll in the Amteck University Registered Electrical Apprenticeship program. We plan to replicate this model with other employers/sectors next year." Due to employment assignments requiring travel to out-of-state construction sites, several will remain on work experience locally with Amteck until they are financially ready for assignment. Those who choose to accept employment with Amteck will earn \$12.50 per hour, with a 10% increase twice per year for completion of apprenticeship benchmarks on their way to becoming a Licensed Electrician.

Since 1977, Amteck has built a reputation of delivering a quality product, in a cost-effective manner, while maintaining a safe work environment throughout a project's duration. Amteck's commitment to customer service, its safety program, and family atmosphere has grown the company into one of the most prominent electrical contractors in the southeast.

PROMISING PRACTICES

"Workhouse" Model Provides Effective Transition from Jail to Job

The Re-Entry Advanced Manufacturing Program (RAMP) has offered inmates in 3 county jails an opportunity to learn manufacturing skills to prepare them to go to work. In partnership with the Sheriff's Office and higher education providers, the NWTNWB and AJC provides funding for the Manufacturing Skills Standard Council's Certified Production Technician (CPT) training. The training offered inside the jails includes online course work in Safety, Quality, Manufacturing Processes and Maintenance Awareness supplemented by demonstrations with hands-on equipment. During the first year, RAMP enrolled 111 total inmates in 10 classes at the 3 facilities. "As a pilot program, we learned a lot with each class that completed," commented Margaret Prater, Senior Executive Advisor for the NWTNWB and the coordinator of the program. "Working with 3 jails we were able to build on best practices, such as selection criteria, method of instruction, and use of hands-on equipment."

Our largest program in Gibson County served 58 inmates with 49 (88%) of the 56 who made it through the first module, Safety, also earning the full Certified Production Technician credential. This qualifies them not only for a job, but also for advanced standing for enrollment in local TCATs and 12 college credit hours in DSCC's Engineering Systems Technology Degree." Tennessee legislation was just passed to award a 60 day sentence reduction credit for completion of RAMP. The American Job Center staff, probation and parole, training providers, and Sheriff's Offices are all working to help secure employment for the graduates. While complete employment results are not available yet, early indications are that graduates who are released are getting jobs. According to Gibson County Sheriff Paul Thomas he has already seen a reduction in recidivism in the past year. "Of the program graduates so far we have only had two return back to jail. That's a success story on its own."

Combining RAMP with the previous Dyer County Jail2Jobs "workhouse" model, where inmates work in the private sector while

still incarcerated, has given the inmates an opportunity to earn wages to pay room and board, outstanding fines, child support, and build a savings account for when released. "Sheriff Box in Dyer County has developed a "correctional" model that not only helps reduce recidivism, but also meets the needs of local employers." explains Executive Director, Jennifer Bane. "During this tight employment market, local employers participating in the "workhouse" program know that they will have an employee that shows up on time everyday, is drug free and wants to be there. When this program is coupled with the RAMP program graduates, they also get employees with manufacturing skill training." The "workhouse" model is now being utilized with all three RAMP programs. The Business Service Team works with employers to provide information on federal bonding, the Work Opportunity Tax Credit, and can provide training reimbursement up to 50% for those qualified for On-the-Job training.

Partnerships with faith based organizations like United Group and the Vineyard Church in Gibson County are providing the final piece of the puzzle for RAMP - counseling and a stable environment once released. The Orchard House, a 120 bed men's transitional facility will be opening this fall on the old Arsenal property in Milan. RAMP graduates and other inmates have donated thousands of hours to renovating the building, along with local businesses and individuals donating equipment and other services. "The men will have a stable place to sleep, eat and receive spiritual guidance after released", said Trevor Thompson, President of FW United Group. "We will also find them jobs, provide transportation to work, administer drug testing to keep them healthy and help them manage their earnings." Sheriff Paul Thomas will work with the local justice system to refer inmates who complete RAMP to The Orchard House.



