

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

Tuesday, February 28, 2017 – 11:30

Agenda

Welcome

Mayor Reasons, Chair CEO

Business Meeting- Call to order
Acknowledgement of Quorum/Conflict of Interest

Jimmy Williamson, Chair, NWTNWB

Approval of Minutes of November 15, 2016 Meeting

Board Standing Committee Reports

- Promising Practices (January 31)
- Target Populations (January 31)
- Career Center Services (February 1)
- Employer Services (February 1)

Ben Marks, Committee Chair
Brad Hurley, Committee Chair
Ted Piazza, Committee Chair
Rita Alexander, Committee Chair

WIOA Updates

- One-Stop Certification Status
- Regional Plan
- Transitional Local Plan
- One-Stop Operator Procurement
- Financial Report
- Program Accountability Review Report

Margaret Prater & Staff

Local Elected Official & Executive Committee Report of 2-22-16 Meeting

Mayor Reasons & Jimmy Williamson

Northwest TN Workforce Board Action Items (Vote Required)

Jimmy Williamson

- Proposed NWTNWB Bylaw Changes
- One-stop Operator Procurement Process

NOTE: Potential bidders for One-Stop Operator must disclose their conflict and abstain from discussion and vote.

Other business

Future Meeting Dates:

May 23 – Northwest TN Workforce Board Meeting
August 22 – Northwest TN Workforce Board Meeting
November 28 – Northwest TN Workforce Board Meeting

**Meeting of Northwest TN Workforce Board
and Local Elected Officials for LWDA 12
313 W. Cedar Street, Dyersburg, TN
November 15, 2016**

Board Members Present:

Rita Alexander	Kristie Bennett	Karen Bowyer	Doug Clark	Yvette Dixon
Jon Dougherty	Will Douglas	Lindsey Frilling	Landy Fuqua	Brad Hurley
Mary Jones	John Killen	Ben Marks	Kristy Mercer	Adam Miller
Charlie Moore	Ted Piazza	John Ridgeway	Jimmy Williamson	Sandra Woods

Board Members via Conference Call:

Glad Castellaw

Local Elected Officials:

Benny McGuire	Gary Reasons	Chris Young
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Staff Members Present

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

Guest:

Mark Chandler	Sherry Fowler	Ronnie Gunnels	Robin Sealy
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Welcome and Introduction:

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

Chairman Jimmy Williamson opened the business meeting and acknowledged there were enough board members present for a quorum. He reminded the members to disclose, abstain from discussion and abstain from vote on any matter considered a conflict of interest.

Review & Approval of Minutes: (attached) Chairman Williamson asked everyone to review the September 13, 2016 Board Meeting Minutes.

- **A Motion to approve the September 13, 2016 Board Meeting Minutes was made by Ted Piazza and seconded by Karen Bowyer. All were in favor and the Motion passed.**
- Margaret Prater introduced new board member Kristie Bennett representing the Tennessee Department of Labor and Workforce Development.

Board Standing Committee Reports:

Target Population Committee Meeting – (October 19, 2016): Brad Hurley gave an update on the Target Population Committee Meeting. During the meeting Margaret updated the committee that the State had concurred that our staff could provide Youth Services instead of contracting out. Until we have further information on the Operator we will continue with current provider, Workforce Essentials. The primary focus of the meeting was to review the TDLWD Policy 19 One Stop Certification and Policy 22 Transitional Regional Plans. Margaret shared the timeline to meet the deadlines for the Self-Assessment & Intent to Apply for One-Stop Certification by November 14, Final Application packages for Certification due by January 30 and Regional Transitional Plan due by February 28. She went over the Self-Assessment and Certification Package and provided a Cost/Service Analysis of each Career Center. The committee agreed to apply for certification for all center and concentrate target population recruitment efforts on areas with lower service numbers. The Regional Planning Area includes all 21 counties in west TN, areas 11, 12, and 13. The policy reflects that the State is looking for consistency and a minimum standard throughout the region.

Specifics discussed by our committee were:

- Target populations the committee would like to continue to serve and/or start to support
- Transportation needs of customers

- How “automation interruption” could affect our workforce and economy
- Uniqueness of our towns and cities as relates to workforce
- Location of Career Centers and do we need all the Career Centers
- Should we start “street teams” to go out to small unreached areas
- Support services such as daycare, night care and elderly care

These discussion items will be incorporated into the planning documents.

Career Center Committee – (October 20, 2016): Ted Piazza shared an update from the Career Center Services Committee meeting. Jennifer Bane submitted documentation on a new program with TN College of Applied Technology in Ripley: Manufacturing Technician, which the committee reviewed and recommended. Jennifer also submitted a list of Eligible Training Provider programs that were scheduled to expire December 31, 2016, along with labor market information for the committee to review. John Penn Ridgeway, with TCAT McKenzie, asked that their programs be removed as they were no longer being offered. The committee recommended the amended list for approval. The committee also covered the Policy 19 and 22 on One-Stop Certification and Regional Planning. After review of the Cost/Service Analysis it was recommended that all current centers apply for certification. With regard to Regional Planning, specific topics for our group included:

- How and where to spend our funding
- Looking at what we are doing and are we doing what we “should” be doing
- Considering individual needs of participants regarding transportation, uniforms, childcare
- How do we get our “best bang for our buck”?
- Considering a set amount for each individual, but amounts and services may vary
- Providing internet as a support service
- Conduct a brief survey to see what customers say they need.

These discussion items will be incorporated into the planning documents.

Promising Practices - (October 20, 2016): Ben Marks gave updates from the Promising Practices committee meeting which included the possibility of providing youth services in-house. Again, policies 19 and 22 were discussed in great length. The committee agreed with other committees that they would like to see all Career Centers certified. With regard to the Regional Planning, the committee discussed the following specifics:

- Education funding is a big issue
- The Megasite- preparation for it and the aftermath effect on other business/industry
- Lack of training and education facilities in some of our remote areas
- Geographic factors such as the Mississippi River and Port of Cates Landing
- The need for more equally divided college service areas
- The road system (good and bad)
- Population- growth and decline areas
- Lack of public transportation
- Lack of computer access/broadband
- Strategies for working with adults and multiple barriers, such as ex-felons

These discussion items will be incorporated into the planning documents.

Employer Services Committee – (October 19, 2016): Jennifer Bane updated the committee that the Employer Surveys were being sent out via email, but we had not had a very good response rate. Margaret announced that Gibson and Carroll Counties had now obtained ACT Work Ready Community Certification. She also updated on the possibility of providing youth services in-house. The Certification and Regional Planning policies were discussed, and like the other committees, the Employer Services Committee agreed that the Cost/Service Analysis was helpful in our decision to apply for One-stop Certification for all current centers. With regard to planning our specific discussions to be incorporated into the plan were:

- Deficiencies in employees, such as communication skills, technology challenges, lack of specific occupational skills, such as tool & die such as robotic, computer literacy, cash handling, customer services and soft skills.
- Reviewed in-demand industries and considered a survey of local employers to add to the “big” data available
- Need for maintenance skilled workers and manufacturing engineers
- Possible survey of customers to see what skills they think they need to help gain and keep employment
- Continue work in Career Pathways-aligning education and training to employer needs
- The need and various means for staff and business service teams to engage employers.

Executive Committee - (October 21, 2016): The Executive Committee met via e-mail and made the following decisions:

- Approved the Career Center Services Committee recommendation to add TN College of Applied Technology at Ripley new program- Manufacturing Technician to the Eligible Training Provider List.
- Approved the following dates for future board meetings:
 - February 28, 2017
 - May 23, 2017 (Tuesday before Memorial Day)
 - August 22, 2017
 - November 28, 2017 (Tuesday after Thanksgiving)

Executive Committee -(November 15, 2016): The Executive Committee met just prior to the Board meeting. Action take included:

- A motion to accept the Career Center Services Committee recommendation to renew the list of programs for Eligible Training Provider List that would expire December 31, 2016 was made by Brad Hurley and was seconded by Ted Piazza. **All were in favor and the motion passed.** Karen Bowyer abstained from the discussion and vote.
- Reviewed data to consider funding for Suspended Programs: UT Martin Phlebotomy Technician, and DSCC Phlebotomy; ECG; CCMA. Brad Hurley made a motion that the Committee would NOT approve funding for Suspended Programs: UT Martin Phlebotomy Technician, and DSCC Phlebotomy; ECG; CCMA. Gary Reasons seconded the motion. All were in favor and the motion was passed. Karen Bowyer abstained from the discussion and vote.
- Cynthia Webb gave an update on the Budget/Financial Report (attached). She reported the State is requiring we spend 80% of funds by June and then they will give us more money.

We cannot obligate ourselves without having the funds. Jimmy Williamson asked for notes and more figures to take to meeting with State to see if he can get us some help.

- Laura Speer reported on Compliance and Monitoring (attached) since the last meeting. There are no significant monitoring issues with subcontractors.
- Margaret and Jennifer gave an updated on policies 19 and 22.
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WIOA Implementation:

One-Stop Certification- Margaret gave an update on the One-Stop Certification Timeline handout. Based on discussions with committees, all 11 centers will apply for certification. Staff surveys have been reviewed and areas of “improvement needed” are being addressed. Training for frontline staff on “Welcome Procedures” are being taught by Director Connie Stewart. Centers are being visited individually to be evaluated to see if they need any adjustments. Our goal is to certify all 11 centers.

Regional Planning – Council meetings have been scheduled and 24 area members selected. Jennifer Bane is working on the “Rough Draft” Local Plan to present on November 29th at the Regional Planning Council Meeting. At this time feedback and suggestions will be made from all 15 different partners for the Local Plan.

Branding- Jennifer Bane presented the new NWTN American Job Center Logo, stating that everything that has our logo on it must be updated by July 1, 2017.

WIOA Updates & Quarterly Reports (since Committee Meetings)

- **Financial Reports (handout attached)** Cynthia Webb reviewed the Financial Reports stating that the State wants us to spend 80% of our money by June 2017, but we have the contract until 2018. This is a problem as we do not spend this amount in the designated time. They could reallocate our funds to someone else. If we do spend 80%, then we are supposed to get more money. This system is hard to manage. The youth spending/obligation of the subcontractor helps us meet our 80%.
- **Facilities & Computer Services:** LeAnn Lundberg stated that they have moved the Network Application so that we do not have to worry about firewalls going down. She has been working in the offices and reconfigured space in Covington, Union City and Dresden. Also, LeAnn is teaching an Introductory Computer Skills Workshop in our career center. The workshop is going great.
- **Performance & Compliance:** Laura Speer stated that our monitoring is in compliance with no significant issues.
- **Job Seeker Services:** Connie Stewart spoke on the Traffic Count for the career center offices. She stated that the smaller offices have lower numbers so we have hired temporary marketing staff to help increase the numbers. Also, she plans to have staff enrolling more customers when they come in for job search assistance.
- **Business Services:** Lana Wood stated that Manufacturing Day events were held throughout October and will be ending on November 21st. There were 29 Manufacturers that participated, 22 High Schools and 765 students. There were 3 Rapid Response meetings recently for Worldwide Gold Bond, Kohler and Royal Building. The Pathways TN program has a new Coordinator, Amber Alsup who just returned from a meeting at Harvard. LEAP success rates are up considerably from last year with students passing at about 75% on the Safety Module.

Special Recognition- ACT Work Ready Communities: Margaret reported that at the recent ACT Work Ready Conference, our area received 5 awards. Benton, Crockett, Henry, Lauderdale and Obion counties received their certification. Gibson, Carroll, Tipton and Weakley are on schedule to receive their awards next September.

There was no further business and the meeting was adjourned.

Respectfully submitted,
Kimberly Simpson

**Minutes of the Promising Practices Committee Meeting
DSCC Gibson County Campus, Trenton, TN
January 31, 2017**

Members Present:

Jennifer Bane Julie Griggs (proxy for Karen Bowyer) Ben Marks Margaret Prater
Will Douglas Landy Fuqua Cliff Sturdivant

Welcome and Announcements: Chairman Ben Marks, welcomed everyone and opened the meeting.

Review of Minutes from Previous Meeting (October 20th 2016): Members reviewed previous minutes and there were no changes add. (handout attached)

MOTION: Cliff Sturdivant made a Motion to approve the minutes and Landy Fuqua seconded the motion. All were in favor and motion was passed.

Special Programs for High Poverty Areas: Margaret reported that WIOA allows for the designation of “High Poverty” areas for those areas with over 25% poverty rates. Currently, Lake and Lauderdale Counties are above the rate. Margaret asked if we would want to explore special programs for high poverty areas. Ben Marks asked if there would be additional funding. Margaret Prater said no, that we would use current money, but felt we might have some youth money we could target toward work experience. The high poverty status would eliminate need to determine eligibility because all Youth (16-24) would be income eligible in the designated area, The question was asked if we could look at census tracts, as well as counties. Margaret indicated we would do some research on census tracts.

Soft Skills Training programs: Jennifer Bane summarized two soft-skills/work ethic programs available in local High Schools.

1. Work Ethic Certificate- Staff reviewed a program Dyersburg High School is considering implementing from an East TN school system. The Work Ethic Certificate is currently geared towards high school students with criteria such as attendance, TN Promise status, GPA, and earning the National Career Readiness Certificate.
2. The Way to Win at Work- Staff reviewed the program developed by TCAT Jackson for Gibson County High Schools. It is an online 36 hour dual enrollment course with videos featuring the County Mayor and local employers. Margaret noted that The TCAT Jackson course may be more easily adapted to use with customers in the American Job Centers. The cost would be minimal as TCAT Jackson is offering the curriculum free. Instructors would be paid a stipend equivalent to the DSCC pay scale. It was suggested we consider a pilot in Gibson County since material is already developed for that county.

MOTION: Landy Fuqua made a Motion to move forward with implementing a pilot in Gibson County using the Way to Win at Work developed by TCAT Jackson and pay the instructor according to the appropriate DSCC pay scale. Will Douglas seconded the Motion. All were in favor and the motion passed.

Other: Margaret mentioned that Mike Whitson will begin shadowing LWDA 11 staff who conduct classes at local jails- resumes, parenting, social skills, etc. The programs offered in LWDA 11 are less intensive, but also less expensive than our Dyer County Jail2Jobs program.

There was no further business and the meeting was adjourned.

Respectfully submitted,
Kimberly Simpson
Executive Secretary

**Minutes of the Target Population Committee Meeting
DSCC Gibson County Campus, Trenton, TN
January 31, 2017**

Members Present:

Jennifer Bane	Ian Cochran	Ronnie Gunnels	Brad Hurley	Mary Jones
David Parrish	Margaret Prater	Kimberly Simpson	John "Glad" Castellaw	

Welcome and Announcements- Jennifer Bane, Director of Advancement opened the meeting and welcomed everyone.

Approval of Minutes from Previous Meeting (October 19, 2016): Members were asked to review the prior meeting minutes. Jennifer updated the committee that the Regional Plan was posted for public comment by the due date and all certifications were submitted yesterday by the deadline.

***Ronnie Gunnels made a Motion to approve the minutes and Ian Cochran seconded the motion. All were in favor and the motion passed.**

Outreach Efforts/ Street Teams: Chairman Hurley, asked Jennifer for an update on outreach efforts. Jennifer distributed a handout (see attached) regarding the activities of the three (3) Outreach Specialists. The part-time staff have divided the area, with one primarily focusing on preparing materials and special projects. The recruiters are going into agencies, businesses and anywhere that will allow them to distribute information on the AJC's and available services. Mary Jones suggested going to the Parent Teacher conferences to set up and hand out packets. She also suggested that Foster Care Agencies, Finger Printing Centers, Juvenile Courts and Court Houses would be places to give information. Brad Hurley asked if we had considered Head Start. Jennifer said that we have held partner meetings with the Head Start programs.

David Parrish suggested that we have some type of brief survey asking High School seniors what they are interested in doing after graduation. Then we could possibly target them with specific information on the jobs they would like to pursue. This would also help identify target students. Margaret Prater said that since Federal Regulations came out stating that we need to spend 75% of funds on Out of School Youth, we have been pretty much "hands off" in the schools. However, if we can recruit students while in school to serve them immediately following graduation, we can consider them out-of-school youth. She noted we also have a small amount in the budget that could be used for In School Youth, possibly in High Poverty areas, such as Lake and Lauderdale Counties. She explained the High Poverty area is one with 25% or higher poverty level according to the American Community Survey. If declared, all youth in the county would be considered low income.

Regarding the ACT Workforce Ready Community Project, Margaret indicated Weakley County is the only county in our region not certified to date; however, they are at 85% and have until May 2017 to complete. We are working with the Mayor on some special initiatives to reach the goals.

Jennifer reported that we are initiating a new "Street Team" approach to take services to the people in more remote areas in our counties. The Street Team would provide customers with basic career services that they would get at an American Job Center. The plan is to have teams visit all counties, starting with those underserved. Chairman Hurley suggested remote areas in Benton County, Clarksburg, and Trezevant as good places for the teams to set up. Margaret said that we are looking to

purchase signage, "AJC is here today" to help advertise where the team is set up. Everyone agreed that there should be advertisement in advance for each location.

Margaret also reported that we are considering expanding our emphasis on Re-Entry Programs. We currently have a grant for the program Jail2Jobs in Dyer County that is working very well; however, it is rather expensive. We applied for a Second Chance grant for Tipton County, but was not successful. Margaret has asked Mike Whitson, Special Projects Coordinator to go to classes in LWDA 11 and "shadow" their program so he will have better understanding of their Re-Entry program, which is less intense and less costly. DSCC has a pilot to go in and do classes in the NW Correctional facility in Tiptonville. We will work with inmates there who are nearing release to assist with career services.

Target Populations/ Numbers Served: Members reviewed the handout on the numbers served. Margaret noted to look at the columns left of the Total Exited since this report not up to date on exit and follow-up information as it will be completed at the end of each quarter.

Margaret also mentioned that the Career Center Committee is considering a new definition for Basic Skills Deficient that would allow staff to capture additional target group characteristics.

There being no further business, the meeting adjourned.

Respectfully submitted,
Kimberly Simpson
Executive Secretary

**Minutes of the Career Center Services Committee Meeting
DSCC Gibson County Campus, Trenton, TN
February 1, 2017**

Members Present:

Jennifer Bane	Bedford Dunavant	Cynthia Whitaker	Melinda Goode
Connie Stewart	Ted Piazza	Margaret Prater	

Welcome and Call to Order: Vice Chairman Ted Piazza called the meeting to order.

Update on American Job Center Certification: All 11 county certification applications were submitted January 30, 2017. A desktop review will be conducted by the TN Department of Labor and Workforce Development and site visits may be conducted prior to a decision being made.

Evaluation of Service Need and AJC Flow Chart: (handout attached) Members reviewed and discussed the handouts on the Evaluation of Service Need and the American Job Center Flow Chart. Connie Stewart discussed the purpose of the Evaluation of Service Need form was to help the Welcome Function Staff assist the customer in determining what available services they need. For example, “Do you have transportation” would indicate if the customer needed to be referred to a community resource to aid in gaining transportation to and from work. The Welcome Function flow chart describes the services available to each customer entering the career center, divided by function (Basic Career Services, Individualized Career Services, and Training Services)

Traffic Count: Connie Stewart and Margaret Prater reviewed the traffic count for the fiscal year by comprehensive and affiliate centers. The total number served was 30,984. The affiliate locations have served 22,037 (71%) and the comprehensive centers 8,947. Lake and Crockett counties continue to be the offices with the lowest numbers, but new Career Advisors have been hired for those offices so the numbers should increase. Connie Stewart and Margaret Prater reviewed the traffic count by reason for each location. Adult Education has moved in to the Dyersburg Comprehensive Centers and they saw 83 people for the month of December. Melinda Goode commented about the number of SCSEP people signed in during the month and was glad to see the high numbers. The majority of the customers still come in for job search (1,180) and unemployment insurance (1,168). Chairman Ted Piazza asked how the number compared to the same time last year. Margaret stated we would provide an analysis at the next meeting.

Spring Enrollment Numbers – Connie Stewart reported the total number enrolled in post-secondary training for the spring term was 82 (Adult-62, Youth-12, and DW-9). The majority of enrollments entered training at a TCAT or UTM.

Renewal of Eligible Training Provider List Update: Bethel University, Associates in Computer Information Systems (handout attached) Members reviewed and discussed the handouts for Bethel University’s Associates in Computer Information Systems which is due for renewal by February 23, 2017. Connie Stewart reviewed the program information – it is a 5 semester program at a cost of \$20,700. Jennifer Bane reviewed labor market information for potential occupations of those who complete the program – Computer User Support Specialists and Computer Network Support Specialists. A 12.4% growth and 31 new jobs are expected between 2017 and 2022 with median hourly earnings of \$18.90 per hour throughout the 11 counties. Growth is also expected in other computer related occupations throughout West TN, the State, and the Nation.

MOTION: Melinda Goode made a motion to approve the Bethel University, Associates Computer Information Systems program for renewal. Sandra Wood seconded the motion. There were no objections and the motion was approved.

Basic Skill Deficient Policy: Margaret shared with the committee that serving the Basic Skill Deficient population is one of the barrier categories we are targeting. The WIOA allows the State and local boards to expand the definition of Basic Skill Deficient beyond the normal 8.9 or below on standardized tests. The State did not expand the definition in the State Plan. Under Sec.3(5) Basic Skill Deficient (B) who is a youth or adult, that the individual is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society.

- scoring below 4 on any ACT Workkeys Assessment
- lacking a high school diploma
- enrolled in Adult Education,
- lower level ACT test scores indicating not college ready
- requirement to attend remediation in post-secondary
- limited English skills; and
- lacking basic computer skills

A handout of the specific policy was provided. After much discussion,

MOTION: Sandra Wood made a motion to approve the expanded definition of Basic Skill Deficient as presented on the handout. Melinda Goode seconded the motion. There were no objections and the motion was approved.

The staff also provided a update on a Promising Practice project for "Street Teams" where we will be scheduling staff to set-up and offer AJC services in remote locations within our area.

There was no further business to discuss. The meeting adjourned.

Respectfully submitted,
Kimberly Simpson,
Executive Secretary

**Minutes of the Employer Services Committee Meeting
DSCC Gibson County Campus, Trenton, TN
February 1, 2017**

Attending Members:

Rita Alexander	Kristy Mercer	Adam Miller	Charlie Moore
Jennifer Starks	Margaret Prater	Lana Wood	

Welcome and Announcements: Rita Alexander, Chair, called the meeting to order.

Approval of Minutes from Previous Meeting (October 21, 2016): Members reviewed previous minutes and there were no changes add. (handout attached) The minutes approved as read.

Review Soft Skills Training Programs (see attached copies): Margaret Prater summarized two soft-skills/work ethic programs available in local High Schools.

1. Work Ethic Certificate- Staff reviewed a program Dyersburg High School is considering implementing from an East TN school system. The Work Ethic Certificate is currently geared towards high school students with criteria such as attendance, TN Promise status, GPA, and earning the National Career Readiness Certificate.
2. The Way to Win at Work- Staff reviewed the program developed by TCAT Jackson for Gibson County High Schools. It is an online 36 hour dual enrollment course with videos featuring the County Mayor and local employers. Margaret noted that The TCAT Jackson course may be more easily adapted to use with customers in the American Job Centers. The cost would be minimal as TCAT Jackson is offering the curriculum free. Instructors would be paid a stipend equivalent to the DSCC pay scale. It was suggested we consider a pilot in Gibson County since material is already developed for that county.

Margaret shared with the committee that the Promising Practices Committee had voted to recommend a pilot with the Way to Win at Work program.

MOTION: Kristie Mercer made a Motion to support the Promising Practices Committee and move forward with implementing a pilot in Gibson County using the Way to Win at Work developed by TCAT Jackson and pay instructor according to an appropriate DSCC pay scale. Charlie Moore seconded the Motion. All were in favor and the motion passed.

Review Employer Survey response and suggestions: Jennifer reported that the responses to the Employer Survey had been good; however, we have had a very low response rate. Staff felt the wording regarding "would you hire the employee who assisted you today" might be confusing if an employer did not have an opening. Margaret reported that staff had also not considered entering case notes a priority and since the surveys are sent based on the case notes, the number to surveys was minimal. The staff have since caught up on case note entry and understand the importance that they be entered timely. The Committee agreed for the staff to change the wording to: Please rate your level of satisfaction with the customer service you received. They also suggested changing the ranking scale to Excellent, Good, Fair and Poor. Jennifer Bane will make these changes on the Employer Surveys. Margaret noted that we will have new performance measures for employer engagement in the future, so this information will be good to have when setting our baselines.

With the next agenda item being the selection of Incumbent Worker Grant proposals, Adam Miller, on the conference call, excused himself from the meeting for conflict of interest as his company submitted a proposal.

Review and recommendations for IW Grant Applications (handouts attached): Lana Wood distributed copies of 15 Incumbent Worker Grant proposals for 7 companies that had been submitted online through the state system, along with staff rating sheets and a summary of the proposals. Margaret explained to the committee that this year the State made \$1 Million dollars available, but divided it into the 3 grand divisions, so west TN received \$333,000 to award to companies from Local Workforce Areas 11, 12 and 13. Instructions from the State were to rank all applications, even if we exceed the allotment, in case there are additional funds available.

Lana reported to the Committee that all proposals received a ranking of 80 or above and had not exceeded the two-year maximum, which is required by the State to be considered. Margaret stated that the rating did not really provide enough differential to make a funding decision and was concerned that sometimes the deciding point factor was whether they used the Career Center Services and technical assistance from the LWDA. Funding the IWT proposal with a company not only helps the company with their needs, but could also develop a future relationship with the Career Center and LWDA.

The committee reviewed the training objective, cost and number to be served on each proposal. In ranking, priority was given to companies who proposed “hard skill” training, then “lean” training, followed by “safety” training, and finally “leadership” training. The companies were ranked as follows:

1. Sugaright, LLC
2. Nordeck Global #2
3. Firestone Industrial Products #5
4. Marvin Windows & Doors, TN
5. Firestone Industrial Products #1
6. Heckethorn Manufacturing
7. Colonia Diversified Polymer Products
8. Firestone Industrial Products #2
9. Firestone Industrial Products #6
10. Firestone Industrial Products #7
11. Firestone Industrial Products #4
12. Nordeck Global #1
13. Firestone Industrial Products #8
14. Greenfield Products
15. Firestone Industrial Products #3

Margaret will be meeting with the remainder of the region on February 9 to make regional recommendations.

There being no further business, the meeting adjourned.

Respectfully submitted,
Kimberly Simpson
Executive Secretary

APPLICATION FOR CERTIFICATION

Date _____

LWDA _____

Type of Site _____

Contact Person _____ **Title** _____

Phone _____ **Email** _____

Site to be certified _____

Address _____

City _____ **State** _____ **Zip Code** _____

Web site _____

Hours of Operation _____

Days of Operation _____

II. Checklist – System Requirements

The checklists below are to be used by sites and evaluators to help determine the extent to which system requirements are met and services and programs are present. Each application will vary in its responses based upon the level of certification being requested by the site and the agreements of the local partnership to best meet the needs of the locally-determined service delivery model.

	Yes	No – (please provide plan for complying with this requirement)
Compliance with Workforce System Policies		
ADA Accessibility		
Use of VOS for customer tracking		
Memorandum of Understanding for partners		
Workforce Brand used appropriately		
Wagner-Peyser services are co-located		

REQUIRED PROGRAM/PARTNER CHECKLIST

A) In the column named “On-Site,” indicate programs/partners that are currently located on-site in your facility by entering the average number of hours per week they are on-site.

B) In the column named “Off-Site Electronic Connection,” make a check mark for the programs/partners that are off-site but their basic career services are made available to customers through an electronic connection. Note: Not all customers will be able to use the electronic connection(s) without help from staff.

C) For programs/partners that are off-site where an agreement is in place to provide their basic career services in another manner, check the last column and attach a narrative explaining how this is accomplished (*use a separate sheet*).

REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER
WIOA Title I Adult Services			
WIOA Title I Dislocated Worker Services			
WIOA Title I Youth Services			
Wagner-Peyser Title III			
Adult Education and Family and Literacy Title II (AE)			
Rehabilitation Act Title IV – Tennessee Vocational Rehabilitation (VR) Program			
Title V – Older Americans Act/Senior Community Service Employment			

Temporary Assistance for Needy Families			
Career and Technical Education Programs (postsecondary) Carl D. Perkins Act			
Trade Adjustment Assistance			
Veterans Employment Services - Jobs for Veterans State Grant			
Community Services Block Grant			
Housing & Urban Development Employment & Training			
Unemployment Insurance			

ADDITIONAL PARTNERS (not mandated)

ADDITIONAL PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER
Ticket to Work and Self Sufficiency			
Tennessee Small Business Development Center			
Supplemental Nutrition Assistance Program Employment and Training			
Vocational Rehabilitation Pilot Projects			
Public Libraries			
Economic Development			
Local Government (City/County)			
Tennessee Employers			
<i>(please add partners as appropriate)</i>			

Job Corp

X

TN Opportunity Program
(Farmworker Program)

X

CAREER SERVICES CHECKLISTS

In the column named "On-Site," check the basic career, individualized career, and training services that are currently available on-site for all job seeking customers who come into a comprehensive center, affiliate or access point site.

BASIC CAREER SERVICES	ON-SITE
Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs	
Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment	
Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations	
Outreach, intake and orientation to the information and other services available through the one-stop delivery system	
Appropriate recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery system	
Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation	
Eligibility determination	
Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs	
Information, in formats that are usable by and understandable to one-stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area	
Information, in formats that are usable by & understandable to one-stop center customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area	
Provision of information and assistance regarding filing claims for unemployment compensation	
Assistance in establishing eligibility for programs of financial aid assistance for training and education programs	
Translation Services	
Avaza Language Line	
<i>Please list addition basic services</i>	
<i>Please list addition basic services</i>	
<i>Please list addition basic services</i>	
<i>Please list addition basic services</i>	



Tennessee One-Stop Certification Application

ATTACHMENT C | 7

BUSINESS SERVICES CHECKLIST

Check the business services that are available to employers

BUSINESS SERVICES	ON-SITE
Establish and develop relationships and networks with large and small employers and their intermediaries	
Develop, convene, or implement industry or sector partnerships	
Other Business Services (not mandatory)	
Customized screening and referral of qualified participants in training services to employers	
Customized services to employers, employer associations, or other such organizations, on employment-related issues	
Customized recruitment events and related services for employers including targeted job fairs	
Human resource consultation services e.g.: writing/reviewing job descriptions and employee handbooks; developing performance evaluation and personnel policies; creating orientation sessions for new workers; honing job interview techniques for efficiency and compliance; analyzing employee turnover; or explaining labor laws to help employers comply with wage/hour and safety/health regulations;	
Customized labor market information for specific employers, sectors, industries or clusters	
Customized assistance or referral for assistance in the development of a registered apprenticeship program	
Listing of Job Orders	
Applicant Referral	
Employer Needs Assessment	
Unemployment Insurance Access	
Access to Facilities	
Translation Services	
Developing and delivering innovative workforce investment services and strategies for area employers, e.g., career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, apprenticeship, and other effective initiatives for meeting the workforce investment needs of area employers and workers	
Assistance in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, and the delivery of employment and training activities to address risk factors	
Marketing of business services offered to appropriate area employers, including small and mid-sized employers	
Assisting employers with accessing local, State, and Federal tax credits	
Please list addition businesses services	

III. Certification Criteria

The following quality standards are the criteria by which Tennessee's Local Workforce Development Boards assess and certify One-Stop Centers, Affiliates, and Connection Sites. These scores will be used by the Certification Team as benchmarks for the site and help point to both areas of excellence and those in need of improvement. Each site is asked to work together with leadership and staff to develop responses to the following.

A. One-Stop Design

Functional and Programmatic Integration

It is critical for the workforce system and its partners to think and act as an integrated system. Our partners ensure that client services are aligned to common goals and the customer experience is seamless – regardless of funding streams. Each customer is mutually regarded as a shared customer, with all staff and programs operating at the site having a vested stake in that customer's success. Integration of programs is incorporated into planning, intake, assessment, registration, and service processes, information sharing, resource decisions, actions, results, and analyses.

I. Rank on a scale of 1 to 5, where the site believes it is in its path toward meeting, or exceeding, the stated standard.

5 = achieved the standard and excelling

4 = significantly meeting standard with some work yet to do

3 = have some of the elements in place, some of the time

2 = making progress but long way to go

1 = no progress yet

II. Provide **clear evidence** and **examples** of current status and future plans with strategies and timelines to reach these standards.

**Check the box where you think the site is with regard to
Functional and Programmatic integration.**

5

4

3

2

1

Describe your site's approach to integrated service delivery and the use of functional teams to deliver career services to all customers.

Include a detailed diagram of customer flow, services available, assessment and referrals, and describe how the MIS is used to facilitate shared customer management across partner programs.

Please list any best practices to highlight and share for continuous improvement.

Accessibility

Service Provision, including Services, Universal Access, and Outreach to populations with barriers

Improved availability, a welcoming atmosphere, inclusive settings, and high quality customer service benefit all customers. This extends services and outreach not just to individuals who walk in the door, but also to those who have become disengaged in the labor force. Integrated, quality services are provided to all customers within the center and via technology through online or phone access. Principles of universal design are considered when designs have inclusive space and materials available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.

5 = achieved the standard and excelling

4 = significantly meeting standard with some work yet to do

3 = have some of the elements in place, some of the time

2 = making progress but long way to go

1 = no progress yet

Check the box where you think the site is with regard to

Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.

5 4 3 2 1

Describe how the site works cooperatively with WIOA core partners to provide quality services to all customers. Describe your outreach to populations with barriers in the community and relationship with core program and community partners to effectively serve them.

Provide evidence that basic ADA requirements have been met, including processes to provide reasonable accommodations for individuals with disabilities.

Describe initiatives or strategies in developing universal access and provide tangible evidence of implementation or solution driven plan development. Address the following four specific areas of access:

1. Physical: Architectural or building
2. Information: all paper, printed or posted materials
3. Digital: software, Web-based programs and alternatives to print
4. Communication: verbal, non-verbal access for services, phone and other

Describe your wireless internet infrastructure.

How are the needs of populations with barriers met through staff-assisted and other means? Please include examples of outreach activities to reach targeted populations.

Describe your processes to assure effective communication with persons with disabilities. This includes providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.

Please list any best practices to highlight and share for continuous improvement.

Customer Satisfaction

Describe how the voice of the customer is listened to and how your site incorporates both job seeker and business customer feedback as part of continuous quality improvement? How are the voices of populations with barriers heard and brought to the table when designing services and facilities? How do you inform customers of how their feedback was reviewed and any action taken from their feedback? What metrics are used to show improvement and success? Please list any best practices to highlight and share for continuous improvement.

Partnership

The one-stop 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 core and required one-stop partners are present at the site and invested in the development and implementation of service delivery to connect customers to resources.

5 = achieved the standard and excelling

4 = significantly meeting standard with some work yet to do

3 = have some of the elements in place, some of the time

2 = making progress but long way to go

1 = no progress yet

Check the box where you think the site is with regard to Partnership.

5

4

3

2

1

Describe how the partnerships function at the site and the roles of each core partner from Title I– Adult, Dislocated Worker, and Youth, Title II - Adult Basic Education, Title III - Wagner-Peyser, Title IV - Vocational Rehabilitation, and TANF.

Describe how the partnerships function at the site with other required partners from postsecondary Career and Technical Education (Perkins Act), CSBG, HUD, Job Corps, National Farmworker Jobs Program, Re-entry programs, SCSEP, TAA, UI, VETS, SNAP E&T, etc.

Describe how the affiliate/specialized centers are linked to non-colocated partners to ensure alignment with community and regional strategies. This includes tracking and appropriate follow-up. Please give examples of how this functions and the results for customers.

Describe how leadership works together to set the vision and goals for the site and then implements service strategies to achieve shared objectives.

Please list any best practices to highlight and share for continuous improvement.

Employer Engagement

Business is one of our primary customers and one-stop partners work collaboratively to deliver value-added services and eliminate duplication. Business services staff from all one-stop partners have a comprehensive understanding of labor market conditions, economic development activities, skill needs of the workforce and are connected to regional and local business partnership activities and sector strategies. Employers' human capital needs are communicated to and acted upon by the workforce system. Business services are coordinated to the maximum extent possible to limit duplication and streamline the employer experience.

5 = achieved the standard and excelling

4 = significantly meeting standard with some work yet to do

3 = have some of the elements in place, some of the time

2 = making progress but long way to go

1 = no progress yet

Check the box where you think the site is with regard to Employer Engagement.

5 4 3 2 1

Describe how partners work to deliver seamless business services. How do business services staff use and share labor market information? What strategies are used to involve employers in identifying skill gaps and developing solutions to meet their workforce needs?

Describe how regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes.

How are career pathways and training modalities such as industry-recognized credentials, apprenticeship, on-the-job training, and other work-based learning opportunities aligned with employers’ needs and marketed to support talent development?

Please list any best practices to highlight and share for continuous improvement.

Human Capital

Each American Job Center will be a high-performance work place with staff equipped to demonstrate a visible passion for quality of service.

- 5 = achieved the standard and excelling
 4 = significantly meeting standard with some work yet to do
 3 = have some of the elements in place, some of the time
 2 = making progress but long way to go
 1 = no progress yet

Check the box where you think the site is with regard to
 Service Provision to all customers, including Services, Access,
 and Outreach to populations with barriers.

5
 4
 3
 2
 1

Describe how centers will train and equip one-stop staff in an ongoing learning process and to ensure staff are cross-trained to increase staff capacity, expertise, and efficiency.

Describe how centers will staff the one-stop centers with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the one-stop center, and skilled in developing customers' skills for employment success.

Describe how staff from multiple organizations will be equipped through cross-training and information tools to enable them to respond seamlessly to customer needs.

Describe how staff are assigned to and identify themselves with functions or services as opposed to agencies, and functional supervision of partner staff is in place.

Describe the bottom-up communications within the workforce system. This includes regular staff meetings, business services team meetings, or partner meetings that discuss recent and relevant resources, conduct training, and facilitate collaboration.

B. Infrastructure

Identification of Shared Costs (including non-personnel)

5 = achieved the standard and excelling

4 = significantly meeting standard with some work yet to do

3 = have some of the elements in place, some of the time

2 = making progress but long way to go

1 = no progress yet

Check the box where you think the site is with regard to identifying shared costs and maintaining equitable contributions are being addressed in the MOU.

5

4

3

2

1

Please identify any policies and procedures that result in equitable contribution of infrastructure costs in one-stop center(s) among partners. (e.g. co-location with partners, infrastructure cost-sharing, pay-for-performance contracting)

Provide assurance that the One-Stop Operator has developed, and is maintaining, the One-Stop (AJC Partners) Memorandum of Understanding to include the Infrastructure Mechanism.

How is the one-stop center's co-location being addressed in the MOU as it relates to infrastructure and shared services costs in the comprehensive and/or affiliate site(s)? How does the MOU reflect efforts to reduce duplication by improving program effectiveness through the sharing of services, resources and technologies among partners?

Distribution of Infrastructure Costs

5 = achieved the standard and excelling

4 = significantly meeting standard with some work yet to do

3 = have some of the elements in place, some of the time

2 = making progress but long way to go

1 = no progress yet

**Check the box where you think the site is with regard to
proper distribution of infrastructure costs among AJC core
and required partners.**

5

4

3

2

1

How is the one-stop center proportionately distributing costs among AJC partners that is based upon guidance provided in 2CFR Part 200, 20CFR 678 et. Al, "Uniform Administrative Requirements, Cost Principles, and Audit Requirement for Federal Awards" (or any corresponding similar regulation or ruling)?

How were the methodologies for distributing the costs for both infrastructure costs and shared services agreed upon by partners? Provide evidence of meetings and/or discussions that led to the approved partner budget reflecting the shared costs. Include the approved budget that is included in the MOU.

Describe how the one-stop center is aligning its technology data systems across partner programs thru the shared costs budget and/or other agreed upon arrangements.

Program and Fiscal Compliance

How prepared is the one-stop center to adopt and promote alignment of cross-program policies and operations that ensures fiscal compliance?

Describe how each partner in the AJC has demonstrated fiscal transparency and efficiency thru timely, detailed, and accurate reporting and payment of AJC costs (includes reconciliation of costs by partner programs).

How has the one-stop center reviewed its staffing and contractor staffing levels to identify adjustments needed to implement provisions under WIOA.

Outline how the infrastructure funding has helped to reduce overhead by streamlining and sharing financial, procurement, and facilities costs?

Provide assurance that services provided by the one-stop partners help to reduce duplication or increase financial efficiency are allowable under that partner's programs.

Performance

Performance and Accountability

Results and outcomes for the public investment in Tennessee's workforce system are essential to the system's relevance. The effectiveness of service to employers and job seekers is evident in system performance and service delivery decisions are based on data. On an ongoing basis, customer data from one-stop partners and regional economic data is collected, analyzed, and shared with all workforce system staff and community stakeholders. Plans for improvement, enhancement, or adjustment are established and acted upon.

5 = achieved the standard and excelling

4 = significantly meeting standard with some work yet to do

3 = have some of the elements in place, some of the time

2 = making progress but long way to go

1 = no progress yet

**Check the box where you think the site is with regard to
Performance and Accountability.**

5

4

3

2

1

Describe how you measure, analyze, review, and improve workforce system performance through the use of data and information.

Describe how this data is shared with staff and stakeholders and what changes have resulted from use of data. How has data been used (example) to improve services?

What methods are in place for staff to provide feedback? How do you incorporate staff feedback as part of continuous quality improvement? How are staff informed that their feedback was reviewed and any action taken as a result? What metrics are used to show improvement and success?

Please list any best practices to highlight and share for continuous improvement.



Tennessee One-Stop Certification Notice of Intent to Apply

By signing and submitting this Application For Certification, the undersigned is attesting that all of the required Tennessee American Job Center certification criteria detailed in Workforce Services Policy 19 – One-Stop Certification, issued October 2016, have been satisfied for the transition activities through June 30, 2018. Further, the undersigned understands that a desk review and an on-site visit will be conducted prior to the recommendation for certification to verify compliance with the criteria outlined in Workforce Services Policy 19.

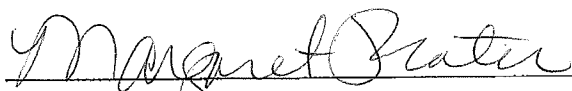
Additionally, attached to this Notice of Intent to Apply is a completed Self-Assessment. This evaluation includes a listing of all system sites, types of sites (comprehensive, affiliate, or access point) partners and programs present in the local area, including a description of the continuous improvement planning taking place in the respective locations.

Dyer County - 439 McGaughey St., Dyersburg, TN

Tennessee American Job Center Site

Margaret Prater, Vice President for Workforce Development

Typed Name and Title of Submitter


Signature and Date

Gary Reasons, Crockett County Mayor

Typed Name and Title of Chief Local Elected Official


Signature and Date

11-8-16

Dyer County

Tennessee One-Stop Certification
Self-Assessment

Certification Criteria Characteristic	Criteria Element	The system has fulfilled this criteria element.	If this criteria is not fulfilled, please explain why?
Infrastructure	The system is aligning its technology and data systems across the core programs.	Yes	
Infrastructure	This technology and data systems alignment support statewide activities that include TANF, Voc Rehab, and Adult Basic Education programs.	No	TANF and Voc Rehab are not able to utilize Jobs4TN / VOS as their data system for managing programmatic activities. LWDA12 requests access to VOS be given to these core partners.
Infrastructure	The system has identified processes to ensure equitable contribution of infrastructure costs in one-stop center(s) among partners.	No	LWDA12 has a process for developing Resource Sharing Agreements with onsite partners. This process must be updated to include offsite required partners. LWDA12 requests State guidance for determining expected contributions from offsite partners.
One-Stop Design	The system supports integrated intake, case management and reporting systems across the core programs.	No	LWDA12 requests access to VOS be given to TANF and Voc Rehab.
One-Stop Design	The system has aligned core programs to meet the WIOA Requirements for integrated planning and service delivery.	Yes	
One-Stop Design	The system has revised business services and employer engagement activities to align with WIOA. This ensures Wagner-Peyser staff have the capacity to provide services to all individuals.	Yes	
One-Stop Design	The system has incorporated work-based learning - including OJT and Registered Apprenticeship in the service delivery strategy.	Yes	
One-Stop Design	The system has formed partnerships with the key industries to adequately carry out the job-driven aspects of WIOA.	Yes	
One-Stop Design	The system has identified ways to support the changing role of TANF as a one-stop partner. This includes coordination of services and enrollment.	Yes	
One-Stop Design	The system has addressed one-stop center co-location and accessibility issues.	Yes	
One-Stop Design	The system has revised policies around service strategies to support career pathways to middle class jobs.	Yes	

Certification Criteria Characteristic	Criteria Element	The system has fulfilled this criteria element.	If this criteria is not fulfilled, please explain why?
One-Stop Design	The system has revised policies around service strategies to address the needs of long-term unemployed individuals.	Yes	
One-Stop Design	The system has adequate policies for determining and providing supportive services.	Yes	
One-Stop Design	Frontline staff have adequate skills to assist diverse customers - including TANF and people w/disabilities - with job training and placement.	Yes	
One-Stop Design	The system has revised its service strategy to ensure 75% of Youth formula resources are expended to serve out-of-school youth.	Yes	
One-Stop Design	The system can ensure that at least 20 percent of its Youth formula funds are expended on work-based training activities.	Yes	
One-Stop Design	The system runs a summer youth jobs program.	Yes	
One-Stop Design	The system has incorporated Adult Education and Literacy into the regional planning process and local program design.	Yes	
One-Stop Design	The system includes Vocational Rehabilitation as a partner program.	Yes	
Performance Accountability	The system has adequate MIS for collecting, sharing and reporting cross-program information - including costs of career services and training services.	No	LWDA12 requests that access to VOS be given to TANF and Voc Rehab.
Performance Accountability	The system is positioned to implement the required WIOA outcome measures.	No	LWDA12 requests that access to VOS be given to TANF and Voc Rehab.
Performance Accountability	The system has issued assessments measures beyond those mandated by the statute. This includes any assessment of effectiveness of its employer services.	Yes	



Certification Criteria Characteristic	Criteria Element	The system has fulfilled this criteria element.	If this criteria is not fulfilled, please explain why?
Performance Accountability	The system emphasizes labor exchange job listings and other Wagner-Peyser functions in key industry sectors and other growth industries.	Yes	
Performance Accountability	Labor Market Information is easily accessible to customers and staff and in a user-friendly format.	Yes	

Included with this assessment is a listing of all system sites, types of sites (comprehensive, affiliate, or access point) partners and programs present in the local area, including a description of the continuous improvement planning taking place in the respective location.