PRATER RECOGNIZED FOR LIFETIME ACHIEVEMENT



Thirty-six years of dedicated service to workforce development in Northwest TN has earned Margaret Prater a Lifetime Achievement Award. Serving in several roles during her successful career, Prater **assumed the position of Executive Director in 2010 after many years serving as the organization's Assistant Director of Administrative Services.** Upon assuming the position of Director, Prater quickly put her many years of experience to work to enhance and expand workforce development efforts, putting thousands of people to work throughout her career. That year, at the height of a recession, Prater oversaw the Lauderdale County Job Recovery Program which placed 154 individuals struggling to find employment in part-time subsidized employment at a time of up to nearly 20% unemployment. Similarly, in May 2011 over \$580,000 in National Emergency Grant (NEG) funds were awarded to the area to create temporary jobs to assist in clean-up and recovery efforts in the wake of severe storms, tornadoes, straight-line winds, and associated flooding. Over 100 individuals were placed in employment in a wide range of positions. In July 2011, Prater oversaw the expansion of the service area from seven to eleven counties with the addition of Benton, Carroll, Henry, and Weakley counties

while also simultaneously securing and administering a \$3.5 million NEG to provide services to the nearly 2,000 individuals dislocated due to the closure of Goodyear Tire & Rubber in Obion County. The NEG aimed to provide employment and training services to up to 850 individuals through March of 2014. Expectations were exceeded and a total of 981 individuals received services with 697 entering employment by the end of the grant.

Prater Led ACT® Work Ready Communities Initiative & Other Workforce Pipeline Efforts

Shortly after the end of the Goodyear NEG in the Fall of 2014, Prater led the charge in forming workforce development committees to launch the ACT® Work Ready Communities initiative, a workforce system designed to assist sites and regions in developing their workforce pipeline to provide skilled workers for employers. The Work Ready Communities framework allows each participating community to quantify and improve the skill levels of its workforce through a standardized workforce skill credential, the National Career Readiness Certificate (NCRC), and a robust data infrastructure that help measure, identify, and close existing skill gaps. By June of 2017, all eleven counties had achieved ACT® Work Ready Communities status and as a result of the initiative and prior years of NCRC testing, over 18,000 individuals in Northwest TN have earned a NCRC. To further enhance the workforce pipeline, Prater was a leader in the state in establishing annual

Manufacturing Days for high school students each October in honor of National Manufacturing Day. Last year events were held in 20 high schools with over 1,100 students and 20 manufacturing employers participating. Additionally, under the Labor and Education Alignment Program (LEAP), Prater further enhanced the manufacturing pipeline by negotiating a contract with the Manufacturing Skill Standards Council (MSSC) for unlimited access to its Certified Production Technician (CPT) training modules through December 2020 for local high schools. Under the grant, CPT training was funded for 609 students at 21 high schools. As a result, 519 students earned at least one of the four credentials - Safety, Quality, Manufacturing, and Maintenance, and 86 students achieved CPT status after earning all four credentials. The use of the training continues at several high schools today and has also been utilized through the Re-Entry Advanced Manufacturing Program (RAMP).



PRATER RECOGNIZED FOR LIFETIME ACHIEVEMENT

Promising Practices Enhance Workforce Development Efforts



Developed by Prater in partnership with local jails, training providers, and the American Job Centers, the Re-Entry Advanced Manufacturing Program (RAMP) provides CPT training to inmates at local jails who may also participate in work-release programs to earn wages and enhance skills while still incarcerated. To date, 106 students have been enrolled in RAMP across three county jails - Gibson, Henry, and Dyer counties. Of those, 91, or 86% have earned at least one credential with 62, or 58%, attaining full CPT status so far.

In Spring of 2018, Prater partnered with Amteck and Lake County High School to form the Registered Electrical Apprenticeship Preparation (REAP) program. The pilot program provided graduating seniors with the opportunity to participate in a 10-week pre-apprenticeship program to learn the fundamentals of basic electricity and construction applications and the opportunity to continue training and potentially obtain employment at the Amteck Dyersburg facility upon successful completion. This year, the pilot project was refined and expanded and graduating seniors from across Northwest TN high schools had an opportunity to participate in the program.



Of this year's class of 11 students, 10 graduated and all will be offered employment with Amteck and acceptance into the Registered Apprenticeship program. Upon completion of the Registered Apprenticeship program, apprentices are prepared to take the exam to become a Journeyman/Licensed Electrician earning an estimated \$70,000 annually. Both the REAP program and RAMP have been highlighted by the Tennessee Department of Labor and Workforce Development as promising practices.

Leaving a Legacy...



Throughout the many federal laws authorizing employment and training activities, Prater has been a constant in workforce development in

Northwest TN. "Over the years (1983 until now) Margaret earned the title of the "Go To" person from her peers in the Workforce Investment Areas across the state. She earned this badge of honor by being the one who read and understood the hundreds of pages of the various Workforce Acts from the US Department of Labor and of similar documents from the TN Department of Labor and Workforce Development" says Dr. Karen Bowyer, President of Dyersburg State Community College, which served as the administrative entity and fiscal agent for the program for 34 years. "The Northwest TN Workforce Program was often the top-performer in TN under her leadership. Her devoted service to this area has improved the workforce in rural northwest TN. It has been my pleasure to work with Margaret since 1984" added Dr. Bowyer.

Recognized as a leader at the national level, Prater once testified before a Congressional hearing on "Reviewing our Economy: The Role of Higher Education in Job Growth and Development." During her testimony Prater

remarked, "I consider it a privilege to have witnessed the way thousands of people have changed their lives through education and training **over the years of my service.**"

Committee Chair, Congressman John Kline, wrote in his thank you letter to Prater "The Committee found your testimony informative and thought-provoking. In addition, your responses to our questions provided great insight into the status of our country's education system. Your contributions will prove invaluable as Congress continues to examine how post-secondary education can promote job growth."



Furthermore, Winston Tompoe, Acting Regional Administrator for the U.S. Department of Labor Employment & Training Administration, upon hearing the news of Prater's upcoming retirement wrote "I want to express, on behalf of the Regional Office, my thanks and appreciation to Margaret for her contributions to workforce development. I have worked with Margaret on a number of areas in our business and will miss her passion, local expertise that we so relied on, and her commitment."

Since the beginning of her tenure as Executive Director, Prater oversaw services to nearly 26,400 individuals, and a total of 92,400 throughout her 36 year career, through her strategic vision, innovation, and drive. "Margaret leaves incredibly big shoes to fill but I couldn't have asked for a better role model and mentor" says Jennifer Bane, Prater's successor as Executive Director. "Margaret will be missed tremendously but the foundation she laid and the impact she has made will continue to shape workforce development for many years to come."

NORTHWEST TN AMERICAN JOB CENTER LOCATIONS



Benton County
Benton Co. Comm Resource Ctr.
145 Hospital Drive
Camden, TN 38320
(731) 584-1711

Dyer County
Comprehensive Center
313 West Cedar Street
Dyersburg, TN 38024
(731) 286-7700

Lake County
Lake County Courthouse
229 N. Church St.
Tiptonville, TN 38079
(731) 253-8171

Mobile AJC
On-site recruitment &
assessment. Self book at:
www.CareerCoach.Info@tn.gov

Carroll County
Comprehensive Center
470 Mustang Drive
Huntingdon, TN 38344
(731) 352-8898

Gibson County
1751 East Main Street
Humboldt, TN 38343
(731) 784-5221

Obion County
204 South 2nd Street
Union City, TN 38261
(731) 884-3868

Northwest TN Workforce
Board
208 N. Mill Avenue
Dyersburg, TN 38024
(731) 286-3585

Crockett County
331 South Bells Street
Alamo, TN 38001
(731) 696-2530

Henry County
55 Jones Bend Rd, Ext.
Paris, TN 38242
(731) 641-1020

Weakley County
Weakley Co. Courthouse
116 W. Main Street
Dresden, TN 38225
(731) 364-0100



On-site partners: Dyersburg State Community College, TN Department of Labor and Workforce Development, Workforce Essentials, Vocational Rehabilitation, and Adult Basic Education.

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*“The great thing in this world is not so much where we stand,
as in what **direction** we are moving.”* --Oliver Wendell Holmes

NW

NORTHWEST TENNESSEE WORKFORCE BOARD