LWDA 12 Self-Assessment Process Results

During the month of October, frontline staff in each of the eleven American Job Centers (AJCs) completed a One-Stop Self-Evaluation tool developed locally to measure each Center's compliance with TEGL 4-15, Vision for the One-Stop System. Leadership of the Core Programs reviewed the evaluations in order to accurately complete the One-Stop Certification Self-Assessment on October 31, 2016. The partner staff onsite at each of the eleven AJCs were also tasked with completing a draft Certification Application, as a team, for their Center by November 30, 2016. The draft applications were submitted for leadership review to be used as part of the Certification Application package. Having partner staff come together as a team in each Center has been beneficial to the leadership of the partner programs in identifying both the strengths and opportunities for improvement for each Center.

The data collected as described above has been, and will continuously be utilized moving forward with the certification process. For instance, many staff members in the AJCs indicated a desire for additional cross-training. As a result of the feedback from staff, the required partners representing the Carroll County Service Area, including the comprehensive center in Huntingdon, and the affiliate sites in Camden, Paris, and Dresden held a meeting on January 18, 2017, and the required partners representing the Dyer County Service Area, including the Comprehensive Center in Dyersburg, and the Affiliate sites in Alamo, Humboldt, Tiptonville, Ripley, Union City, and Covington, held a meeting on January 19, 2017. Combined, these meetings had well over 75 individuals in attendance and nearly all of the required partners were represented at one or both meetings.

During these meetings, an overview of the one-stop system set-up, from the federal legislation to the Consortium serving as Operator for the local area, was given, as well as a description of all required partners in the local area. Attendees then introduced themselves and provided additional information about their respective programs. As a group, best practices and suggestions for enhancing cooperation and referrals among partners was discussed. All attendees were also provided a comprehensive listing of partner contact information for the local area as well as one-page sheets, as result of a regional U.S. DOL Customer Centered Design project, detailing some of the services offered through the AJC and its partners, such as training services, Senior Community Service Employment Program service, Veterans Services, and Business Services. Partners are encouraged to develop their own information sheet to be used in the AJC for staff training and customer awareness.

Additionally, leadership for Title I Adult, Dislocated Worker, and Youth programs and for Title III Wagner Peyser program will continue to conduct site visits at all eleven of the AJCs in order to identify opportunities to enhance services. To date, site visits have resulted in plans for system-wide enhancement of customer flow and service, and accessibility. A training session on customer service has already been held for the staff at the Comprehensive Center in Dyersburg, and an assistive technology training was held for the staff of the local board. The Welcome and Resource areas of the Benton County AJC were also reconfigured to facilitate better customer flow for the Center. Additional cross training will also be offered to ensure staff are knowledgeable of all programs. For instance, frontline staff in each AJC will receive training on providing exemplary customer service, including assisting customers with disabilities and utilizing available assistive technology.

The draft applications and results of the site visits were reviewed by the leadership of required WIOA partners present in LWDA 12 at a meeting on December 6, 2016. A final meeting of the Core WIOA partners was held January 25, 2017 to finalize the certification applications and to review progress on

the self-assessment items to still be addressed. While LWDA 12 is confident that a process for ensuring equitable contribution of one-stop center infrastructure costs among required partners will be successfully developed and implemented, State guidance is requested in order to ensure required partners at the local level are knowledgeable of the cost sharing requirements and prepared to fulfill their responsibilities. Leadership of the partner programs will also continue to review TEGL 17-16: Infrastructure Funding of the One-Stop Delivery System, released January 18, 2017, to prepare for compliance with new requirements. It is requested that the implementation deadline of January 1, 2018, as listed in the TEGL, be used in order to ensure adequate time for the selection of a One-Stop Operator and for determining the appropriate corresponding costs.

LWDA 12 also requests that the Core Partner programs of Temporary Assistance for Needy Families (TANF) and Vocational Rehabilitation be included in, and granted access to, the Virtual One-Stop System (VOS), Jobs4TN, in order for the following criteria to be met:

1. This technology and data systems alignment support statewide activities that include TANF, Voc Rehab, and Adult Basic Education programs.
2. The system supports integrated intake, case management and reporting systems across the core programs.
3. The system has adequate MIS for collecting, sharing and reporting cross-program information – including costs of career services and training services.
4. The system is positioned to implement the required WIOA outcome measures.

Plans for addressing areas identified as needing improvement are also thoroughly addressed in the Certification Application including strategies and timelines for the respective location to meet the expected standard. Documentation of the meetings to address Certification Applications with partner programs' leadership as referenced above is also attached below.

American Job Center Partners Meeting

December 6, 2016

10:30 a.m. – 1:30 p.m.

Northwest TN Workforce Board
313 W. Cedar Street
Dyersburg, TN

Attending: CaSondar Amos, Andrea Dillard, Natalie McLimore, Margaret Prater, Judy Lofton, Thomas Leach, Terry Poston, Jennifer Bane, Laura Speer, Lana Wood, and Jeana Mills.

Welcome & Certification Application Process: Margaret Prater welcomed the group to the meeting and all in attendance introduced themselves and their program affiliation. Margaret then provided an overview of Workforce Services Policy 19 – One-Stop Certification and the work that had been done thus far in completing applications for each of the eleven American Job Center in Local Workforce Development Area 12.

Draft Certification Application Review: Attendees reviewed several questions and answers on the draft application to be used as a basis for all eleven applications. Jennifer Bane will make updates to the application as discussed. All partners will review the draft application and submit comments or questions to Jennifer by 1/6/17. Jennifer will make revisions prior to the next meeting.

Required Partners Listing: A spreadsheet detailing the contact information for all required partners in the local area was reviewed. Changes provided will be made by Jennifer Bane and an updated copy of the listing will be provided to the group.

Review of Current MOUs: Attendees received a copy of their current MOU to review for any necessary changes. Any changes needed will be reported to Jennifer Bane. Margaret Prater explained that guidance from the TN Department of Labor and Workforce Development regarding the development of new MOUs to incorporate infrastructure cost sharing is expected to be issued along with local planning guidance. The group discussed the expected requirements for infrastructure cost sharing and possible means of implementing the requirement. The subject will be explored again when guidance is received.

Next Steps: The group reviewed a list of upcoming meetings and deadlines regarding the certification process to include:

- 1/18/17: Carroll County Service Area Required Partners Meeting to Review Applications
(Benton, Carroll, Henry, and Weakley counties)
- 1/19/17: Dyer County Service Area Required Partners Meeting to Review Applications
(Crockett, Dyer, Gibson, Lake, Lauderdale, Obion, and Tipton counties)
- 1/25/17: American Job Center Partners Meeting to Finalize Applications
- 1/30/17: Certification Applications due to the State

With no additional business, the meeting was adjourned.

Respectfully submitted,
Jennifer Bane

American Job Center Core Partners Meeting for LWDA 12
313 W. Cedar Street, Dyersburg, TN
January 25, 2017
Northwest TN Workforce Board
313 W. Cedar Street
Dyersburg, TN 38024

	NAME	TITLE	Attending	Call-In
1	Margaret Prater	V. P. for Workforce Development	x	
2	Laura Speer	LWDA- Director of Performance and Compliance	x	
3	Judy Lofton	Career Specialist (POC)	x	
4	Connie Stewart	Director of Job Seeker Services	x	
5	Kimberly Simpson	Executive Secretary	x	
6	Natalie McLimore	Workforce Essentials		x
7	Marla Rye	LWDA 8/ Workforce Essentials President		x
8	Andrea Dillard	Workforce Essentials- V.P, Program Services		x
9	David Parrish	TRC Manage/Interim Regional 8 Supervisor TRC		x
10	Jennifer Bane	Director of Outreach and Advancement		x

Welcome and Review of December 6, 2016 Minutes: Margaret Prater welcomed everyone to the AJC Core Partners. Jennifer Bane asked everyone to review the December 6, 2016 AJC Meeting Minutes.

- **A Motion to approve the December 6, 2016 AJC Meeting Minutes was made by Margaret Prater and was seconded by Marla Rye. All were in favor and the Motion was passed.**

Self- Assessment Process Discussion:

- a. Jennifer began the discussion regarding infrastructure costs.
 - i. Margaret stated that with the new TEGL, one major difference would be the infrastructure costs. The core and required partners will divide this cost. Currently, the methodology for cost is based on the FTE of staff or square footage of each center. With the new TEGL, this method may change to the amount of traffic flow that each partner has in each office. January 1, 2018 is the deadline to have everything in place unless the State says differently. Since there is no operator in place to oversee the processes, we are recommending that the State wait until the latest date possible to implement the requirement. We are waiting on the State before the Memorandum of Understandings are updated as new templates should be provided. Marla stated that we need to ask the State if Federal Dollars will be matched. In the past, they were but it is unclear at this time.
- b. Jennifer stated that b – e on the agenda, all come back to VOS or Jobs4TN.gov. We have and will continue to request that all Partners have access to a shared system.

Questions/ Comments Regarding Draft Certification:

There was discussion of the Draft Certification and the following items will be updated or changed:

- On page 2- regarding MOU for partners; Margaret suggested clarifying that we are using the 2014-2019 MOU since are awaiting the new guidelines and templates.

- Regarding signage; the State wants to see which centers are TDLWD certified. At this time, the outside signage is PENDING.
- Margaret stated that SNAP – 37 ½ hours means we have coverage in the center by a staff person that is trained in many programs, not specifically for SNAP.
- Unemployment Insurance- is offsite provided via Jobs4TN.gov by onsite partners as needed.
- Migrant Farm Workers needs to be added since it is required.
- To Lauderdale and Tipton: Memphis Bioworks should be added to their list.
- Jennifer will check the hours that Huntingdon’s Adult Ed representative is present in the office.
- David Parrish stated that Voc. Rehab is in Huntingdon twice a month and are working to have them there weekly.
- Huntingdon- TAA and Veterans representatives as needed, not a set day.

Rating of Each Certification Criteria:

The following are changes or updates for the criteria of each office’s certification application:

- Page c-9 – Best Practices – Add statement about USDOL project.
- Page c-9, Functional and Programmatic Integration – rated 4
- Page c-11 – Accessibility ADA requirements met; evidence provided within content of the answer.
- Note: David suggested that since we have not had a recent formal assessment that we should add that, “During moves made we will be sure of accessibility, and if repairs are made we will make sure we meet State Guidelines, if possible.
- Marla stated that we should evidence that the Consortium met on the Budget. Jennifer stated it will be included with the approved RSA.
- Margaret stated that regarding the Consortium, that until an operator is selected the local Workforce has designated a local Consortium.
- Margaret said that on the AJC Staff implemented direction we should add: cooperative stance of leadership filters down to the front-line staff.
- Pg. c-12- Reference the main number for all offices in each area with a TTYTDD phone line.
- Pg. c-13 – Best Practices – rated 4
- Partnerships- Margaret stated that she would like to enhance our partnership with Adult Ed.
- Jennifer stated that we should add, “That in an effort to continually improve the partnership we are working with Adult Ed with more cross-training until things get adjusted.
Rated: 4
- C-16 – Employer Engagements: Margaret wanted to add Voc. Rehab to the team under the WOTC and Fast Track. Rated: 4
- C-17 Human Capital: no additions or changes. Rated: 4
- C-20- Infrastructure- still waiting on guidance for the MOU and RSA. Margaret added that per the latest TEGl, we see where we need adjustments, such as: Budgets for Career Services and the Operator, which we do not know what exactly will be included. Marla and David agreed with this statement. Rated: 4
- C-22- Infrastructure Costs- reference that we will follow the TEGl and seek training.
Rated: 4
- C-24 – Program Assistance: Margaret said that instead of Quarterly meetings, say periodic meetings. Reference: going to Training. Cynthia Webb will let us know if the RSA’s should

be separate thru December. And add that each application is based on each individual county – and are a “Snapshot” in time since they are constantly changing. Margaret also said the reword: SNAP- 2 years or less training period. Rated: 4

- C-26- Performance and Accountability: no changes. Rated: 4

Next Steps:

The Certification Packets are being prepared to send to the State will all components.

There was no further business and the meeting was adjourned.

Respectfully submitted,

Kimberly Simpson


Section B. Infrastructure, Page C-22: How were the methodologies for distributing the costs for both infrastructure costs and shares services agreed upon by partners? Provide evidence of meetings and / or discussions that led to the approved partner budget reflecting the shared costs. Include the approved budget that is included in the MOU.

LOCAL WORKFORCE DEVELOPMENT AREA 12
RESOURCE SHARING ACKNOWLEDGMENT
Revised FY17 (July 1, 2016 – June 30, 2017)

This Resource Sharing Acknowledgement (RSA) certifies that the information contained in the attached documents relating to the shared resources for the Career Center system in Local Workforce Development Agency (LWDA) 12 has been reviewed by the partner's authorized representative and is accurate. Detail for the shared resources is included in the RSA budgets document, which includes space and grids. Partners have identified these resources, which are of shared benefit, as useful to the operation and maintenance of the Career Center system. The fully executed RSA with attachments will be attached to the approved local plan which includes the Memorandum of Understanding among the partners of LWDA 12.

<u>Career Center</u>	<u>TOTAL</u>	<u>LWDA</u>	<u>TDLWD</u>	<u>TDHS-VR</u>	<u>WFE</u>	<u>AE</u>	<u>DVOP</u>
Hungtingdon	\$ 218,849	\$ 14,976	\$ 180,949	\$ -	\$ 6,407	\$ 16,517	\$ -
Dyersburg	\$ 86,415	\$ 14,776	\$ 26,615	\$ 6,308	\$ 10,135	\$ 25,688	\$ 2,892
LWDA Total By Partner	\$ 305,263	\$ 29,752	\$ 207,564	\$ 6,308	\$ 16,543	\$ 42,205	\$ 2,892
Administrative (10%)	\$ 30,526	\$ 2,975	\$ 20,756	\$ 631	\$ 1,654	\$ 4,221	\$ 289
Total FY17 Budget	\$ 335,790	\$ 32,727	\$ 228,321	\$ 6,939	\$ 18,197	\$ 46,426	\$ 3,181

Note: Signatures do not have to be made in witness of each other and are acceptable in fax or hard copy form.



Dyersburg State Community College
Karen Bowyer, President

12-13-16
Date

Tennessee Dept. of Labor & Workforce Development
Kristie Bennett, Regional Director

Date

Tennessee Department of Human Services
Division of Rehabilitation Services
Cherrell Campbell Street, Assistant Commissioner

Date

Tennessee Dept. of Labor & Workforce Development
Adult Education
Jason Beard, Administrator

Date

Workforce Essentials, Families First
Marla Rye, Executive Director

Date

**LOCAL WORKFORCE DEVELOPMENT AREA 12
RESOURCE SHARING ACKNOWLEDGMENT
Revised FY17 (July 1, 2016 – June 30, 2017)**

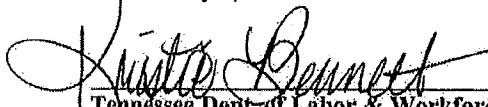
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Date



Tennessee Dept. of Labor & Workforce Development
Kristie Bennett, Regional Director

12/19/16

Date

Tennessee Department of Human Services
Division of Rehabilitation Services
Cherrell Campbell Street, Assistant Commissioner

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RESOURCE SHARING ACKNOWLEDGMENT
Revised FY17 (July 1, 2016 – June 30, 2017)**

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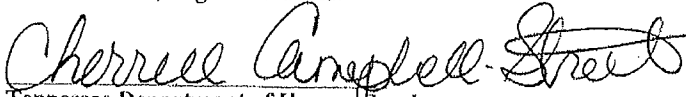
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Cherrell Campbell Street, Assistant Commissioner

12-2-16
Date

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LOCAL WORKFORCE DEVELOPMENT AREA 12
RESOURCE SHARING ACKNOWLEDGMENT
Revised FY17 (July 1, 2016 – June 30, 2017)

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RESOURCE SHARING ACKNOWLEDGMENT
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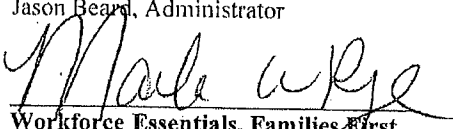
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Marla Rye, Executive Director

12/2/14
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**LOCAL WORKFORCE DEVELOPMENT AREA 12
RESOURCE SHARING ACKNOWLEDGMENT
Revised FY17 (July 1, 2016 – June 30, 2017)**

Dyersburg State Community College 1510 Lake Rd. Dyersburg, TN 38024	tion Metho d	Dyersburg Dyer 23021						
		Total Operating Costs	NWTWB	WFE	TDHS-VR	Vets - DVOP	AE	TDLWD
Number of FTE Positions Housed at Career Center		12.0	3.0	2.0	1.0	1.0	1.0	4.0
Percent of Total FTE (Position %)	FTE	100%	25%	17%	8%	8%	8%	33%
Square Foot Usage at Career Center	SQFT	5,934	700	499	392	201	2,616	1,526
Percent to Total Square Feet (Space %)		100%	12%	8%	7%	3%	44%	26%
LWDA PROVIDED SHARED COSTS:								
70401. Printing, Publications & Film	FTE	\$ 1,500	\$ 375	\$ 250	\$ 125	\$ 125	\$ 125	\$ 500
70500. Utilities and Fuel	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70600. Telephone & Fax	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70601. Postage	FTE	\$ 500	\$ 125	\$ 83	\$ 42	\$ 42	\$ 42	\$ 167
70602. Shipping	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70606. Internet	FTE	\$ 3,500	\$ 875	\$ 583	\$ 292	\$ 292	\$ 292	\$ 1,167
70706. Maintenance, Repairs & Services	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70710. Janitorial, Security, Bldg. Maintenance	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70802. Document Destruction	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70803. Professional & Administrative Services	FTE	\$ 16,000	\$ 4,000	\$ 2,667	\$ 1,333	\$ 1,333	\$ 1,333	\$ 5,333
70806. Advertising, Marketing	FTE	\$ 2,500	\$ 625	\$ 417	\$ 208	\$ 208	\$ 208	\$ 833
70900. Supplies & Furniture	FTE	\$ 2,000	\$ 500	\$ 333	\$ 167	\$ 167	\$ 167	\$ 667
71001. Building lease/rent	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
71008. Copier rental	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL		\$ 26,000	\$ 6,500	\$ 4,333	\$ 2,167	\$ 2,167	\$ 2,167	\$ 8,667
Approved Administrative Rate: 10%		\$ 2,600	\$ 650	\$ 433	\$ 217	\$ 217	\$ 217	\$ 867
TOTAL		\$ 28,600	\$ 7,150	\$ 4,767	\$ 2,383	\$ 2,383	\$ 2,383	\$ 9,533
TDLWD PROVIDED SHARED COSTS:								
704. Printing, Publications	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
705. Utilities & Fuel	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
706. Communication	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
707. Maintenance, Repairs & Service	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
708. Professional & Administrative Services	FTE	\$ 100	\$ 25	\$ 17	\$ 8	\$ 8	\$ 8	\$ 33
709. Supplies & Office Furniture	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
710a. Building Lease/Rent (Vendor: non-State)	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
710b. Copier Rental	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
716. Equipment-purchase	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
722. Computer (except purchase and internet)	FTE	\$ 2,550	\$ 638	\$ 425	\$ 213	\$ 213	\$ 213	\$ 850
725a. Telephone, Fax & Internet (Vendor: stat	FTE	\$ 6,050	\$ 1,513	\$ 1,008	\$ 504	\$ 504	\$ 504	\$ 2,017
725b. Building Lease/Rent (Vendor: state)	SQFT	\$ 51,715	\$ 6,101	\$ 4,352	\$ 3,416	\$ -	\$ 22,797	\$ 15,049
SUBTOTAL		\$ 60,415	\$ 8,276	\$ 5,802	\$ 4,141	\$ 725	\$ 23,522	\$ 17,949
Approved Administrative Rate: 10%		\$ 6,041	\$ 828	\$ 580	\$ 414	\$ 73	\$ 2,352	\$ 1,795
TOTAL		\$ 66,456	\$ 9,103	\$ 6,382	\$ 4,556	\$ 798	\$ 25,874	\$ 19,744
Grand Total		\$ 86,415	\$ 14,776	\$ 10,135	\$ 6,908	\$ 2,892	\$ 25,688	\$ 26,615

Dyersburg State Community College 1510 Lake Rd. Dyersburg, TN 38024	tion Metho d	Dyersburg State Community College		Workforce Essentials		Adult Education	
		Huntingdo	Dyersburg	Huntingdo	Dyersburg	Huntingdo	Dyersburg
Number of FTE Positions Housed at Career Center		2.0	3.0	1.0	2.0	1.2	1.0
Percent of Total FTE (Position %)	FTE	24%	25%	12%	17%	15%	8%
Square Foot Usage at Career Center		455	700	99	499	1,172	2,616
Percent to Total Square Feet (Space %)	SQFT	2%	12%	0%	8%	6%	44%
LWDA PROVIDED SHARED COSTS:		DSCC Contract		WFE Contract		AE Contract	
70401. Printing, Publications & Film	FTE	\$ 366	\$ 375	\$ 183	\$ 250	\$ 220	\$ 125
70500. Utilities and Fuel	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70600. Telephone & Fax	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70601. Postage	FTE	\$ 122	\$ 125	\$ 61	\$ 83	\$ 73	\$ 42
70602. Shipping	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70606. Internet	FTE	\$ 902	\$ 875	\$ 451	\$ 583	\$ 541	\$ 292
70706. Maintenance, Repairs & Services	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70710. Janitorial, Security, Bldg. Maintenance	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70802. Document Destruction	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70803. Professional & Administrative Services	FTE	\$ 7,317	\$ 4,000	\$ 3,659	\$ 2,667	\$ 4,390	\$ 1,339
70806. Advertising, Marketing	FTE	\$ 610	\$ 625	\$ 305	\$ 417	\$ 366	\$ 208
70900. Supplies & Furniture	FTE	\$ 488	\$ 500	\$ 244	\$ 333	\$ 293	\$ 167
71001. Building lease/rent	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
71008. Copier rental	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL		\$ 9,805	\$ 6,500	\$ 4,902	\$ 4,333	\$ 5,883	\$ 2,167
Approved Administrative Rate: 10%		\$ 980	\$ 650	\$ 490	\$ 433	\$ 588	\$ 217
TOTAL		\$ 10,785	\$ 7,150	\$ 5,393	\$ 4,767	\$ 6,471	\$ 2,383
		Contract		Contract		Contract	
		Total	\$ 17,935	Total	\$ 10,159	Total	\$ 8,855

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Percent to Total Square Feet (Space %)	SQFT	2%	12%	0%	8%	6%	44%
TDLWD PROVIDED SHARED COSTS:		DSCC MOU		WFE MOU		AE MOU	
704. Printing, Publications	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
705. Utilities & Fuel	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
706. Communication	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
707. Maintenance, Repairs & Service	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
708. Professional & Administrative Services	FTE	\$ 134	\$ 25	\$ 67	\$ 17	\$ 80	\$ 8
709. Supplies & Office Furniture	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
710a. Building Lease/Rent (Vendor: non-State)	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
710b. Copier Rental	FTE	\$ 85	\$ -	\$ 43	\$ -	\$ 51	\$ -
716. Equipment-purchase	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
722. Computer (except purchase and internet)	FTE	\$ 817	\$ 638	\$ 409	\$ 425	\$ 490	\$ 213
725a. Telephone, Fax & Internet (Vendor: stat)	FTE	\$ 317	\$ 1,513	\$ 159	\$ 1,008	\$ 190	\$ 504
725b. Building Lease/Rent (Vendor: state)	SQFT	\$ 3,817	\$ 6,101	\$ 828	\$ 4,352	\$ 9,821	\$ 22,797
SUBTOTAL		\$ 5,171	\$ 8,276	\$ 1,505	\$ 5,802	\$ 10,634	\$ 23,522
Approved Administrative Rate: 10%		\$ 517	\$ 828	\$ 150	\$ 580	\$ 1,063	\$ 2,352
TOTAL		\$ 5,688	\$ 9,103	\$ 1,655	\$ 6,382	\$ 11,697	\$ 25,874
		Contract		Contract		Contract	
		Total	\$ 14,791	Total	\$ 8,038	Total	\$ 37,571
Grand Total							

LOCAL WORKFORCE DEVELOPMENT AREA 12
RESOURCE SHARING ACKNOWLEDGMENT
 Revised FY17 (July 1, 2016 – June 30, 2017)

Dyersburg State Community College 1510 Lake Rd. Dyersburg, TN 38024	Method	TN Department of Human Services - Vocational Rehab		Vets - DVOP		TN Department of Labor and Workforce Development	
		Huntingdon	Dyersburg	Huntingdon	Dyersburg	Huntingdon	Dyersburg
Number of FTE Positions Housed at Career Center		0	1.0	0.0	1.0	4.0	4.0
Percent of Total FTE (Position %)	FTE	0	8%	0%	8%	49%	33%
Square Foot Usage at Career Center		0	392	0	201	18,924	1,526
Percent to Total Square Feet (Space %)	SQFT	0%	7%	0%	3%	92%	26%
LWDA PROVIDED SHARED COSTS:		TDHS-VR Contract		DVOP Contract		TDLWD Contract	
70401. Printing, Publications & Film	FTE	\$ -	\$ 125	\$ -	\$ 125	\$ 732	\$ 500
70500. Utilities and Fuel	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70600. Telephone & Fax	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70601. Postage	FTE	\$ -	\$ 42	\$ -	\$ 42	\$ 244	\$ 167
70602. Shipping	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70606. Internet	FTE	\$ -	\$ 292	\$ -	\$ 292	\$ 1,805	\$ 1,167
70706. Maintenance, Repairs & Services	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70710. Janitorial, Security, Bldg. Maintenance	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70802. Document Destruction	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70803. Professional & Administrative Services	FTE	\$ -	\$ 1,333	\$ -	\$ 1,333	\$ 14,634	\$ 5,333
70806. Advertising, Marketing	FTE	\$ -	\$ 208	\$ -	\$ 208	\$ 1,220	\$ 833
70900. Supplies & Furniture	FTE	\$ -	\$ 167	\$ -	\$ 167	\$ 976	\$ 667
71001. Building lease/rent	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
71008. Copier rental	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL		\$ -	\$ 2,167	\$ -	\$ 2,167	\$ 19,610	\$ 8,667
Approved Administrative Rate: 10%		\$ -	\$ 217	\$ -	\$ 217	\$ 1,961	\$ 867
TOTAL		\$ -	\$ 2,383	\$ -	\$ 2,383	\$ 21,571	\$ 9,533
		Contract Total	\$ 2,383	Contract Total	\$ 2,383	Contract Total	\$ 31,104
Dyersburg State Community College 1510 Lake Rd. Dyersburg, TN 38024		TN Department of Human Services - Vocational Rehab		Vets - DVOP		TN Department of Labor and Workforce Development	
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705. Utilities & Fuel	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
706. Communication	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
707. Maintenance, Repairs & Service	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
708. Professional & Administrative Services	FTE	\$ -	\$ 8	\$ -	\$ 8	\$ 268	\$ 33
709. Supplies & Office Furniture	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
710a. Building Lease/Rent (Vendor: non-State)	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
710b. Copier Rental	FTE	\$ -	\$ -	\$ -	\$ -	\$ 171	\$ -
716. Equipment-purchase	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
722. Computer (except purchase and internet)	FTE	\$ -	\$ 213	\$ -	\$ 213	\$ 1,634	\$ 850
725a. Telephone, Fax & Internet (Vendor: state)	FTE	\$ -	\$ 504	\$ -	\$ 504	\$ 634	\$ 2,017
725b. Building Lease/Rent (Vendor: state)	SQFT	\$ -	\$ 3,416	\$ -	\$ -	\$ 158,632	\$ 15,049
SUBTOTAL		\$ -	\$ 4,141	\$ -	\$ 725	\$ 161,839	\$ 17,949
Approved Administrative Rate: 10%		\$ -	\$ 414	\$ -	\$ 73	\$ 16,134	\$ 1,795
TOTAL		\$ -	\$ 4,556	\$ -	\$ 798	\$ 177,473	\$ 19,744
		Contract Total	\$ 4,556	Contract Total	\$ 798	Contract Total	\$ 197,217
Grand Total							

**RSA Contacts FY-16
LWDA #12**

Name	Organization/Partner	E-mail	Telephone
Dr. Karen Bowyer, President	WTNWB/Dyersburg State Commu	bowyer@dscc.edu	(731) 286-3301
Linda O'Neal, Executive Director	TN Comm on Children & Youth	<u>linda.oneal@tn.gov</u>	(615) 741-2633
Cherrell Campbell-Street, Assistant	TDHS-Vocational Rehabilitation	<u>cherrell.campbell-street@tn.gov</u>	(615) 313-3789
Abbie Hudgens, Administrator	TDLWD-Workers Compensation	<u>abbie.hudgens@tn.gov</u>	(615) 741-5384
Jason Beard, Administrator	TDLWD-Adult Education	<u>jason.c.beard@tn.gov</u>	(615) 253-4720
Sandra Barnett, Regional Director	TDLWD-Workforce Services	<u>sandra.barnett@tn.gov</u>	(731) 352-8636
Marla Rye, President	WorkForce Essentials	<u>mrye@workforceessentials.com</u>	(931) 905-3500

FY-17 Meeting Participants						
LWDA #12						
Date: 1/26/16						
	Name	Organization	E-mail	Telephone		
	Margaret Prater	NWTWB- LWDA 12	prater@nwtworks.org	731-286-3585, ext 16		
	Sandy Barnett	TDLWD	sandra.barnett@tn.gov	731-352-8636		
	Cynthia Webb	NWTWB- LWDA 12	webb@nwtworks.org	731-286-3585, ext 18		
	Kim Quinton	NWTWB- LWDA 12	quinton@dscc.edu	731-286-3585, ext 10		
	Jennifer Bane	NWTWB- LWDA 12	ibane@nwtworks.org	731-364-0100		
	Lori Kelley-Burdine	NWTWB- LWDA 12	kelley@nwtworks.org	731-286-3585, ext 15		
	LeAnn Lundberg	NWTWB- LWDA 12	lundberg@nwtworks.org	731-286-3585, ext 25		
	Pam Merritt	NWTWB- LWDA 12	merritt@nwtworks.org	731-221-1012		
	Connie Stewart	NWTWB- LWDA 12	stewart@nwtworks.org	731-884-3868		
	Laura Speer	NWTWB- LWDA 12	speer@nwtworks.org	731-784-5221		
	Beth Feith	TDLWD-Adult Education	feith@dscc.edu	731-286-3232		
	Kay Castellow	Vocational Rehab	caroline.castellow@tn.gov	731-286-7045		
	Andrea Dillard	Workforce Essentials	adillard@workforceessentials.com	931-905-3501		

Cost Allocation Plan

(Reflected in the LWDA Resource Sharing Template and Budget)

The Resource Sharing Cost Allocation Plan (CAP) is *not* necessarily the same as the standard cost allocation plan required by an organization. The CAP for shared costs addresses only those **shared services** and operating costs of the Career Center system, and the allocations covering more than one agency. The shared costs budget reflects those costs that are allocated in the Comprehensive Centers.

However, it is important that the plan agreed on by the partners contains the information required by the WIA regulations outlined in the One-Stop Financial Management Technical Assistance Guide (still pending WIOA language revision). Partners must be able to support the level of participation in the shared costs and services in terms of the benefit received by each partner. This Resource Sharing cost allocation plan is a required and integral part of the RSA.

The cost allocation plan for Career Center shared costs must include, at a minimum, the following elements:

- A. The costs pools used to accumulate the shared costs. Each pool should contain the specific cost items and the dollar values attributable to each item. A benefit statement is required for each pool. This step is completed when the shared costs and benefits are first identified in the LWDA Resource Sharing Template.
- B. A description of the allocation methodologies used to distribute each pool. The description should be specific enough to trace the costs from the pool to the final cost objective or partner program and should clearly demonstrate the equitability of the allocation methodology of either Full Time Equivalent (FTE) or Square Footage allocation. This is also outlined in the LWDA Resource Sharing Template.
- C. A description of the process to be used by the partners to reconcile actual costs to cost projections used in the initial allocations and to adjust allocation methods based on service delivery changes or partner participation. Actual costs are provided on a monthly basis through direct invoicing/journal entries to partners. Costs will be discussed in each quarterly meeting to be held at the local level by the respective partner consortium. This process is outlined in the LWDA Resource Sharing Template.
- D. Administrative Costs. Administrative costs of up to 10% are allowed and should only be billed on actual administrative functions performed for Resource Sharing. Indirect costs are attributable to an organization or entity and likewise will not be reflected in the shared costs budget.

Quinton, Kim

From: Prater, Margaret
Sent: Sunday, January 24, 2016 10:14 PM
To: Barnett, Sandra; Rye, Marla; Caroline Castellaw; Yvette Dixon; Elizabeth Feith
Cc: Directors; Quinton, Kim
Subject: Career Center Operating Consortium Agenda items

Below are the agenda items I have so far for our Career Center Operating Consortium on Tuesday, January 26 at 9:00 at the Northwest TN Workforce Board. Please let know if you have other items by noon Monday.

- 1) Traffic flow in AJs
- 2) Welcome and Resource Room - Functional Alignment
- 3) Workshop schedule/updates
- 4) Business Service Teams
- 5) New WIOA Youth Contractor
- 6) MOU review - new partners?
- 7) RSA review

I look forward to seeing you all. Yvette...we will miss you. Thanks for sending Beth in your place!

Margaret Prater
Vice President for Workforce Development NW TN Workforce Board - Dyersburg State Community College
313 W Cedar St.
Dyersburg, TN 38024
731-286-3585, ext 16
731-377-2171 cell

Sent from my iPad

**LWIA 12 Career Center Consortium Meeting
October 27, 2015
Northwest TN Workforce Board
313 West Cedar Street
Dyersburg, TN 38024**

Minutes

Attending:

Margaret Prater, Yvette Dixon, Sandy Barnett, Natalie McLimore, Kim Quinton, Ginger Powell, Lori Kelley-Burdine, Pam Merritt, Kay Castellaw, Connie Stewart, Jennifer Bane

Opening: Margaret Prater opened the meeting by welcoming everyone. With the new changes to the regs, the Consortium held an in-depth meeting to review WIOA-the Who, What, When, Where and Why.

1. **WHO is WIOA?** The partners joined together are WIOA. It is a team effort. Since the Governor has not opted out, it appears TNAF will be a partner. (handout as Exhibit 1) Margaret reviewed, ***Fact Sheet: One-Stop Career Centers*** which covered:
 - A. Core Partners
 - B. Other Partners
 - C. Operator – The State is waiting on final regs to come out before they decide how to proceed with the career center operator – bid or via consortium. At this point they are happy with the Consortium overseeing the centers.
 - D. American Job Center and Branding- Denise Thomas said that at this point, we should be answering our phones with American Job Center. This will help provide consistency. Margaret said that since all partners make up the WIOA (WIA), the staff which has been called the WIOA (WIA) by our internal partners and some customers, may need to be referred to as the Workforce Board staff.
2. **WHAT is different under WIOA (from WIA)?**
 - A. **Boards: See Exhibit 2-A:-** The region includes West, Middle and East Tennessee. The new board will be much more involved than previously. Four Committees, composed of board members, have been set up and will meet quarterly for discussion and decision making sessions.
 - B. **Services: See Exhibit 2-B:** Basic Career Services, to meet the clients need, is the responsibility of ALL partners. The information regarding all services offered with assistance from staff will be made available in a Career Centers. (There is concern over having enough partners in the centers to be considered a Comprehensive Center.) As a reminder, it was discussed that each Area only has to have 1 Comprehensive Center to be in compliance. Connie Stewart asked how we, as a consortium, get the answers as to whether we are meeting compliance. Margaret said she will contact Denise Thomas in this regard. Sandy Barnett agreed that having Margaret contact Denise was good because there are a lot of questions. Margaret said that we must make sure that we are in compliance (legal) and can get certified. Sandy stated that we should have a menu with a list and everything needed to qualify all services. Jennifer Bane said that we have something similar on the Career Center televisions.

- C. **Target Populations: See Exhibit 2-C:** Our target population is Individuals with barriers to employment. We are also targeting Youth and at least 75% of the funding going toward out of school youth.
 - D. **Performance: See Exhibit 2-D:** There is concern regarding our performance rates because we are dealing with a target that has significant barriers that will cause them to be lower. How will this affect our performance? We need the standard to drop significantly. Also due to the initial indication that in training are required to earn a credential, this could potentially do away with the OJT.
 - E. **Certification: See Exhibit 2-B:** Margaret will talk to Denise Thomas with questions regarding compliance and will then report back to the Consortium members for discussion of how to get our centers certified.
3. **WHEN will we know what we need to know?**
- A. Final regulations are now due to come out in the spring of 2016.
 - B. State directive – The state is waiting on the Feds, so no directives have come out recently.
 - C. Local operation decisions- trying to move forward with small decisions but waiting on Feds.
4. **WHERE are services offered and should there be differences?**
- Discussion of services offered in the career centers and the need for representation for all partners being present in the Comprehensive Centers was discussed. The American Job Centers are forming as we merge all partners together in the centers. **(attached -See the Federal Register handouts as Pages 1-5)**
5. **Why do we do what we do?**
- Our goal is to better serve job seekers and employers. Identifying the needs of employers and clients and how to better meet their needs was discussed. With all partners being represented in the centers, we feel that clients' needs will be better served and in a timely more efficient manner. We are preparing workshops in the centers with each partner participating.

There being no other business, the meeting was adjourned.

Respectfully Submitted,

Kimberly Quinton
Executive Secretary

		LWIA 12 Dyersburg State Community College FY16									
Dyersburg State Community College 1510 Lake Rd. Dyersburg, TN 38024		Huntingdon Carroll 9014					Dyersburg Dyer 23021				
	Allocation Method	Total Operating Costs	NWTWB	WFE	AE	TDLWD	Total Operating Costs	NWTWB	WFE	TDHS-VR	TDLWD
Number of FTE Positions Housed at Career Center		9.7	2.0	2.0	0.7	5.0	11.0	3.0	2.0	1.0	5.0
Percent of Total FTE (Position %)	FTE	100%	21%	21%	7%	52%	100%	27%	18%	9%	45%
Square Foot Usage at Career Center	SQFT	20,431	451	726	306	18,948	5,934	1,252	893	701	3,088
Percent to Total Square Feet (Space %)		100%	2%	4%	1%	93%	100%	21%	15%	12%	52%
LWIA PROVIDED SHARED COSTS											
70401. Printing, Publications & Film	FTE	\$ 1,000	\$ 206	\$ 206	\$ 72	\$ 515	\$ 1,000	\$ 273	\$ 182	\$ 91	\$ 455
70500. Utilities and Fuel	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70600. Telephone & Fax	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70601. Postage	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70602. Shipping	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70606. Internet	FTE	\$ 3,700	\$ 763	\$ 763	\$ 267	\$ 1,907	\$ 3,500	\$ 955	\$ 636	\$ 318	\$ 1,591
70706. Maintenance, Repairs & Services	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70710. Janitorial, Security, Bldg. Maintenance	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70802. Document Destruction	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70803. Professional & Administrative Services	FTE	\$ 22,000	\$ 4,536	\$ 4,536	\$ 1,588	\$ 11,340	\$ 16,000	\$ 4,364	\$ 2,909	\$ 1,455	\$ 7,273
70806. Advertising, Marketing	FTE	\$ 1,000	\$ 206	\$ 206	\$ 72	\$ 515	\$ 1,300	\$ 355	\$ 236	\$ 118	\$ 591
70900. Supplies & Furniture	FTE	\$ 1,500	\$ 309	\$ 309	\$ 108	\$ 773	\$ 1,500	\$ 409	\$ 273	\$ 136	\$ 682
71001. Building lease/rent	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
71008. Copier rental	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL		\$ 29,200	\$ 6,021	\$ 6,021	\$ 2,107	\$ 15,052	\$ 23,300	\$ 6,355	\$ 4,236	\$ 2,118	\$ 10,591
Approved Indirect Rate: 10%		\$ 2,920	\$ 602	\$ 602	\$ 211	\$ 1,505	\$ 2,330.00	\$ 635	\$ 424	\$ 212	\$ 1,059
TOTAL		\$ 32,120	\$ 6,623	\$ 6,623	\$ 2,318	\$ 16,557	\$ 25,630	\$ 6,990	\$ 4,660	\$ 2,330	\$ 11,650

LWIA 12 Dyersburg State Community College FY16											
Dyersburg State Community College 1510 Lake Rd. Dyersburg, TN 38024	Allocation Method	Huntingdon Carroll 9014					Dyersburg Dyer 23021				
		Total Operating Costs	NWTWB	WFE	AE	TDLWD	Total Operating Costs	NWTWB	WFE	TDHS-VR	TDLWD
Number of FTE Positions Housed at Career Center		9.7	2.0	2.0	0.7	5.0	11.0	3.0	2.0	1.0	5.0
Percent of Total FTE (Position %)	FTE	100%	21%	21%	7%	52%	100%	27%	18%	9%	45%
Square Foot Usage at Career Center	SQFT	20,431	451	726	306	18,948	5,934	1,252	893	701	3,088
Percent to Total Square Feet (Space %)		100%	2%	4%	1%	93%	100%	21%	15%	12%	52%
TDLWD PROVIDED SHARED COSTS											
704. Printing, Publications	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
705. Utilities & Fuel	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
706. Communication	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
707. Maintenance, Repairs & Service	SQFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
708. Professional & Administrative Services	FTE	\$ 587	\$ 121	\$ 121	\$ 42	\$ 303	\$ 407	\$ 111	\$ 74	\$ 37	\$ 185
709. Supplies & Office Furniture	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,800	\$ 491	\$ 327	\$ 164	\$ 818
710a. Building Lease/Rent (Vendor: non-State)	SQFT	\$ 195	\$ 4	\$ 7	\$ 3	\$ 181	\$ -	\$ -	\$ -	\$ -	\$ -
710b. Copier Rental	FTE	\$ 3,325	\$ 686	\$ 686	\$ 240	\$ 1,714	\$ 2,418	\$ 659	\$ 440	\$ 220	\$ 1,099
716. Equipment-purchase	FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
722. Computer (except purchase and internet)	FTE	\$ 2,285	\$ 471	\$ 471	\$ 165	\$ 1,178	\$ 1,711	\$ 467	\$ 311	\$ 156	\$ 778
725a. Telephone, Fax & Internet (Vendor: state)	FTE	\$ 1,014	\$ 209	\$ 209	\$ 73	\$ 523	\$ 2,383	\$ 650	\$ 433	\$ 217	\$ 1,083
725b. Building Lease/Rent (Vendor: state)	SQFT	\$ 102,768	\$ 2,269	\$ 3,652	\$ 1,539	\$ 95,309	\$ 55,898	\$ 11,794	\$ 8,412	\$ 6,603	\$ 29,089
SUBTOTAL		\$110,174	\$ 3,760	\$ 5,146	\$ 2,062	\$ 99,206	\$ 64,617	\$ 14,172	\$ 9,997	\$ 7,396	\$ 33,052
Approved Indirect Rate: 10%		\$ 11,017	\$ 376	\$ 515	\$ 206	\$ 9,921	\$ 6,462	\$ 1,417	\$ 1,000	\$ 740	\$ 3,305
TOTAL		\$121,191	\$ 4,136	\$ 5,660	\$ 2,269	\$109,127	\$ 71,078	\$ 15,589	\$ 10,997	\$ 8,136	\$ 36,357
Grand Total											
		\$ 139,374	\$ 9,780	\$ 11,166	\$ 4,170	\$ 114,258	\$ 87,917	\$ 20,526	\$ 14,234	\$ 9,514	\$ 43,643

Exhibit B

RSA

NORTHWEST TENNESSEE WORKFORCE BOARD
CONSORTIUM MEETING

Tuesday, January 26, 2016

Dyersburg, TN

	Signature	Title
1	Sandy Barnett	Regional Director TN Dept Labor
2	Lynne Lundberg	Dir of Facilities + Comp Services
3	Doni Kelley Burdick	Dir of Planning & Rel
4	Booth Keith	Adult Ed. Dir. Dyer & Gibson Co.
5	Lauren Speer	Dir. of Performance & Comp.
6	Ann McCall	Dir of Trng Service . . .
7	Andrea Dillard	VP Program Services - WEI
8	Connie Stewart	Dir. of Youth Services
9	Margaret Scater	V-P Workforce
10	Jennifer Bame	Dir. of Career Dev. Services
11	Cynthia Webb	Dir of Fin & Admin Ser.
12	Kay Castellow	TN Rehab Ctr. Mgr
13		
14		
15		

**LWIA 12 Career Center Consortium Meeting
January 26, 2016
Northwest TN Workforce Board
313 West Cedar Street
Dyersburg, TN 38024**

Minutes

Attending:

Jennifer Bane	Sandy Barnett	Lori Kelley-Burdine	Kay Castellaw
Andrea Dillard	Beth Keith	LeAnn Lundberg	Pam Merritt
Margaret Prater	Kim Quinton	Laura Speer	Connie Stewart
Cynthia Webb			

Opening: Margaret Prater opened the meeting by welcoming everyone. The meeting opened with discussion regarding the iPad Check-In System. Andrea Dillard will have further conversation with the State and our Partners to decide with system would be the best in our facilities.

1. **Traffic Flow in AJs:** (attached as exhibit "A") Margaret Prater stated that initial concern is that all people that are being served are not registered in VOS/Jobs4TN. Since the State wants the number of people served to show where we are spending the money, we need a system that will keep up with this amount. Sandy Barnett said she encourages Career Centers to register all people into Jobs4TN. Margaret wants all comprehensive Centers to enroll all check-ins.
2. **Welcome and Resource Room-Functional Alignment:** Huntingdon is hiring a front desk person. All partners are contributing to pay youth workers for 28 hours each. All office except Alamo has a senior or Youth Worker.

Functional Alignment: Sandy Barnett said that we are on target and are proactive.

3. **Workshop Schedule/updates:** Jennifer Bane review the upcoming schedule for all 5 workshops. All partners are participating with the workshops and they are going well.
4. **Business Service Teams:** Margaret Prater, Sandy Barnett and Business Services staff attended a forum in Nashville recently. Sandy believes that Business Services needs to be more active and have more direction. Margaret found out that our staff can enter case notes under employers in VOS. Also, activities can be recorded in VOS (such as Cold Calls, etc.) and we need as much information as possible. After the staff enters the information, they should notify to Bea and Cindy so that they can update their information.
Kay Castellaw (Voc. Rehab) said that VR does not have a Job Development person. They have a person that goes to the Huntingdon office 1 per month as a partner. State has indicated a full time presence in Dyersburg for Voc. Rehab; but not for Huntingdon.
Margaret said that Business Services should be aware of all Job Fairs and should be on site for the event. All employers involved in the Job Fairs should be putting in job orders.
Facebook is not JOBS4TN user friendly.

Work Ready Communities: Dyer, Lake, Lauderdale, Benton and Obion are certified. Several more counties are very close to being certified. The NCRC is 1 of the top 3 things that employers look for in Site Selection.

Jail2Job: Grant was approved through Jobs4TN for Dyer County Jail. Doris Willett will manage this contract.

5. **New WIOA Youth Contractor:** Andrea Dillard stated that interviews were held over the last 2 weeks to fill 4 positions as Youth Career Advisors being February 2, 2016. All four new employees will train together. After training they will locate with 1 employee in Ripley, Huntingdon (or Dresden), Union City and Dyersburg.
6. **MOU review-new partners?** Lori Kelley-Burdine stated that there is no direction yet since the State Plan has not come out yet. After the State Plan comes out, then she can work on the new MOU, meanwhile we are in compliance since the current MOU is valid until 2019.
7. **RSA review:** (see Exhibit B) Cynthia Webb stated that the top portion of the handout is what WIOA pays and bills our Partners. The bottom portion is what the State pays and bills our Partners. The Dyersburg office rent went up and we have added Workforce Essentials. Another revision will be coming soon. Beth Keith, Adult Education stated that she does not think that they can pay this amount. Margaret said that she is waiting to hear back for Jason in this regard.

Minutes: One change was made by Jennifer Bane and noted. Kay Castellaw made that Motion to approved minutes as amended and it was seconded by Andrea Dillard. All were in favor and the motion was carried.

There being no other business, the meeting was adjourned.

Respectfully Submitted,

Kimberly Quinton
Executive Secretary

American Job Center Partners Meeting

December 6, 2016

10:30 a.m. – 1:30 p.m.

Northwest TN Workforce Board

313 W. Cedar Street

Dyersburg, TN

- 1. Welcome**
- 2. Certification Application Process**
- 3. Draft Certification Application**
- 4. Required Partners Listing**
- 5. Review of Current MOUs**
- 6. Next Steps**

1/18/17: Carroll County Service Area Required Partners Meeting to Review Applications
(Benton, Carroll, Henry, and Weakley counties)

1/19/17: Dyer County Service Area Required Partners Meeting to Review Applications
(Crockett, Dyer, Gibson, Lake, Lauderdale, Obion, and Tipton counties)

1/25/17: American Job Center Partners Meeting to Finalize Applications

1/30/17: Certification Applications due to the State

	NAME	TITLE
1	Cassandra Amos, Meriton SCSEP	Assoc. V.P.
2	Andrea Dillard, Workforce Ess.	VP, Program Services
3	Natalie McInimore, Workforce Ess.	Directn, TANF
4	Margaret Prater	LWDA 12 Director
5	Judy Lottin	Career Specialist
6	Thomas Lane, Adult Education	Lead Instructor
7	Tom Porters, DVOP	VETERANS OUTREACH
8	Jennifer Bame, LWDA 12	Dir. - Outreach Advancement
9	Laura Speer, LWDA 12	Dir. - Performance
10	Lana Waco - LWDA 12	Director Business Services
11	Jeana Mills - Jeana Mills	Program Director SCSEP/NWT HRA
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American Job Center Partners Meeting

December 6, 2016

10:30 a.m. – 1:30 p.m.

Northwest TN Workforce Board
313 W. Cedar Street
Dyersburg, TN

Attending: CaSondar Amos, Andrea Dillard, Natalie McLimore, Margaret Prater, Judy Lofton, Thomas Leach, Terry Poston, Jennifer Bane, Laura Speer, Lana Wood, and Jeana Mills.

Welcome & Certification Application Process: Margaret Prater welcomed the group to the meeting and all in attendance introduced themselves and their program affiliation. Margaret then provided an overview of Workforce Services Policy 19 – One-Stop Certification and the work that had been done thus far in completing applications for each of the eleven American Job Center in Local Workforce Development Area 12.

Draft Certification Application Review: Attendees reviewed several questions and answers on the draft application to be used as a basis for all eleven applications. Jennifer Bane will make updates to the application as discussed. All partners will review the draft application and submit comments or questions to Jennifer by 1/6/17. Jennifer will make revisions prior to the next meeting.

Required Partners Listing: A spreadsheet detailing the contact information for all required partners in the local area was reviewed. Changes provided will be made by Jennifer Bane and an updated copy of the listing will be provided to the group.

Review of Current MOUs: Attendees received a copy of their current MOU to review for any necessary changes. Any changes needed will be reported to Jennifer Bane. Margaret Prater explained that guidance from the TN Department of Labor and Workforce Development regarding the development of new MOUs to incorporate infrastructure cost sharing is expected to be issued along with local planning guidance. The group discussed the expected requirements for infrastructure cost sharing and possible means of implementing the requirement. The subject will be explored again when guidance is received.

Next Steps: The group reviewed a list of upcoming meetings and deadlines regarding the certification process to include:

- 1/18/17: Carroll County Service Area Required Partners Meeting to Review Applications
(Benton, Carroll, Henry, and Weakley counties)
- 1/19/17: Dyer County Service Area Required Partners Meeting to Review Applications
(Crockett, Dyer, Gibson, Lake, Lauderdale, Obion, and Tipton counties)
- 1/25/17: American Job Center Partners Meeting to Finalize Applications
- 1/30/17: Certification Applications due to the State

With no additional business, the meeting was adjourned.

Respectfully submitted,
Jennifer Bane

American Job Center Core Partners Meeting
January 25, 2017
1:30 p.m.

Northwest TN Workforce Board
313 W. Cedar Street
Dyersburg, TN

Conference Call: 877-216-1555 (passcode = 845157)

1. Welcome and Review of 12/6/16 Minutes

2. Self-Assessment Process Discussion

- a. The system has identified processes to ensure equitable contribution of infrastructure costs in one-stop center(s) among partners.
- b. This technology and data systems alignment support statewide activities that include TANF, Voc Rehab, and Adult Basic Education programs.
- c. The system supports integrated intake, case management and reporting systems across the core programs.
- d. The system has adequate MIS for collecting, sharing and reporting cross-program information – including costs of career services and training services.
- e. The system is positioned to implement the required WIOA outcome measures.

3. Questions / Comments Regarding Draft Certification

4. Rating of Each Certification Criteria

5. Next Steps

Certification Application Packets to be submitted by 1/30/17 containing the following components:

- Notice of Intent to Apply
- Certification Application
- AJC Flowchart
- Partner Contact Listing
- RSAs and Documentation of Discussions / Meetings related to the RSAs
- Regional assessment including sector strategies, needs of employers, and a plan for addressing those needs for the following two-year period
- MOUs
- Self-Assessment Results / Discussions
- AJC Survey Results

American Job Center Core Partners Meeting for LWDA 12
313 W. Cedar Street, Dyersburg, TN
January 25, 2017
Northwest TN Workforce Board
313 W. Cedar Street
Dyersburg, TN 38024

	NAME	TITLE	Attending	Call-In
1	Margaret Prater	V. P. for Workforce Development	x	
2	Laura Speer	LWDA- Director of Performance and Compliance	x	
3	Judy Lofton	Career Specialist (POC)	x	
4	Connie Stewart	Director of Job Seeker Services	x	
5	Kimberly Simpson	Executive Secretary	x	
6	Natalie McLimore	Workforce Essentials		x
7	Marla Rye	LWDA 8/ Workforce Essentials President		x
8	Andrea Dillard	Workforce Essentials- V.P, Program Services		x
9	David Parrish	TRC Manage/Interim Regional 8 Supervisor TRC		x
10	Jennifer Bane	Director of Outreach and Advancement		x

Welcome and Review of December 6, 2016 Minutes: Margaret Prater welcomed everyone to the AJC Core Partners. Jennifer Bane asked everyone to review the December 6, 2016 AJC Meeting Minutes.

- **A Motion to approve the December 6, 2016 AJC Meeting Minutes was made by Margaret Prater and was seconded by Marla Rye. All were in favor and the Motion was passed.**

Self- Assessment Process Discussion:

- a. Jennifer began the discussion regarding infrastructure costs.
 - i. Margaret stated that with the new TEGL, one major difference would be the infrastructure costs. The core and required partners will divide this cost. Currently, the methodology for cost is based on the FTE of staff or square footage of each center. With the new TEGL, this method may change to the amount of traffic flow that each partner has in each office. January 1, 2018 is the deadline to have everything in place unless the State says differently. Since there is no operator in place to oversee the processes, we are recommending that the State wait until the latest date possible to implement the requirement. We are waiting on the State before the Memorandum of Understandings are updated as new templates should be provided. Marla stated that we need to ask the State if Federal Dollars will be matched. In the past, they were but it is unclear at this time.
- b. Jennifer stated that b – e on the agenda, all come back to VOS or Jobs4TN.gov. We have and will continue to request that all Partners have access to a shared system.

Questions/ Comments Regarding Draft Certification:

There was discussion of the Draft Certification and the following items will be updated or changed:

- On page 2- regarding MOU for partners; Margaret suggested clarifying that we are using the 2014-2019 MOU since are awaiting the new guidelines and templates.

- Regarding signage; the State wants to see which centers are TDLWD certified. At this time, the outside signage is PENDING.
- Margaret stated that SNAP – 37 ½ hours means we have coverage in the center by a staff person that is trained in many programs, not specifically for SNAP.
- Unemployment Insurance- is offsite provided via Jobs4TN.gov by onsite partners as needed.
- Migrant Farm Workers needs to be added since it is required.
- To Lauderdale and Tipton: Memphis Bioworks should be added to their list.
- Jennifer will check the hours that Huntingdon’s Adult Ed representative is present in the office.
- David Parrish stated that Voc. Rehab is in Huntingdon twice a month and are working to have them there weekly.
- Huntingdon- TAA and Veterans representatives as needed, not a set day.

Rating of Each Certification Criteria:

The following are changes or updates for the criteria of each office’s certification application:

- Page c-9 – Best Practices – Add statement about USDOL project.
- Page c-9, Functional and Programmatic Integration – rated 4
- Page c-11 – Accessibility ADA requirements met; evidence provided within content of the answer.
- Note: David suggested that since we have not had a recent formal assessment that we should add that, “During moves made we will be sure of accessibility, and if repairs are made we will make sure we meet State Guidelines, if possible.
- Marla stated that we should evidence that the Consortium met on the Budget. Jennifer stated it will be included with the approved RSA.
- Margaret stated that regarding the Consortium, that until an operator is selected the local Workforce has designated a local Consortium.
- Margaret said that on the AJC Staff implemented direction we should add: cooperative stance of leadership filters down to the front-line staff.
- Pg. c-12- Reference the main number for all offices in each area with a TTYTDD phone line.
- Pg. c-13 – Best Practices – rated 4
- Partnerships- Margaret stated that she would like to enhance our partnership with Adult Ed.
- Jennifer stated that we should add, “That in an effort to continually improve the partnership we are working with Adult Ed with more cross-training until things get adjusted.
Rated: 4
- C-16 – Employer Engagements: Margaret wanted to add Voc. Rehab to the team under the WOTC and Fast Track. Rated: 4
- C-17 Human Capital: no additions or changes. Rated: 4
- C-20- Infrastructure- still waiting on guidance for the MOU and RSA. Margaret added that per the latest TEGl, we see where we need adjustments, such as: Budgets for Career Services and the Operator, which we do not know what exactly will be included. Marla and David agreed with this statement. Rated: 4
- C-22- Infrastructure Costs- reference that we will follow the TEGl and seek training.
Rated: 4
- C-24 – Program Assistance: Margaret said that instead of Quarterly meetings, say periodic meetings. Reference: going to Training. Cynthia Webb will let us know if the RSA’s should

be separate thru December. And add that each application is based on each individual county – and are a “Snapshot” in time since they are constantly changing. Margaret also said the reword: SNAP- 2 years or less training period. Rated: 4

- C-26- Performance and Accountability: no changes. Rated: 4

Next Steps:

The Certification Packets are being prepared to send to the State will all components.

There was no further business and the meeting was adjourned.

Respectfully submitted,

Kimberly Simpson

DRAFT

Section B. Infrastructure , Page C-21: Provide assurance that the One-Stop Operator has developed, and is maintaining, the One-Stop (AJC Partners) Memorandum of Understanding to include the infrastructure Mechanism.

**Memorandum of Understanding
Between
Tennessee Career Center System/American Job Center
Partnering Agencies
And
Northwest Tennessee Workforce Board
In Concurrence With
The Local Chief Elected Official(s)**

This Agreement by and between Parties to this Agreement is set forth to establish mutually agreed upon roles and responsibilities for implementation of the provisions of **Section 121 of Title I of the Workforce Investment Act of 1998 (Public Law 105-220)**, as further described in the scope of services herewith.

Purpose: The purpose of this Memorandum of Understanding among Partners at the Comprehensive Career Centers in Local Workforce Investment Area 12 (LWIA 12) is threefold:

- 1) To establish a cooperative and mutually beneficial relationship among Agencies: to implement their individual and mutual duties;
- 2) To ensure that all individuals seeking services at Tennessee Career Centers (American Job Centers) are provided services through operations that are mutual to all Partners programs, and to ensure that these individuals are also referred to program services which are unique to the Partners' programs; and
- 3) To establish methods of referral of individuals between all LWIA 12 American Job Centers and the consortia partners for the appropriate services and activities.

This agreement is not intended to establish the process and procedures for the Operations of the Career Centers and does not encompass the manner in which costs of such services and the operating costs of the Career Centers will be funded.

Scope of Services: The scope of services outlined in this Memorandum of Understanding follows Workforce Services Division Policy #7 regarding Service Integration and functional alignment wherein Tennessee's American Job Center system shall strive to streamline workforce services functions, prevent the duplication of services and eliminate inefficient practices. To this end, Partners agree:

- 1) To endorse a single customer flow model based on customer need, not program requirements;
- 2) To refer customers between Partners by methods listed in this Agreement;
- 3) To authorize the sharing of customer data and information in order to facilitate co-enrollment and case management across programs and funding streams.

Duration and Term: The original term of the Agreement shall be five (5) years, commencing July 1, 2014 through June 30, 2019, and shall automatically renew thereafter until terminated by one (1) or more parties.

Termination of Agreement: Any party may terminate their respective participation in this agreement upon thirty (30) days written notice to the Local Board. Termination of participation by a single consortia partner will not require execution of a new Agreement by all parties. Only an amendment executed by the affected consortia partner(s) and the Local Board shall be required.

Modification and Amendment: This agreement may be modified by a written amendment executed by all parties hereto affected in conjunction with the Local Board in accordance with applicable state laws and regulations. Any party may terminate their respective participation in this agreement upon thirty (30) days written notice to the other parties. Termination by any party shall require an amendment executed by the remaining parties hereto.

Methods for Referral: Any party may refer customers to a Partnering Agency for appropriate services via electronic communications or written procedures using a mutually agreed upon referral format. Each Partnering Agency's procedure is depicted in the Comments section of Attachment A.

Parties to this Agreement:

- a) **The Northwest Tennessee Workforce Board of LWIA 12**, hereinafter referred to as the "Local Board". The Local Board is constituted pursuant to Section 117 of the Workforce Investment Act of 1998 and shall be responsible to oversee the operations of the local American Job Centers, hereinafter referred to as the "Career Centers" in the following Tennessee counties Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Lauderdale, Obion, Tipton and Weakley; and
- b) **The Local Chief Elected Official(s)** of LWIA 12. The signature of the Local Chief Elected Official Chairperson signifies concurrence to this Agreement;
- c) **Dyersburg State Community College (DSCC)**, the Administrative Entity of Title I of the Workforce Investment Act;
- d) **Tennessee Department of Labor and Workforce Development** – Wagner-Peyser Act, Trade Act of 1975/NAFTA, Unemployment Compensation, Chapter 41 of Title 38, USC, Job Service's Veterans Program, and Food Stamps Act of 1977;
- e) **Tennessee Opportunities Programs, Inc.** – Migrant and Seasonal Farm Worker Program authorized under WIA Section 167;
- f) **Native American Indian Association of TN**, authorized under Title I, Subtitle D of the Workforce Investment Act of 1998 (Public Law 105-220);
- g) **CHP International-Job Corps**, authorized in Title I, Subtitle C of the Workforce Investment Act;
- h) **Tennessee Department of Labor and Workforce Development Adult Education programs authorized under Title II of WIA** to perform adult education and literacy activities in LWIA 12;
- i) **Tennessee Department of Human Services, Division of Rehabilitation Services** programs authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.) (WIA sec. 121(b)(1)(iv);
- j) **Senior Community Service Employment Programs** authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);
 - **Northwest Tennessee Human Resources Agency**
 - **Tennessee Community Services Agency**
 - **Meritan, Inc.**
- k) **Tennessee Centers of Applied Technology (TCAT)** operating postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);
 - **TCAT Covington**
 - **TCAT Newbern**
 - **TCAT McKenzie**
 - **TCAT Paris**
 - **TCAT Ripley**
- l) **Dyersburg State Community College** operating postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);
- m) **Delta Human Resource Agency** - Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);
- n) **Northwest Tennessee Economic Development District** - Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);
- o) Employment and training activities carried out by the Department of Housing and Urban Development – *Not applicable to this agreement as no office specifically serves LWIA 12;*

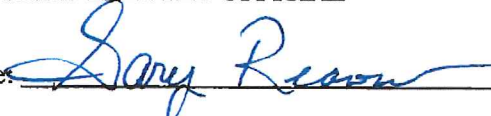
In addition to the entities described above, other partners may include:

- p) **Workforce Essentials, Inc.** operating Temporary Assistance for Needy Families Programs authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.);
- q) **ResCare, Inc.** operating Temporary Assistance for Needy Families Programs authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.);
- r) Programs authorized under section 6 of the Food Stamp Act of 1977 (7 U.S.C. 2015(d)(4) & ; *Not applicable to this agreement as no office specifically serves LWIA 12;*
- s) Programs authorized under the National and Community Service Act of 1990 (42 U.S.C. 12501 et seq.);
 - **Retired Senior Volunteer Program – Dyersburg**
- t) Other appropriate Federal, State, or local programs, including programs in the private sector.
 - **Northwest Tennessee Development District** (housing)
 - **Northwest Tennessee Human Resource Agency** (transportation)


LOCAL WORKFORCE INVESTMENT AREA 12

SIGNATURE SHEET


LOCAL CHIEF ELECTED OFFICIAL

Signature:  9-29-14
Date
Name: Gary Reasons, Crockett County Mayor
Address: 1 South Bells, Suite 3 Alamo, TN 38001
Phone: 731-696-5460
Email: crockettcountymayor@gmail.com

LOCAL WORKFORCE INVESTMENT BOARD CHAIR

 9-29-14
Date
Mr. Jimmy Williamson
1230 S. Main Street
Dyersburg, TN 38024
(731) 288-6001
Jimmy_williamson@att.net

LWIA 12 ADMINISTRATIVE ENTITY EXECUTIVE DIRECTOR

 9-29-14
Date
Ms. Margaret Prater, DSCC Vice President for Workforce Development
313 West Cedar Street
Dyersburg, TN 38024
(731) 286-3585 ext 16
prater@nwtworks.org

ATTACHMENT A:

MEMORANDUM OF UNDERSTANDING Between Tennessee Career Center System/American Job Center Partnering Agencies And Northwest Tennessee Workforce Board

Partner Agency Name: Northwest TN Workforce Board/ LWIA

Physical Address: 313 West Cedar Street, Dyersburg, TN 38024

(Address where services are available)

Mailing Address: same

(If different from Physical Address)

Agency Telephone Number: 731-286-3585

Agency Fax Number: 731-286-3584

Referral Contact Name:

Referral Email Address:

Signatory Authority Name/Title: Margaret Prater, Vice President for Workforce Development

Signatory Authority Email Address: prater@nwtworks.org

Signature:

Margaret Prater

Date:

3-27-14

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

- Participant core services: Staff provides outreach/intake/orientation to the Career Center; assists with self-assessment, self-directed career exploration and job search strategies via electronic means such as Jobs4TN.gov or other resource; provides labor market information on in-demand jobs and local economy; and eligibility determination.
- Participant intensive services: Staff provides WIA customers with comprehensive assessment of skills and service needs; individual employment planning and/or career training; group and individual career counseling and job search workshops; pre-vocational training via Career Ready 101 or KeyTrain; supportive services; follow-up services.
- Participant Training Services: Staff refers participants to training through referral to approved training providers.
- Business Customer service: Staff provides information on labor market conditions and area economies and offer access to training resources such as On-the-Job Training grants, Incumbent Workers Training grants, Job Profiling, Rapid Response and other relevant services.
- The referral process remains an informal process of interoffice partner referral. For referrals outside the Career Center, the customer is given the pertinent information required to make contact with the agency to which they are being referred.

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered – either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

Check each county your agency serves and means of service.			Hours of Operation & Comments
<input checked="" type="checkbox"/> Benton	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	M-F 8 AM- 4:30 PM
<input checked="" type="checkbox"/> Carroll	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	M-F 8 AM- 4:30 PM Comprehensive Center in Huntingdon
<input checked="" type="checkbox"/> Crockett	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	M-F 8 AM- 4:30 PM
<input checked="" type="checkbox"/> Dyer	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	M-F 8 AM- 4:30 PM Comprehensive Center in Dyersburg
<input checked="" type="checkbox"/> Gibson	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	M-F 8 AM- 4:30 PM
<input checked="" type="checkbox"/> Henry	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	M-F 8 AM- 4:30 PM
<input checked="" type="checkbox"/> Lake	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	M-F 8 AM- 4:30 PM
<input checked="" type="checkbox"/> Lauderdale	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	M-F 8 AM- 4:30 PM
<input checked="" type="checkbox"/> Obion	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	M-F 8 AM- 4:30 PM
<input checked="" type="checkbox"/> Tipton	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	M-F 8 AM- 4:30 PM
<input checked="" type="checkbox"/> Weakley	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	M-F 8 AM- 4:30 PM

ATTACHMENT A:
MEMORANDUM OF UNDERSTANDING
Between Tennessee Career Center System/American Job Center Partnering Agencies
And
Northwest Tennessee Workforce Board

Partner Agency Name: TN Department of Labor and Workforce Development

Physical Address: 439 McGaughey Street, Dyersburg, TN 38024

(Address where services are available)

Mailing Address: same

(If different from Physical Address)

Agency Telephone Number: 731-286-8300

Agency Fax Number: 731-286-8354

Referral Contact Name: Gwen Leonard

Referral Email Address: Gwendolyn.Leonard@tn.gov

Signatory Authority Name/Title: Mark Chandler, West Tennessee Regional Director

Signatory Authority Email Address: Mark.Chandler@tn.gov

Signature:

Mark Chandler

Date: 03/19/2014

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Customer assessments: Career Specialists perform initial assessments and evaluations of service needs by one-on-one interviews with all TDLWD customers. Further assessment needs are referred to the appropriate Partners.

Training & employment services offered: Wagner-Peyser / Job Services - Tennessee Department of Labor & Workforce Development provide basic labor exchange functions (matching job applicants to employer's job orders, etc.). Experienced interviewers use the latest technology, including Jobs4TN.gov, to help bring employers and job applicants together.

Trade Adjustment Assistance Act (TAA) - available to workers who lose their jobs or whose hours of work are reduced as a result of foreign imports. TAA offers a variety of benefits and services to help workers prepare for and obtain employment.

Unemployment Insurance - available by referral to system-wide Call Center and internet claims website. Instructions for filing UI claims and other minimal staff assistance are available in the resource areas.

Veterans Reps: Staff members serve as an outreach to veterans and insure veterans' preference in referral to jobs and other services. Employment related testing, training information; skills assessment, referral, and case management are among the services provided.

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered - either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

Check each county your agency serves and means of service.			Hours of Operation & Comments
<input checked="" type="checkbox"/> Benton	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Carroll	<input checked="" type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Comprehensive Career Center. M-F 8-4:30
<input checked="" type="checkbox"/> Crockett	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Dyer	<input checked="" type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Comprehensive Career Center. M-F 8-4:30
<input checked="" type="checkbox"/> Gibson	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Henry	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Lake	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Lauderdale	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Obion	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Tipton	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Weakley	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	

ATTACHMENT A:

MEMORANDUM OF UNDERSTANDING Between Tennessee Career Center System/American Job Center Partnering Agencies And Northwest Tennessee Workforce Board

Partner Agency Name: Tennessee Opportunity Programs

Physical Address: 118 N. Bells Street, Alamo, TN 38001

(Address where services are available)

Mailing Address: PO Box 88 Alamo, TN 38001

(If different from Physical Address)

Agency Telephone Number: 731-696-4860

Agency Fax Number: 731-696-4860

Referral Contact Name: Sherry Fowler, Case Manager

Referral Email Address: wtntops@gmail.com

Signatory Authority Name/Title: Gaila Fletcher, Executive Director

Signatory Authority Email Address: topsgaila@aol.com

Signature: *Gaila Fletcher*

Date: March 26, 2014

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Customer assessments:

Training & employment services offered: Job training and employment assistance for low income farm workers. We do classroom training stipend of \$3 per hour for up to 570 hrs. On the Job Training for half salary for several weeks (depends on job). Work experience for minimum wage and 160 hrs.

Support services offered:

Other information:

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered – either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

Check each county your agency serves and means of service.			Hours of Operation & Comments
<input checked="" type="checkbox"/> Benton	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Carroll	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Crockett	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Dyer	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Gibson	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Henry	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Lake	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Lauderdale	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Obion	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Tipton	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Weakley	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	

ATTACHMENT A:

MEMORANDUM OF UNDERSTANDING
Between Tennessee Career Center System/American Job Center Partnering Agencies
And
Northwest Tennessee Workforce Board

Partner Agency Name: Native American Indian Association of Tennessee, Inc.

Physical Address: 661 Fitzhugh Blvd, Suite 110, Smyrna, TN 37167

(Address where services are available)

Mailing Address: same

(If different from Physical Address)

Agency Telephone Number: 615-984-4166

Agency Fax Number: 615-984-4160

Referral Contact Name:

Referral Email Address:

Signatory Authority Name/Title: Turia D. Enloe, Program Director

Signatory Authority Email Address: wia@naia.comcastblz.net

Signature:

Turia D. Enloe

Date:

3/20/2014

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Customer assessments:

Training & employment services offered: Resume assistance, Career Counseling, Job Readiness/Skills Assessment, Job Search and Placement Assistance, Adult Basic Education and Literacy Training, Occupational Skills Training, Supportive Services, Work Experience, On-the-Job Training, Free Life Skills Workshops

Support services offered: Childcare, Transportation, Utility Assistance, Other assistance as determined.

Other information: Resources: Computer with internet access, Phone, Fax, Copier, Printer, Job Listings.

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered – either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

Check each county your agency serves and means of service.			Hours of Operation & Comments
<input checked="" type="checkbox"/> Benton	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Carroll	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Crockett	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Dyer	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Gibson	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Henry	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Lake	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Lauderdale	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Obion	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Tipton	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Weakley	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	

ATTACHMENT A:
MEMORANDUM OF UNDERSTANDING
Between Tennessee Career Center System/American Job Center Partnering Agencies
And
Northwest Tennessee Workforce Board

Partner Agency Name: CHP International, Inc. (Job Corps Contractor)

Physical Address: 362 Carriage House Drive, Jackson, TN 38305

(Address where services are available)

Mailing Address: 1451 Elm Hill Pike, Nashville, TN 37210

(If different from Physical Address)

Agency Telephone Number: 731-660-8203

Agency Fax Number: 731-660-8085

Referral Contact Name: Gustavie Miller, Career Transition Specialist

Referral Email Address: jacksonjob1@bellsouth.net

Signatory Authority Name/Title: Howard Raik, President-CHP International

Signatory Authority Email Address: hraik@chpinternational.com

Signature:

Date:

3/27/14

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Customer assessments:

Training & employment services offered: Job Corps is a scholarship education and training program that assist youth in obtaining a vocational trade; choose a career, earn a high school diploma/ GED; assist with Military prep placement; and continuing education (post-secondary or college). Eligible candidates are 16-24 years of age and must meet income guidelines. Job Corps provides Career and Educational placement, Case Management, and provides 12 month follow up services.

Student register and complete an orientation to determine eligibility; assess Trade interest/ availability; Center choices and program guidelines.

Job Corps has over 100 trades: (CERTIFICATIONS)

- Automotive Tech, Collision Repair, Welding, Heavy Equipment Operator/ Mechanic, HVAC
- Nurse Assistant, Pharmacy Tech, Phlebotomy Tech, Accounting, Computer Repair, Security
- Painting, Plumbing, Carpentry, Facility Maintenance, Landscaping, Forestry and Firefighting

Support services offered:

Other information: Interested candidates will contact: Linda Jones, Admissions Counselor (731-427-1381)

Office located at: 210 East Main Street, Jackson, TN 38301

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered – either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

Check each county your agency serves and means of service.			Hours of Operation & Comments
<input checked="" type="checkbox"/> Benton	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Student registers and utilizes Career Center Services
<input checked="" type="checkbox"/> Carroll	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Student registers and utilizes Career Center Services
<input checked="" type="checkbox"/> Crockett	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Student registers and utilizes Career Center Services
<input checked="" type="checkbox"/> Dyer	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Student registers and utilizes Career Center Services
<input checked="" type="checkbox"/> Gibson	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Student registers and utilizes Career Center Services
<input checked="" type="checkbox"/> Henry	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Student registers and utilizes Career Center Services
<input checked="" type="checkbox"/> Lake	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Student registers and utilizes Career Center Services
<input checked="" type="checkbox"/> Lauderdale	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Student registers and utilizes Career Center Services
<input checked="" type="checkbox"/> Obion	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Student registers and utilizes Career Center Services
<input checked="" type="checkbox"/> Tipton	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Student registers and utilizes Career Center Services
<input checked="" type="checkbox"/> Weakley	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Student registers and utilizes Career Center Services

ATTACHMENT A:
MEMORANDUM OF UNDERSTANDING
Between Tennessee Career Center System/American Job Center Partnering Agencies
And
Northwest Tennessee Workforce Board

Partner Agency Name: Tennessee Department of Labor & Workforce Development - Division of Adult Education

Physical Address: 220 French Landing Drive, Nashville, TN 37243

(Address where services are available)

Mailing Address: same

(If different from Physical Address)

Agency Telephone Number: 615-741-7054

Agency Fax Number: 615-532-7048

Referral Contact Name: See Local Contacts

Referral Email Address:

Signatory Authority Name/Title: Marva Doremus, Administrator

Signatory Authority Email Address: Marva.Doremus@tn.gov

Signature:

Date:

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Customer assessments:

Training & employment services offered: Literacy/High School equivalency preparation

Support services offered:

Other information:

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered -- either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

Check each county your agency serves and means of service			Hours of Operation & Comments
<input checked="" type="checkbox"/> Benton	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Donna Winders- Phone #642-8655
<input checked="" type="checkbox"/> Carroll	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	Brenda Parish- Phone #731-986-8217
<input checked="" type="checkbox"/> Crockett	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Rebekah White-Williams- Phone #424-0691 ext 107
<input checked="" type="checkbox"/> Dyer	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Beth Feith- Phone #286-3232
<input checked="" type="checkbox"/> Gibson	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Beth Feith- Phone #286-3232
<input checked="" type="checkbox"/> Henry	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Donna Winders- Phone #642-8655
<input checked="" type="checkbox"/> Lake	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Mitchell Parham- Phone #364-5481
<input checked="" type="checkbox"/> Lauderdale	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Yvette Dixon- Phone #635-3368
<input checked="" type="checkbox"/> Obion	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Mitchell Parham- Phone #364-5481
<input checked="" type="checkbox"/> Tipton	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Yvette Dixon- Phone #635-3368
<input checked="" type="checkbox"/> Weakley	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Mitchell Parham- Phone #364-5481

Adult Education

ATTENTION: Changes in High School Equivalency (HSE) Testing

The Lois DeBerry Tennessee Alternative Diploma Act was passed by the Tennessee General Assembly and approved by the State Board of Education in 2013.

Beginning January 1, 2014, individuals seeking to earn a high school equivalency diploma will have the option of taking the HiSET® (High School Equivalency Test) or GED® (General Educational Development) Exam.

Passing either exam will lead to a state government-issued high school equivalency (HSE) diploma, the exact same credential that has been issued in Tennessee since 1944.

The State of Tennessee will not distinguish between the two tests when issuing the HSE diploma, transcript or verification. For those Tennesseans who did not graduate from high school, the HSE diploma will continue to be the portal when seeking employment or post-secondary opportunities regardless of which test was successfully completed.

Send comments and questions to *Division of Adult Education*

Adult Education Instruction

Adult Education (AE) empowers individuals to become self-sufficient by providing the basic skills and knowledge necessary to complete a secondary education. Tennessee Adult Education provides basic skills upgrades and works with individuals to help them meet their educational and career goals. We have classes across the state to enhance future employment opportunities and personal growth: Adult Basic Education (ABE), High School Equivalency test preparation for those who have not completed high school, and English for Speakers of Other Languages (ESOL).

If you didn't finish high school, there are free classes in every county at the adult education centers (<http://www.tn.gov/labor-wfd/AE/aeprestw.shtml>) to prepare you to take the High School Equivalency Exam. We are here to help prepare you to continue your education or improve your career possibilities.

- Adult Basic Instruction
- Local Program Locations/Contacts
- English for Speakers of Other Languages

Testing Services

The Tennessee High School Equivalency (HSE) diploma is based on competence in reading, writing, social studies, science and mathematics. The attainment of the diploma is your first step and can help you move on to the next level - college, technical training, or a better job.

- [Exam Information](#)
- [Exam Preparation](#)
- [Test Centers](#)
- [Records Requests](#)
- [Forms](#)

Beginning January 1, 2014, individuals seeking to earn a high school equivalency diploma will have the option of taking the HiSET® (High School Equivalency Test) or GED® (General Educational Development) Exam.

Related Information

- [Frequently Asked Questions](#)
- [About Us](#)
- [RFP Process](#)
- [Tennessee Adult Education Statistics](#)
- [Staff Resources](#)

AE Programs LWIA 12

Benton	Donna Winders windersd@henryk12.net	55 Jones Bend Road, Ext. Paris, TN 38242 731-642-8655
Carroll	Donna Winders windersd@henryk12.net	55 Jones Bend Road, Ext. Paris, TN 38242 731-642-8655
Crockett	Rebekah White-Williams rebekah.williams@tcattjackson.edu	2468 Technology Center Dr. Jackson, TN 38301 731-424-0691
Dyer	Elizabeth Feith feith@dsc.edu	401 Country Club Rd. Dyersburg, TN 38024 731-286-3231
Gibson	Elizabeth Feith feith@dsc.edu	401 Country Club Rd. Dyersburg, TN 38024 731-286-3231
Henry	Donna Winders windersd@henryk12.net	55 Jones Bend Road, Ext. Paris, TN 38242 731-642-8655
Lake	Mitchell Parham parhamm2@k12tn.net	8250 Highway 22 Dresden, TN 38225 731-364-5481
Lauderdale	Yvette Dixon ydixon@tcatripley.edu	127 North Industrial Drive Ripley, TN 38063 731-635-3368
Obion	Mitchell Parham parhamm2@k12tn.net	8250 Highway 22 Dresden, TN 38225 731-364-5481
Tipton	Yvette Dixon ydixon@tcatripley.edu	127 North Industrial Drive Ripley, TN 38063 731-635-3368
Weakley	Mitchell Parham parhamm2@k12tn.net	8250 Highway 22 Dresden, TN 38225 731-364-5481

ATTACHMENT A:

MEMORANDUM OF UNDERSTANDING Between Tennessee Career Center System/American Job Center Partnering Agencies And Northwest Tennessee Workforce Board

Partner Agency Name: Vocational Rehabilitation Services

Referral Contact Name, Title, Address, Phone Number, Fax

Ronda Baker, Manager, 1365 Morgan Road, Dyersburg, TN 38024	731-286-8315	ronda.baker@tn.gov
Debbie Bradley, Manager, 560 Benton Industrial Road, Camden, TN 38320	731-584-7015	debbie.bradley@tn.gov
David Parrish, Manager, 1108 Tyson Ave, Paris, TN 38242	731-644-7361	david.parrish@tn.gov
Brad Moss, Manager, 1419 N. Morgan Ext, Union City, TN 38216	731-884-2600	bradley.moss@tn.gov

Signatory Authority Name/Title: Cherrell Campbell-Street, Assistance Commissioner, Division of Rehabilitation Services

Signatory Authority Email Address: Cherrell.Campbell-Street@tn.gov

Signature: *Cherrell Campbell-Street* Date: 3-18-14

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Training & employment services offered: Diagnosis, counseling and Guidance, Treatment, Appropriate Training (college, certificate program, work adjustment), Maintenance and Transportation, Transition Services from School to Work, Personal Care Assistance Program, Independent Living Services, Assistive Technology, Job Placement, Supported Employment and Post-Employment Services

Specific areas of coordination covered under this agreement include:

- Assist with the recruitment, identification and referral of eligible participants/enrollees through job fairs, information and assistance/promotional brochures and one-stop sponsored activities.
- Accept the assessment and/or Individual Employment Plans (IEP) developed by either party.
- Provide participants with information about job search and job retention skills training which might be available in local Career Centers.
- Provide documentation updates and hours of training to verify attendance, if appropriate.
- Provide information and materials that describe services that may be shared with program applicants and participants/enrollees.

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered – either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

County	On Location	By Referral	Comments
x Benton	<input type="checkbox"/> In Career Center	x By Referral	8:00 - 4:30 M - F
x Carroll	<input type="checkbox"/> In Career Center	x By Referral	8:00 - 4:30 M - F
x Crockett	<input type="checkbox"/> In Career Center	x By Referral	8:00 - 4:30 M - F
x Dyer	x In Career Center	x By Referral	8:00 - 4:30 M - F
x Gibson	<input type="checkbox"/> In Career Center	x By Referral	8:00 - 4:30 M - F
x Henry	<input type="checkbox"/> In Career Center	x By Referral	8:00 - 4:30 M - F
x Lake	<input type="checkbox"/> In Career Center	x By Referral	8:00 - 4:30 M - F
x Lauderdale	<input type="checkbox"/> In Career Center	x By Referral	8:00 - 4:30 M - F
x Obion	<input type="checkbox"/> In Career Center	x By Referral	8:00 - 4:30 M - F
x Tipton	<input type="checkbox"/> In Career Center	x By Referral	8:00 - 4:30 M - F
x Weakley	<input type="checkbox"/> In Career Center	x By Referral	8:00 - 4:30 M - F

ATTACHMENT A:
MEMORANDUM OF UNDERSTANDING
Between Tennessee Career Center System/American Job Center Partnering Agencies
And Northwest Tennessee Workforce Board

Partner Agency Name: Northwest TN Human Resource Agency

Physical Address: 231 South Wilson Street, Dresden, TN 38225

(Address where services are available)

Mailing Address: same

(If different from Physical Address)

Agency Telephone Number: 731-364-3228

Agency Fax Number: 731-364-9786

Referral Contact Name:

Referral Email Address:

Signatory Authority Name/Title:

Holly White/SCSEP (Senior AIDES) Program Director

Signatory Authority Email Address: holly.white@nwtwba.org

Signature:

Holly C. White

Date:

3/29/14

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Training & employment services offered: SCSEP provides paid training positions to seniors 55 years of age and older. They may be placed in local nonprofit organizations or public agencies. This paid work experience prepares many of them to find employment in their local communities. Examples of placement are: Senior nutrition programs/centers, TN Career Centers and school systems.

Specific areas of coordination covered under this agreement include:

- Assist with the recruitment, identification and referral of eligible participants/enrollees through job fairs, information and assistance/promotional brochures and one-stop sponsored activities.
- Encourage adults, age 55 and over to access the existing Workforce Investment Act (WIA) and SCSEP services available through the TN Career Centers.
- Accept the assessment and/or Individual Employment Plans (IEP) developed by either party.
- Work cooperatively to establish on-the-job experience (OJE) training agreements available through SCSEP for program participants with public and private employers.
- Provide participants with information about job search and job retention skills training which might be available in local Career Centers.
- Work cooperatively to see that SCSEP participants receive appropriate academic or vocational training as identified in IEP.
- Provide documentation updates and hours of training to verify attendance, if appropriate.
- Provide information, brochures or other materials that describe the applicable program services and eligibility guidelines to adults 55 years of age and older.
- Share information with the TN Career Centers regarding enrollment vacancies in the SCSEP program.
- Both parties affirm the nonfinancial nature of this agreement.

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered – either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

Check each county your agency serves and means of service.			Hours of Operation & Comments
<input checked="" type="checkbox"/> Benton	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Carroll	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Crockett	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Dyer	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Gibson	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Henry	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Lake	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Lauderdale	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Obion	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input type="checkbox"/> Tipton	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Weakley	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	

ATTACHMENT A:

MEMORANDUM OF UNDERSTANDING Between Tennessee Career Center System/American Job Center Partnering Agencies And Northwest Tennessee Workforce Board

Partner Agency Name: Tennessee Community Services Agency

Physical Address: 1604 West Reelfoot Avenue, Union City, TN 38261

(Address where services are available)

Mailing Address: PO Box 368, Union City, TN 38281

(If different from Physical Address)

Agency Telephone Number: 731-884-2640

Agency Fax Number: 731-884-2644

Referral Contact Name: ~~Teresa Brooden~~ Melinda Underwood

Referral Email Address: ~~Teresa.brooden@tnccsa.com~~ melinda.underwood@tnccsa.com

Signatory Authority Name/Title: Tom McWhorter, Executive Director

Signatory Authority Email Address: tom.mcwhorter@tnccsa.com

Signature:

Thomas McWhorter

Date: 3-21-14

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Customer assessments:

Training & employment services offered: SCSEP provides paid training positions to seniors 55 years of age and older. They may be placed in local nonprofit organizations or public agencies. This paid work experience prepares many of them to find employment in their local communities. Examples of placement are: Senior nutrition programs/centers, TN Career Centers and school systems.

Specific areas of coordination covered under this agreement include:

- Assist with the recruitment, identification and referral of eligible participants/enrollees through job fairs, information and assistance/promotional brochures and one-stop sponsored activities.
- Encourage adults, age 55 and over to access the existing Workforce Investment Act (WIA) and SCSEP services available through the TN Career Centers.
- Accept the assessment and/or Individual Employment Plans (IEP) developed by either party.
- Work cooperatively to establish on-the-job experience (OJE) training agreements available through SCSEP for program participants with public and private employers.
- Provide participants with information about job search and job retention skills training which might be available in local Career Centers.
- Work cooperatively to see that SCSEP participants receive appropriate academic or vocational training as identified in IEP.
- Provide documentation updates and hours of training to verify attendance, if appropriate.
- Provide information, brochures or other materials that describe the applicable program services and eligibility guidelines to adults 55 years of age and older.
- Provide information and materials that describe services that may be shared with program applicants and participants/enrollees.
- Share information with the TN Career Centers regarding enrollment vacancies in the SCSEP program.
- Both parties affirm the nonfinancial nature of this agreement.

Support services offered:

Other information:

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered – either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

Check each county your agency serves and means of service			Hours of Operation & Comments
<input type="checkbox"/> Benton	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Carroll	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Crockett	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Dyer	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	

<input type="checkbox"/> Gibson	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Henry	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input type="checkbox"/> Lake	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Lauderdale	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Obion	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input type="checkbox"/> Tipton	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Weakley	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	

ATTACHMENT A:
MEMORANDUM OF UNDERSTANDING
Between Tennessee Career Center System/American Job Center Partnering Agencies
And
Northwest Tennessee Workforce Board

Partner Agency Name: Meritan, Inc.

Physical Address: 4700 Poplar Ave., Ste 400, Memphis, TN 38117

(Address where services are available)

Mailing Address: same

(If different from Physical Address)

Agency Telephone Number: 901-766-0600

Agency Fax Number: 901-766-0699

901-205-0635

Referral Contact Name: Casondra Amos

Referral Email Address: casondraamos@meritan.org

Signatory Authority Name/Title: Melanie Keller, President

Signatory Authority Email Address: melanickeller@meritan.org

Signature: Melanie Keller

Date: 3/17/14

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Training & employment services offered: SCSEP provides paid training positions to seniors 55 years of age and older. They may be placed in local nonprofit organizations or public agencies. This paid work experience prepares many of them to find employment in their local communities. Examples of placement are: Senior nutrition programs/centers, TN Career Centers and school systems.

Specific areas of coordination covered under this agreement include:

- Assist with the recruitment, identification and referral of eligible participants/enrollees through job fairs, information and assistance/promotional brochures and one-stop sponsored activities.
- Encourage adults, age 55 and over to access the existing Workforce Investment Act (WIA) and SCSEP services available through the TN Career Centers.
- Accept the assessment and/or Individual Employment Plans (IEP) developed by either party.
- Work cooperatively to establish on-the-job experience (OJE) training agreements available through SCSEP for program participants with public and private employers.
- Provide participants with information about job search and job retention skills training which might be available in local Career Centers.
- Work cooperatively to see that SCSEP participants receive appropriate academic or vocational training as identified in IEP.
- Provide documentation updates and hours of training to verify attendance, if appropriate.
- Provide information, brochures or other materials that describe the applicable program services and eligibility guidelines to adults 55 years of age and older.
- Provide information and materials that describe services that may be shared with program applicants and participants/enrollees.
- Share information with the TN Career Centers regarding enrollment vacancies in the SCSEP program.
- Both parties affirm the nonfinancial nature of this agreement.

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered – either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

Check each county your agency serves and means of service.			Hours of Operation & Comments
<input type="checkbox"/> Benton	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Carroll	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Crockett	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Dyer	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Gibson	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Henry	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Lake	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Lauderdale	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Obion	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Tipton	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input type="checkbox"/> Weakley	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	

ATTACHMENT A:

MEMORANDUM OF UNDERSTANDING Between Tennessee Career Center System/American Job Center Partnering Agencies And Northwest Tennessee Workforce Board

Partner Agency Name: Tennessee College of Applied Technology- Covington

Physical Address: 1600 Hwy 51 South Covington Tennessee 38019

(Address where services are available)

Mailing Address: P.O.Box 249

(If different from Physical Address)

Agency Telephone Number: (901)475-2526

Agency Fax Number: (901)475-2641

Referral Contact Name: William N. Ray

Referral Email Address: william.ray@tcacovington.edu

Signatory Authority Name/Title: William N. Ray - Director

Signatory Authority Email Address: William.ray@tcacovington.edu

Signature: 

Date: March 25, 2014

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Customer assessments:

Training & employment services offered: Provides Post Secondary Technical Training in Practical Nursing Education (PNE), Automotive Technology (AT), Administrative Office Technology, Welding Technology (WT), Industrial Maintenance Technology (IMT), Computer Information Technology (CIT), Machine Tool Technology (MTT), and Heating, Ventilation, Air Conditioning/Refrigeration (HVACR) AMT, MT, WT, IMT AND HVACR open to Dual enrollment training.

Support services offered:

Other information: Technology Foundations Placement assistance is available to all students and School is Accredited by the Council on Occupational Education (CEO). Program lengths vary from 12-20 months. Tuition Assistance is available to those that qualify, all programs approved by Veterans Administration, participation in Outstanding Student of Year, SkillsUSA and National Technical Honor Society, high school equivalency testing.

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered - either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

Check each county your agency serves and means of service			Hours of Operation & Comments
<input type="checkbox"/> Benton	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Carroll	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Crockett	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Dyer	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Gibson	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Henry	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Lake	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Lauderdale	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Obion	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Tipton	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	7:30am - 4:30pm
<input type="checkbox"/> Weakley	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	

ATTACHMENT A:

MEMORANDUM OF UNDERSTANDING Between Tennessee Career Center System/American Job Center Partnering Agencies And Northwest Tennessee Workforce Board

Partner Agency Name: Tennessee College of Applied Technology-McKenzie

Physical Address: 16940 Highland Drive McKenzie, TN 38201

(Address where services are available)

Mailing Address: same

(If different from Physical Address)

Agency Telephone Number: 731-352-5364

Agency Fax Number: 731-352-3258

Referral Contact Name:

Referral Email Address:

Signatory Authority Name/Title:

Dr. Brad White/Director

Signatory Authority Email Address: bradley.white@tcatmckenzie.edu

Signature:

Bradley W. White

Date:

3-17-14

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Customer assessments:

Training & employment services offered: Provides Post Secondary Technical Training in Electronics, Automotive, Administrative Office, Welding, Industrial Maintenance, Computer Information, Machine Tool, and HVAC/R.

Support services offered:

Other information: Placement assistance is available to all students and School is Accredited by the council on Occupational Education (CEO). Program lengths vary from 12-20 months. Tuition Assistance is available to those that qualify.

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered – either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

Check each county your agency serves and means of service.			Hours of Operation & Comments
<input checked="" type="checkbox"/> Benton	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Carroll	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input type="checkbox"/> Crockett	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Dyer	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Gibson	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Henry	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input type="checkbox"/> Lake	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Lauderdale	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Obion	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input type="checkbox"/> Tipton	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Weakley	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	

ATTACHMENT A:

MEMORANDUM OF UNDERSTANDING Between Tennessee Career Center System/American Job Center Partnering Agencies And Northwest Tennessee Workforce Board

Partner Agency Name: Tennessee College of Applied Technology- Newbern

Physical Address: 340 Washington Street Newbern, TN 38059

(Address where services are available)

Mailing Address: same

(If different from Physical Address)

Agency Telephone Number: 731 627 2511

Agency Fax Number: 731 627 2310

Referral Contact Name: Marsha Mitchell

Referral Email Address: mmitchell@tcatnewbern.edu

Signatory Authority Name/Title: Donna Hastings, Director

Signatory Authority Email Address: dhastings@tcatnewbern.edu

Signature:

Donna Hastings

Date: March 25, 2014

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Training & employment services offered: Provides Post Secondary Technical Training in Electronics, Automotive, Administrative Office Technology, Industrial Maintenance, Machine Tool, and HVAC/R, Drafting/CAD, Practical Nursing.

Support services offered:

Other information: Placement assistance is available to all students and college is Accredited by the Council on Occupational Education (CEO), 7840 Roswell Road, Building 300, Suite 325, Atlanta, GA 30350. Program lengths vary from 12-20 months. Tuition Assistance is available to those that qualify.

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered – either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

Check each county your agency serves and means of service.			Hours of Operation & Comments
<input type="checkbox"/> Benton	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Carroll	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Crockett	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	7 a.m. until 4 p.m. Monday through Friday
<input checked="" type="checkbox"/> Dyer	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	7 a.m. until 4 p.m. Monday through Friday
<input checked="" type="checkbox"/> Gibson	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	7 a.m. until 4 p.m. Monday through Friday
<input type="checkbox"/> Henry	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Lake	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	7 a.m. until 4 p.m. Monday through Friday
<input type="checkbox"/> Lauderdale	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Obion	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Tipton	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Weakley	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	

ATTACHMENT A:

MEMORANDUM OF UNDERSTANDING Between Tennessee Career Center System/American Job Center Partnering Agencies And Northwest Tennessee Workforce Board

Partner Agency Name: Tennessee College of Applied Technology- Newbern - *Bells*

Physical Address: 6514 Hwy 412 South Bells, Tennessee 38006

(Address where services are available)

Mailing Address: 340 Washington Street, Newbern, Tennessee 38059

(If different from Physical Address)

Agency Telephone Number: 731 627 2511

Agency Fax Number: 731 627 2310

Referral Contact Name: Marsha Mitchell

Referral Email Address: mmitchell@tcatnewbern.edu

Signatory Authority Name/Title: Donna Hastings, Director

Signatory Authority Email Address: dhastings@tcatnewbern.edu

Signature: *Donna Hastings*

Date: March 25, 2014

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Training & employment services offered: Provides Post-Secondary Technical Training in Plastic Injection Molding/Robotics.

Support services offered:

Other information: Placement assistance is available to all students and college is Accredited by the Council on Occupational Education (CEO), 7840 Roswell Road, Building 300, Suite 325, Atlanta, GA 30350. Program lengths vary from 12-20 months. Tuition Assistance is available to those that qualify.

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered – either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

Check each county your agency serves and means of service.			Hours of Operation & Comments
<input type="checkbox"/> Benton	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Carroll	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Crockett	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Dyer	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	7 a.m. until 4 p.m. Monday through Friday
<input checked="" type="checkbox"/> Gibson	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	7 a.m. until 4 p.m. Monday through Friday
<input type="checkbox"/> Henry	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Lake	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	7 a.m. until 4 p.m. Monday through Friday
<input checked="" type="checkbox"/> Lauderdale	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	7 a.m. until 4 p.m. Monday through Friday
<input checked="" type="checkbox"/> Obion	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	7 a.m. until 4 p.m. Monday through Friday
<input type="checkbox"/> Tipton	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Weakley	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	

ATTACHMENT A:

MEMORANDUM OF UNDERSTANDING Between Tennessee Career Center System/American Job Center Partnering Agencies And Northwest Tennessee Workforce Board

Partner Agency Name: Tennessee College of Applied Technology- Newbern - *Union City*

Physical Address: 204 South Second Street, Union City, Tennessee 38261

(Address where services are available)

Mailing Address: 340 Washington Street, Newbern, Tennessee 38059

(If different from Physical Address)

Agency Telephone Number: 731 627 2511

Agency Fax Number: 731 627 2310

Referral Contact Name: Marsha Mitchell

Referral Email Address: mmitchell@tcatnewbern.edu

Signatory Authority Name/Title: Donna Hastings, Director

Signatory Authority Email Address: dhastings@tcatnewbern.edu

Signature:

Donna Hastings

Date: March 25, 2014

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Training & employment services offered: Provides Post Secondary Technical Training in Industrial Maintenance, Welding, and Practical Nursing.

Support services offered:

Other information: Placement assistance is available to all students and college is Accredited by the Council on Occupational Education (CEO), 7840 Roswell Road, Building 300, Suite 325, Atlanta, GA 30350. Program lengths vary from 12-20 months. Tuition Assistance is available to those that qualify.

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered – either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

Check each county your agency serves and means of service.			Hours of Operation & Comments
<input type="checkbox"/> Benton	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Carroll	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Crockett	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Dyer	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	7 a.m. until 4 p.m. Monday through Friday
<input checked="" type="checkbox"/> Gibson	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	7 a.m. until 4 p.m. Monday through Friday
<input type="checkbox"/> Henry	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Lake	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	7 a.m. until 4 p.m. Monday through Friday
<input type="checkbox"/> Lauderdale	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Obion	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	7 a.m. until 4 p.m. Monday through Friday
<input type="checkbox"/> Tipton	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Weakley	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	

ATTACHMENT A:

MEMORANDUM OF UNDERSTANDING Between Tennessee Career Center System/American Job Center Partnering Agencies And Northwest Tennessee Workforce Board

Partner Agency Name: Tennessee College of Applied Technology- Paris

Physical Address: 312 South Wilson Street Paris, TN 38242

(Address where services are available)

Mailing Address: same

(If different from Physical Address)

Agency Telephone Number:

Agency Fax Number:

Referral Contact Name:

Referral Email Address:

Signatory Authority Name/Title: Dr. Brad White/Director

Signatory Authority Email Address: brad.white@tcaparis.edu.edu

Signature:

Date:

3-14-17

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Customer assessments:

Training & employment services offered: Provides Post Secondary Technical Training in Administrative Office, Auto Body, Early Childhood, Practical Nursing, Health Information, General Metals, Industrial Maintenance, Computer Information, Machine Tool, and Cosmetology

Support services offered:

Other information: Placement assistance is available to all students and School is Accredited by the council on Occupational Education (CEO). Program lengths vary from 12-20 months. Tuition Assistance is available to those that qualify.

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered – either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

Check each county your agency serves and means of service.			Hours of Operation & Comments
<input type="checkbox"/> Benton	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Carroll	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Crockett	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Dyer	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Gibson	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Henry	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Lake	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Lauderdale	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Obion	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Tipton	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Weakley	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	

ATTACHMENT A:

MEMORANDUM OF UNDERSTANDING Between Tennessee Career Center System/American Job Center Partnering Agencies And Northwest Tennessee Workforce Board

Partner Agency Name: Tennessee College of Applied Technology- Ripley/Bells

Physical Address: 127 Industrial Drive Ripley, Tennessee 38063 / Bells Campus 5533 Hwy 412 South Bells, Tennessee 38006
(Address where services are available)

Mailing Address: same

(If different from Physical Address)

Agency Telephone Number: (731)635-3368-R (731)345-3300 - B Agency Fax Number: (731)635-4674 - R (731)345-3303 - B

Referral Contact Name: William N. Ray

Referral Email Address: wray@tcatripley.edu

Signatory Authority Name/Title: William N. Ray - Director

Signatory Authority Email Address: wray@tcatripley.edu

Signature: *William N. Ray* Date: March 25, 2014

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Customer assessments:

Training & employment services offered: Provides Post Secondary Technical Training in Industrial Electricity Technology (IET) -Ripley, Administrative Office Technology (AOT)-(Ripley), Computer Information Technology (CIT) (Ripley), Practical Nursing Education (Bells/Ripley), Patient Care Technology (Bells), Industrial Technology Education (Dual Enrollment only, Ripley) Carpentry (Dual Enrollment only - Halls High School). AOT, CIT, IET also open for Dual Enrollment training.

Support services offered:

Other information: Technology Foundations, Placement assistance is available to all students and School is Accredited by the Council on Occupational Education (CEO). Program lengths vary from 12-20 months. Tuition Assistance is available to those that qualify, all full-time programs approved by Veterans Administration, participation in Outstanding Student of the Year, SkillsUSA, National Technical Honor Society.

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered - either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

Check each county your agency serves and means of service			Hours of Operation & Comments
<input type="checkbox"/> Benton	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Carroll	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Crockett	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	7:30am-4:30pm
<input type="checkbox"/> Dyer	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Gibson	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Henry	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Lake	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Lauderdale	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	7:30am - 4:30pm
<input type="checkbox"/> Obion	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Tipton	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Weakley	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	

ATTACHMENT A:

MEMORANDUM OF UNDERSTANDING Between Tennessee Career Center System/American Job Center Partnering Agencies And Northwest Tennessee Workforce Board

Partner Agency Name: Dyersburg State Community College

Physical Address: 1510 Lake Road, Dyersburg, TN 38024

(Address where services are available)

Mailing Address: same

(If different from Physical Address)

Agency Telephone Number: 731-286-3200

Agency Fax Number: 731-286-3333

Referral Contact Name: Mark Doran, Dean of Business, Technology & Allied Health Referral Email Address: doran@dsccl.edu

Signatory Authority Name/Title: Karen A. Bowyer, President

Signatory Authority Email Address: kbowyer@dsccl.edu

Signature:

Karen A. Bowyer

Date:

3/24/14

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Dyersburg State Community College (DSCC) offers associate degree and certificate programs to prepare students for the workforce and for transfer to a four-year institution. DSCC utilizes funding from the Carl D. Perkins Vocational and Applied Technology Education Act to support faculty teaching in the Advanced Integrated Industrial Technology (AIIT) certificate and degree programs.

Customer assessments:

- Course placement for new degree seeking students is determined by ACT scores or COMPASS scores.
- Four (4) AIIT course related assessments are given. Successful completion of the assessments is required to obtain certificates.
- Students enrolled in the AIIT degree program are required to take the National Career Readiness Certification (NCRC) exam prior to degree completion.

Training & employment services offered:

DSCC offers an Associate of Applied Science (AAS) degree in AIIT and 4 certificates (Certified Production Technician, Mechatronics Industrial Electricity, Mechatronics Programmable Logic Controller and Mechatronics Mechanical Components).

Support services offered:

Students enrolled in the AIIT degree and certificate programs participate in mandatory academic advising each semester. In addition, students may seek career counseling from one of the DSCC Career Centers located on the Dyersburg Campus, the Jimmy Naifeh Center at Tipton County, the Gibson County Center and online by visiting the Career Counseling page on the DSCC web site (www.dsccl.edu). Free tutoring services are available to all DSCC students at each location and online. The Learning Support Program offers classes and assistance to students who based on ACT or COMPASS scores are placed in courses designed to prepare them for success in college level courses.

Other information:

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered – either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

Check each county your agency serves and means of service.			Hours of Operation & Comments
<input type="checkbox"/> Benton	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Carroll	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Crockett	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Dyer	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Monday - Friday 8:00 a.m. – 4:30 p.m.; 1510 Lake Road, Dyersburg, TN 38024
<input checked="" type="checkbox"/> Gibson	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Monday – Friday 8:00 a.m. – 4:30 p.m.; 2071 Highway 45 North Bypass, Trenton, TN 38382

<input type="checkbox"/> Henry	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Lake	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Lauderdale	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Obion	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Tipton	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	Monday- Friday 8:00 a.m. – 4:30 p.m.;
<input type="checkbox"/> Weakley	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	3149 Highway 51 South, Covington, TN 38019

DSCC 2014 now

ATTACHMENT A:

MEMORANDUM OF UNDERSTANDING
Between Tennessee Career Center System/American Job Center Partnering Agencies
And
Northwest Tennessee Workforce Board

Partner Agency Name: Delta Human Resource Agency

Physical Address: 915 Hwy 51 South, Covington 198 S. Washington, Ripley
(Address where services are available)

Mailing Address: same

(If different from Physical Address)

Agency Telephone Number: 888-477-5226

Agency Fax Number: 901-425-1333

Referral Contact Name: Nikki Gray

Referral Email Address: nikkigray15@yahoo.com

Signatory Authority Name/Title: Quincy Barlow, Executive Director

Signatory Authority Email Address: quincybarlow@yahoo.com

Signature: Quincy Barlow

Date: 03-28-14

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Training & employment services offered: DHRA administers the Community Services Block Grant which allow for basic employment and training services to eligible recipients.
 Support services offered: DHRA provides public transportation services to residents of all ages in a three county region. Other services include food and nutrition services and emergency assistance to eligible citizens.
 Other information:

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered – either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

Check each county your agency serves and means of service.			Hours of Operation & Comments
<input type="checkbox"/> Benton	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Carroll	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Crockett	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Dyer	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Gibson	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Henry	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Lake	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Lauderdale	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input type="checkbox"/> Obion	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Tipton	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	
<input type="checkbox"/> Weakley	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	

ATTACHMENT A:

MEMORANDUM OF UNDERSTANDING Between Tennessee Career Center System/American Job Center Partnering Agencies And Northwest Tennessee Workforce Board

Partner Agency Name: Northwest TN Economic Development Council

Physical Address: 231 S. Wilson Street, Dresden, TN 38225

(Address where services are available)

Mailing Address: same

(If different from Physical Address)

Agency Telephone Number: 800-273-0301

Agency Fax Number:

Referral Contact Name: See Attached List

Referral Email Address:

Signatory Authority Name/Title: Don Ridgeway

Signatory Authority Email Address: dridgeway@nwtncap.org

Signature: *Don Ridgeway* Date: 3/31/14

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Northwest Tennessee Economic Development Council, is a private, non-profit community action agency gaining its charter from the Tennessee State Legislature in 1965. The majority of CAA clients are extremely poor. Nearly 40% of the families served have incomes below 75% of the federal poverty threshold. CAA Professionals expertly coordinate and integrate an array of services at federal, state and local levels. CAA staff, board, and volunteers use innovative solutions to help people achieve self-sufficiency. The Community Services Block Grant (CSBG) is a federal grant administered through the TN Department of Human Services. CSBG allows NWTNEDC to provide a range of services and activities having a measurable and potentially major impact on the causes of poverty in the community.

Training & employment services offered: Manage an Employment Assistance Program which helps low income families/ individuals find jobs. Offers training and classes on job techniques, interviews, resumes, reference pages, cover letters and work ethics.

Support services offered: Nutrition, Emergency Assistance, Linkage Companionship & Assessment

PLEASE PROVIDE CONTACT INFORMATION FOR ALL LOCATIONS

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered - either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

Check each county your agency serves and means of service.			Hours of Operation & Comments
<input checked="" type="checkbox"/> Benton	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	See attached brochure for County, Address, and Phone for additional information.
<input checked="" type="checkbox"/> Carroll	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	See attached brochure for County, Address, and Phone for additional information.
<input checked="" type="checkbox"/> Crockett	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	See attached brochure for County, Address, and Phone for additional information.
<input checked="" type="checkbox"/> Dyer	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	See attached brochure for County, Address, and Phone for additional information.
<input checked="" type="checkbox"/> Gibson	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	See attached brochure for County, Address, and Phone for additional information.
<input checked="" type="checkbox"/> Henry	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	See attached brochure for County, Address, and Phone for additional information.
<input checked="" type="checkbox"/> Lake	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	See attached brochure for County, Address, and Phone for additional information.
<input type="checkbox"/> Lauderdale	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Obion	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	See attached brochure for County, Address, and Phone for additional information.
<input type="checkbox"/> Tipton	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input checked="" type="checkbox"/> Weakley	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	See attached Brochure for additional information.

Benton County Service Center
119 Cole Avenue, Suite 3
Camden, TN 38320
(731) 584-7355
Mary Boggs
mboggs@nwtncap.org

Carroll County Service Center
13355 Paris St.
Huntingdon, TN 38344
(731) 209-4458
Amber Gilmer
agilmer@nwtncap.org

Crockett County Service Center
151 Conley Road / P.O. Box 326
Alamo, TN 38001
(731) 696-2871
Theresa Powell
tpowell@nwtncap.org

Dyer County Service Center
1400 Hornbrook Street / P.O. Box 911
Dyersburg, TN 38024
(731) 285-5556
Sylvia Harris
sharris@nwtncap.org

Gibson County Service Center
312 North College Street
Trenton, TN 38382
(731) 855-2035
Henrietta Finch
hfinch@nwtncap.org

Henry County Service Center
55 Jones Bend Road
Paris, TN 38242-0114
(731) 642-3132
April Perry
aperry@nwtncap.org

Lake County Service Center
203 South Court Street
Tiptonville, TN 38079
(731) 253-7632
Bettie Leonard
bleonard@nwtncap.org

Obion County Service Center
1015 E. College Street W.
Union City, TN 38261
(731) 885-0462
Sarah Kay
skay@nwtncap.org

Weakley County Service Center
231 S. Wilson Street
Dresden, TN 38225
(731) 364-2272
Shirley Hawks
shawks@nwtncap.org

M/MTA/END 2010 2011

ATTACHMENT A:

MEMORANDUM OF UNDERSTANDING
Between Tennessee Career Center System/American Job Center Partnering Agencies
And
Northwest Tennessee Workforce Board

Partner Agency Name: Workforce Essentials, Inc.

Physical Address: 110 Main Street, Clarksville, TN 37040

(Address where services are available)

Mailing Address: same

(If different from Physical Address)

Agency Telephone Number: 931-551-9110

Agency Fax Number: 931-551-9026

Referral Contact Name: *See attached list*

Referral Email Address:

Signatory Authority Name/Title: Marla W. Rye/ President

Signatory Authority Email Address: mrye@workforceessentials.com

Signature: *Marla W. Rye*

Date: *3/26/14*

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Customer assessments:

Training & employment services offered: Workforce Essentials, Inc. is contracted by Department of Human Services to provide Employment and Case Management Services to Families First Clients.

Support services offered: Job Search and Job Readiness Assistance, Community service placement, work experiences, unsubsidized Employment and follow up.

Other information: Clients are referred to WEI by referral from DHS.

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered – either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

Check each county your agency serves and means of service.			Hours of Operation & Comments
<input checked="" type="checkbox"/> Benton	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	M-F, 8 AM- 4:30 PM
<input checked="" type="checkbox"/> Carroll	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	M-F, 8 AM- 4:30 PM, Comprehensive Center in Huntingdon
<input checked="" type="checkbox"/> Crockett	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	M-F, 8 AM- 4:30 PM
<input checked="" type="checkbox"/> Dyer	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	M-F, 8 AM- 4:30 PM, 1079 Vendall Road in Dyersburg
<input checked="" type="checkbox"/> Gibson	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	M-F, 8 AM- 4:30 PM
<input checked="" type="checkbox"/> Henry	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	M-F, 8 AM- 4:30 PM
<input checked="" type="checkbox"/> Lake	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	M-F, 8 AM- 4:30 PM
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<input checked="" type="checkbox"/> Obion	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	M-F, 8 AM- 4:30 PM
<input checked="" type="checkbox"/> Tipton	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	M-F, 8 AM- 4:30 PM
<input checked="" type="checkbox"/> Weakley	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	M-F, 8 AM- 4:30 PM

County	Employee	Address	City	State	Zip	Phone Number	Fax Number	Email Address
Benton	Rosemary Warren	60 North Church Avenue	Camden	TN	38320	731-584-2866	731-584-9284	rwarren@workforcessentials.com
Carroll	Anna Caswell	470 Mustang Drive	Huntingdon	TN	38344	731-986-4591	731-986-0851	Acaswell@workforcessentials.com
Cheatham	Carla Kemp	202 North Main St., Unit 4	Ashland City	TN	37015	615-792-2520	615-792-3509	ckemp@workforcessentials.com
Chester	Jessica Jones-Young	525 North Church Avenue	Henderson	TN	38340	731-695-1031	731-989-0422	jyoung@workforcessentials.com
Crockett	Dee Leah Sullenger	331 South Bells Street	Alamo	TN	38001	731-696-2530	731-696-3102	dsullenger@workforcessentials.com
Decatur	Larissa Boyd	669 W. Main Street	Decaturville	TN	38329	731-952-2981	731-852-4612	lboyd@workforcessentials.com
Dickson	Stephanie Farmer	250 Beasley Drive	Dickson	TN	37055	615-446-0229	615-446-9579	sfarmer@workforcessentials.com
Dyer	Felicia Smith	1079 Vendall Road	Dyersburg	TN	38024	731-286-2740	731-286-2391	fsmith@workforcessentials.com
Fayette	Dorothy Newble	120 East Court Square, Suite 103	Somerville	TN	38068	901-466-9111	901-465-3666	dnewble@workforcessentials.com
Gibson	Dee Leah Sullenger	1593 Coleman Drive	Humboldt	TN	38343	731-784-5221	731-784-9522	dsullenger@workforcessentials.com
Hardeman	Dorothy Newble	602 Suite A Tennessee Street	Bolivar	TN	38008	731-658-6527	731-659-2148	dnewble@workforcessentials.com
Hardin	Sally Burnham	1080 Wayne Road	Savannah	TN	38372	731-925-5095	731-925-6408	sburnham@workforcessentials.com
Haywood	Shirley Russell	140 South Wilson	Brownsville	TN	38012	731-772-3681	731-779-2434	srussell@workforcessentials.com
Henderson	Larissa Boyd	37 College Drive	Lexington	TN	38351	731-968-3653	731-968-6164	lboyd@workforcessentials.com
Henry	Barbara Hamilton	55 Jones Bend Road Extended, Ste. 24	Paris	TN	38242	731-644-1766	731-641-1164	bhamilton@workforcessentials.com
Hickman	Michele Belanger-Seif	108 Progress Center Plaza, Suite 101	Centerville	TN	37033	931-729-4212	931-729-9868	mseif@workforcessentials.com
Houston	Rosemary Warren	155 Front Street	Erin	TN	37061	931-289-4127	931-288-4328	rwarren@workforcessentials.com
Humphreys	Shella Gilliland	711 Holly Lane	Waverly	TN	37185	931-296-5872	931-296-1546	rwarren@workforcessentials.com
Lake	Shella Gilliland	217 Church Street, Ste. B	Tiptonville	TN	38079	731-253-8171	731-253-3852	sgilliland@workforcessentials.com
Lauderdale	Aretha Haynes	301-C Lake Drive	Ripley	TN	38063	731-221-1012	731-221-1759	ahaynes@workforcessentials.com
Lawrence	Laura Cox	702 Main Avenue	Lawrenceburg	TN	38464	931-762-8705	931-762-4542	lcox@workforcessentials.com
Lewis	Michele Belanger-Seif	25 Smith Avenue	Hohenwald	TN	38462	931-796-3747	931-796-9997	mseif@workforcessentials.com
Madison	Erica Sumner	1124 Whitehall Street, Suite 201-A	Jackson	TN	38301	731-422-2666	731-422-2669	eumner@workforcessentials.com
Maury	Valeria Duke	119 Nashville Highway, Ste. 106	Columbia	TN	38401	931-490-3800	931-490-3880	vduke@workforcessentials.com
McNairy	Jessica Jones-Young	145 South Y Square	Selmer	TN	38375	731-695-1031	731-645-5739	jyoung@workforcessentials.com
Montgomery	Amber Apolinar	350 Pageant Lane Ste. 406	Clarksville	TN	37040	931-648-5532	931-551-9108	apolinar@workforcessentials.com
Obion	Shella Gilliland	204 South Second Street	Union City	TN	38261	731-884-3968	731-698-0017	sgilliland@workforcessentials.com
Perry	Michele Belanger-Seif	113 Factory Street	Linden	TN	37086	931-589-2193	931-589-3641	mseif@workforcessentials.com
Robertson	Alicia Pittman	299 10th Avenue East	Springfield	TN	37172	615-384-1097	615-384-4318	apittman@workforcessentials.com
Stewart	Donna Shannon	1356 Donelson Parkway	Dover	TN	37058	931-232-5035	931-232-9574	dshannon@workforcessentials.com
Tipton	Shella Keaton	877-C Highway 51 North	Covington	TN	38019	901-476-5570	901-476-1598	skeaton@workforcessentials.com
Wayne	Laura Cox	536-A Highway 64 East	Waynesboro	TN	38485	931-722-3431	931-762-4542	lcox@workforcessentials.com
Weakley	Donna Ayers	135 S. Poplar Street	Dresden	TN	38225	731-364-2554	731-364-0107	dayers@workforcessentials.com
Williamson	Cathy Dennis	225 Noah Drive, Ste. 360	Franklin	TN	37064	615-790-3311	615-790-5520	cdennis@workforcessentials.com

ATTACHMENT A:

MEMORANDUM OF UNDERSTANDING Between Tennessee Career Center System/American Job Center Partnering Agencies And Northwest Tennessee Workforce Board

Partner Agency Name: Arbor E&T, LLC d/b/a ResCare Workforce Services

Physical Address: 3523 Lamar Ave, Second Floor, Memphis TN 38118

(Address where services are available)

Mailing Address: same as above

(If different from Physical Address)

Agency Telephone Number: (901)746-8631

Agency Fax Number: (901)907-0491

Referral Contact Name: Kevin Mahon

Referral Email Address: kevinmahon@rescare.com

Signatory Authority Name/Title: Michael Hough, Operations Officer

Signatory Authority Email Address: mike.hough@rescare.com

Signature:

Date:

3/24/14

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Customer assessments:

Training & employment services offered: contracted by Department of Human Services to provide Employment and Case Management Services to Families First Clients.

Support services offered: Job Search and Job Readiness Assistance, Community service placement, work experiences, unsubsidized Employment and follow up.

Other information: Clients are referred from DHS.

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered – either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

Check each county your agency serves and means of service.			Hours of Operation & Comments
<input checked="" type="checkbox"/> Benton	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	M-F, 8 AM- 4:30 PM
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<input checked="" type="checkbox"/> Weakley	<input checked="" type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	M-F, 8 AM- 4:30 PM

ATTACHMENT A:

**MEMORANDUM OF UNDERSTANDING
Between Tennessee Career Center System/American Job Center Partnering Agencies
And
Northwest Tennessee Workforce Board**

Partner Agency Name: Retired Senior Volunteer Program

Physical Address: 1400 Harnbrook

(Address where services are available)

Mailing Address: PMB 573 710 HWY 51 Bypass, Dyersburg, TN 38024

(If different from Physical Address)

Agency Telephone Number: 731-286-7829

Agency Fax Number: 731-286-6886

Referral Contact Name: Carolyn Finley

Referral Email Address: 731-286-7829

Signatory Authority Name/Title: Carolyn Finley, Director

Signatory Authority Email Address: dcrsvp@co.dyer.tn.us

Signature: *Carolyn Finley* **Date:** 3/31/14

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Training & employment services offered: Programs open to all seniors age 55 and older. Volunteers receive pre-service orientation, training from organizations they serve and supplemental insurance while on duty.

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered – either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

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<input type="checkbox"/> Carroll	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Crockett	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
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<input type="checkbox"/> Lauderdale	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Obion	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Tipton	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	
<input type="checkbox"/> Weakley	<input type="checkbox"/> In Career Center	<input type="checkbox"/> By Referral	

ATTACHMENT A:

MEMORANDUM OF UNDERSTANDING Between Tennessee Career Center System/American Job Center Partnering Agencies And Northwest Tennessee Workforce Board

Partner Agency Name: Northwest Tennessee Development District

Physical Address: 124 Weldon Drive, Martin, TN 38237

(Address where services are available)

Mailing Address: same

(If different from Physical Address)

Agency Telephone Number: 731-587-4213

Agency Fax Number: 731-587-4587

Referral Contact Name:

Referral Email Address:

Signatory Authority Name/Title: John A. Bucy/ Executive Director

Signatory Authority Email Address: john.bucy@nwtdd.org

Signature: 

Date:

18 MAR 14

By signing this Memorandum of Understanding, you agree to fully participate in a referral partnership with the Tennessee Career Center System/American Job Center.

In the box below, please describe the employment and training services your agency provides to job seekers and/or employers. At a minimum, include assessments, services and support offered. This box can be customized to fit your service needs.

Customer assessments:

Training & employment services offered:

Support services offered:

Other information: NWTDD concerns itself with the total social economic and environmental well-being of the area; NWTDD implements the emergency repair for the elderly housing program in a nine county region and has other housing initiative available.

Referrals between agencies will occur by utilizing a referral form and/or by informal communication means such as telephone, email, fax and/or agency flyer.

Double click the boxes below to check those counties in which the services listed above are available and then double click/check by what means the services are delivered – either on location in a Career Center or by referral to your Agency. (Note: When typing in the boxes, they will expand to include all of your comments.)

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<input checked="" type="checkbox"/> Weakley	<input type="checkbox"/> In Career Center	<input checked="" type="checkbox"/> By Referral	

Local Workforce Development Area 12 Regional Assessment



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Regional Assessment and Sector Strategies	2
Employer Engagement and Services.....	4
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Regional Assessment and Sector Strategies

As part of the planning process, LWDA 12 conducted a local planning session with key stakeholders in the local and regional area. Prior to the session, stakeholders were asked to complete a brief survey regarding the perceived mission, vision, priorities, and goals for the LWDBs. The information was gathered by Thomas P. Miller & Associates, convener of the planning session, to shape the discussions of the session. Participants explored the role of the LWDB in strategic planning, reviewed demographic and labor market information for the area, developed draft mission and vision statements, identified strategic priorities, and discussed next steps and future goal development. The data profile of key labor market information for LWDA 12 provided by Thomas P. Miller & Associates is included below as Attachment A.

Furthermore, the [Economic Analysis of West TN](#), published in June 2015 by Economic Modeling Systems, Inc. (EMSI), outlines the economy of the twenty-one counties in the West TN region with geographic breakouts of specific metropolitan areas within the region, and comparisons with the two other Grand Divisions of TN. A thorough review of the regional economy and discussions with key stakeholders in both the public and private sectors resulted in the determination that the three largest industry sectors in West TN, with a combined 315,069 jobs, are Government, Health Care & Social Assistance, and Retail Trade. Together these sectors constituted 34% of the total regional employment in 2014. While significant growth is also expected in the industries of Administrative & Support & Waste Management & Remediation Services (+24,244 jobs), Other Services (+14,888 jobs), and Finance & Insurance (+8,708 jobs), the majority of these jobs are in low wage industries.

Location quotients (LQs) comparing the concentration of employment in a given industry in a region against the concentration across the nation are high in West TN in the sectors of Transportation & Warehousing (2.16), Administrative & Support & Waste Management & Remediation Services (1.44), Other Services, Except Public Administration (1.36), and Wholesale Trade (1.17), making these sectors also key to the region's economy. However, most of the region's strengths in terms of LQs, outside of Transportation & Warehousing, are in fields that are relatively low-skill and low wage. While the Manufacturing LQ is relatively low in the Memphis MSA (0.86), it is high in both the Jackson MSA and All Other Rural Counties (1.72 and 1.93, respectively).

Despite the fact that many manufacturing jobs have been lost in the region, the [Economic Analysis of West TN](#) revealed that 11% of the regional economy is still comprised of manufacturing related jobs and should be promoted as a legitimate career pathway. While not high in the ranking of jobs in Memphis, manufacturing ranks in the top three for both the Jackson MSA as well as the non-metropolitan counties of West TN. The tendency for Manufacturing and Transportation & Distribution sectors to co-locate within metropolitan areas, due to production industries requiring transportation industries to store and ship their products to wholesalers and retailers, also adds to the value of the industry in West TN. An undersupply of workers to support this industry has been revealed by both employers in the field and EMSI's gap analysis, indicating a need to educate the labor force and overcome the stigma of manufacturing as a dirty, dangerous career choice. One such tactic considered as a best practice includes encouraging high schools and local employers to participate in "Manufacturing Days" in order to expose young people to careers in manufacturing.

In looking at key occupation groups in West TN for 2014 to 2024, the analysis indicated the largest occupation group in the region to be office and administrative support occupations with 120,319 jobs. Sales and related occupations ranked second with 109,938 jobs while transportation and material moving ranked third with 92,941 jobs. Unfortunately, none of the top three occupation groups are the

highest paying. Healthcare practitioners and technical workers, management, and business and financial operations are the highest paying industries that offer 500 or more annual openings in the region. Across all sectors, 73% of the jobs are found in the Memphis MSA, with higher concentrations in transportation and material moving, and computers and mathematical. The Jackson MSA comprises 9% of all jobs in the region with more concentration in healthcare and technical occupations and production occupations. The rural regions comprise 18% of all regional jobs with heavy concentration in manufacturing at 25% of all regional employment.

Thorough analysis of the labor market data and discussions with key stakeholders have resulted in the identification of in-demand sectors in the region on which to focus workforce development efforts in order to address the middle-skills gap and meet the needs of employers: (1) Healthcare; (2) Transportation and Logistics; (3) Advanced Manufacturing; and (4) Business Services, with a particular emphasis on Information Technology. Emerging industries within these sectors to receive special attention include internet-based small businesses, call centers, food manufacturing, medical device manufacturing, and manufacturing technology such as lasers and robotics. Additionally, in much of the region agriculture is considered a mature yet relevant and in-demand field. The LWDAs in West TN strive to engage businesses within these industry sectors in workforce development efforts to fill the in-demand occupations as listed below.

Top Three In-Demand, Middle-Skill Level* Occupations in West TN by Industry Sector

Sector	Occupation	2016 Jobs	2021 Jobs	Change	Typical Entry Level Education	Median Hourly Wage
Healthcare	Registered Nurses	12,281	13,480	1,199	Bachelor's Degree	\$28.21
	Nursing Assistants	6,501	7,118	617	Postsecondary (PS) Non-Degree Award	\$11.03
	Licensed Practical and Vocational Nurses	4,319	4,647	328	PS Non-Degree Award	\$18.06
Transportation & Warehousing	Heavy and Tractor-Trailer Truck Drivers	13,881	14,107	226	PS Non-Degree Award	\$18.73
	Business Operations Specialists, All Other	106	113	7	Bachelor's Degree	\$28.60
	Logisticians	99	103	4	Bachelor's Degree	\$28.53
Manufacturing	Biomedical Engineers	63	91	28	Bachelor's Degree	\$37.89
	Market Research Analysts and Marketing Specialists	169	185	16	Bachelor's Degree	\$25.19
	Sales Representatives (Wholesale and Manufacturing, Technical & Scientific Products)	311	317	6	Bachelor's Degree	\$32.32
Business Services – Professional, Scientific, and Technical Services	Civil Engineers	1,013	1,290	277	Bachelor's Degree	\$39.90
	Accountants and Auditors	2,405	2,567	162	Bachelor's Degree	\$26.61
	Software Developers, Applications	482	552	70	Bachelor's Degree	\$36.55

**Occupations include those requiring no work experience and a minimum of a postsecondary non-degree award and a maximum of a Bachelor's degree. Source: Economic Modeling Systems, Inc. (EMSI)*

Employer Engagement and Services

In following the Governor's Jobs and Economic Development Goal and Objectives, employers are considered the primary customer of the workforce system. Understanding and meeting the needs of employers is given the utmost importance and is achieved through a collaboration of partners serving on the Business Services Team. Team members represent various AJC partners such as Labor Exchange, Veterans Programs, Trade Act, Re-Employment Services, Unemployment Insurance, Economic Development, and Temporary Assistance for Needy Families, Vocational Rehabilitation, and staff to the LWDB. 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, such as the National Career Readiness Certificate™ (NCRC), WorkKeys® Job Profiling, Incumbent Worker Training, On-the-Job Training opportunities, Employer/Education partnerships, apprenticeships, job order placement through Jobs4TN online, applicant screening, and facilitation of job fairs.

To understand and meet the needs of employers, Business Services Team members connect with area employers by participating in regional economic development groups comprised of training providers, Chambers of Commerce, plant managers, and economic developers to determine high-growth jobs and industries that are adding substantial jobs to the local economy. Business Services Team members and other AJC partner staff also utilize labor market information to identify and meet employer needs. For instance, according to the [Economic Analysis of West TN](#) there were 55,783 unemployed workers in West TN as of February 2015 and only 25,921 unique job postings. The simultaneous existence of both high unemployment and high job vacancies indicates the presence of a mismatch between the jobs available and the skills demanded in the region. Recognizing that data lags, Business Services Team members throughout the local areas in the West TN region utilize formal and / or informal employer surveys in order to better identify and meet the immediate and upcoming needs of area employers. It is the goal of the Regional Planning Council to develop a common survey to be used region-wide.

Careful consideration must also be given to both the education and skills needed for key occupations to ensure the workforce is prepared to meet the needs of area employers. The gap in the number of annual openings and the number of annual completers of corresponding training programs must be analyzed to determine if educational programs are producing too few, or too many, graduates to fill the openings for related occupations. In total, 26 occupations were found to have significant gaps of 10 or more, as noted in the [Economic Analysis of West TN](#), with the most number of gaps occurring at the postsecondary certificate level, typically among high turnover, low wage positions. In coordination with the Business Services Team, the Career Development Services Team strives to fill these gaps by ensuring participants' fields of study are in high growth mode according to research using current labor market information. Potential candidates for training must also show interest and aptitude aligned with targeted occupations and industries through the use of formal and informal assessments and evaluations of need.

While each position require a unique skillset, several skills are commonly needed across occupations. The TN WIOA Combined State Plan for 2016 – 2020 highlights the importance of the specific soft-skills of active listening, speaking, reading comprehension, critical thinking, and social perceptiveness. Combined, these skills are expected to relate to nearly two million employment opportunities. Furthermore, customer and personal service, English language, clerical, administration and management, and education and training were cited as the top five required knowledge categories for projected jobs through 2022. To address the soft-skills gap, the LWDAs in West TN will partner with various postsecondary and community agencies to ensure appropriate skills training is available,

preferably at the AJC via workshops, electronic courses, etc. Each LWDA will also continue to utilize mentoring and work experience opportunities to engage customers in real-world soft-skills training.

Addressing Employers' Needs

Being in the business of workforce development and involved directly with training partners, the AJCs and LWDBs must be ever mindful of employment trends in local areas and the region. During the planning process, administrative leadership in the region works with local education providers including TN Colleges of Applied Technology, Community Colleges, Universities, and private providers, economic developers, and key employers in those regional sectors that align with the Governor's Jobs4TN Sector Strategies plan. Through labor market data, strategy meetings, and other data gathering methods, West TN determines the regional jobs/occupations that fit into the high-growth, high-skill category, and then focuses training initiatives on those in-demand occupations. Based on this data, West TN focuses education and training on these sectors: Healthcare and Social Assistance, Business Services, including Information Technology, Transportation and Logistics, and Advanced Manufacturing. These sectors are shown to have positive job growth through labor market information provided by local employers, the TDLWD, and an economic analysis tool from EMSI.

In support of the Governor's Drive to 55 initiative to have 55% of Tennesseans earn a postsecondary credential by 2025, West TN's strategies to prepare workers for in-demand industry sectors and occupations, thus meeting the needs of local employers, include:

- (1) Approving in-demand training opportunities to be included on the statewide Eligible Training Provider List (ETPL) as WIOA fundable programs;
- (2) Encouraging all job seekers to consider these programs as career options by offering assessments, opportunities, and materials noting local employment opportunities;
- (3) Partnering with employers and high schools on career pathway opportunities in employer-driven training programs;
- (4) Considering options to partner with training providers and neighboring local workforce development areas to "buy" classes offered by training providers so that dislocated workers, adults, and disadvantaged youth have an opportunity to train in the high-demand occupation without a delay due to a waiting list;
- (5) Leveraging assets such as TN Promise, TN LEAP, and TN ReConnect in order to increase capacity and provide integrated services to increase skill development and educational attainment of area residents.

Education and training services offered throughout the region may include:

- Needs-Based Scholarships for Postsecondary Training
- Transportation Stipends for Postsecondary Training and Work Experience
- On-the-Job Training and Incumbent Worker Training Grants
- Apprenticeship Programs
- Job Profiling and National Career Readiness Certificate Testing

Needs-Based Scholarships, issued through Individual Training Accounts (ITAs) for postsecondary training, are managed in the AJCs by members of the Career Development Services Team. After a thorough assessment and verification that the training plan will lead to employability in an in-demand occupation, staff obligate funds, which is documented in Jobs4TN to allow fiscal staff and the LWDBs to have a clearer picture of funds available and projected expenditures for the program year. A priority of service policy is in place in each local area to ensure the most in need receive services first.

West TN is sensitive to the needs of employers and makes every effort to eliminate skills gaps of job applicants. When ITAs are not appropriate or do not fully address the skills needs of a specific employer, Business Services Team members may authorize On-the-Job Training reimbursement for new hires with experience below the O*Net Specific Vocational Preparation level. Additionally, if a lack of sufficient providers or programs to meet training needs is identified (i.e. a large layoff resulting in extensive waiting lists for training), a “buy-out” class may be authorized. In order to maximize efficiency and effectiveness in addressing the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers, West TN utilizes groups of subject matter experts (SMEs), such as standing and / or ad hoc committees of the LWDBs, or employer-driven councils, boards, and / or groups. Such groups may include the Greater Memphis Medical Device Council, Steel Fabricators Council, Process Technology Talent Council, Commercial Driver’s License Talent Council, Public Service Technician / Blue Path Pathway Program, and various industrial boards. These groups of SMEs, comprised of board members, as well as community members, with expertise in the subject matter, provide vital information and guidance to the LWDB and its staff.

The Business Services Team assists in identifying and meeting the needs of employers in existing and emerging industries and occupations by building relationships through local and regional initiatives, identifying means of addressing human resources needs, promoting and facilitating the use of AJC services such as the National Career Readiness Certificate (NCRC), Job Profiling, On-the-Job Training grants, customized training opportunities, and the availability of Incumbent Worker Training grants. The NCRC credential has been utilized as part of efforts to increase training opportunities with employers. The NCRC and job profiling provide a two-part program that benefits both business/industry and job seekers. Other services provided to new and prospective companies by the Business Services Team and American Job Center Partners include:

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

In West TN, several staff members serve as authorized WorkKeys Job Profilers and are available to profile entry-level or high turn-over jobs within local companies throughout West TN. The companies

can then require job applicants to earn the specific level on the NCRC exam that the profiler recommended for the job. This win-win situation creates a “best-fit” for both the employer and job seeker. To date, jobs have been profiled in various industries from food packaging to automotive steering systems to heating and air conditioning unit manufacturing. The program is growing and employers in the healthcare, advanced manufacturing, and business service industries are seeking applicants that have earned this work-based credential. Given the value of these services, the West TN region will continue to collaborate and make coordinated efforts to seek and obtain grant funding, as a region when possible, in order to sustain and enhance employer services.

Additionally, the abundance of job seekers earning a NCRC also serves as an economic development tool for the local area and the TDLWD. Since the NCRC system is being utilized in most states, prospective industries can compare one state to another with a standardized measurement tool. The Northwest Economic Development District uses the NCRC as a positive economic development tool in competing for jobs on a national stage. West TN has also taken advantage of the ACT® Work Ready Communities (ACT WRC) program to market the region to potential business and industry. ACT WRC is a workforce system designed to assist sites and regions in developing their workforce pipeline to provide skilled workers for employers. The WRC framework allows each participating community to quantify and improve the skill levels of its workforce through a standardized workforce skill credential, the NCRC, and a robust data infrastructure that help measure, identify, and close existing skill gaps.

The key components of certification are: (1) Encouraging residents to earn a NCRC; and (2) Building employer recognition and support for the initiative by encouraging new hires, incumbent workers, and the emerging workforce to earn the NCRC. An article entitled, “Make it Less Murky-Workforce Credentials are the New Currency of Site Location Success,” published in the January 2016 edition of *Site Selection Magazine*, listed the NCRC as one of three measures in ranking states on preparing their workforce for current and future employment. This certification will allow the region to demonstrate to prospective industries that the West TN workforce is prepared to meet employers’ needs. Members of the Business Services Team also coordinate with economic development partners to provide labor market information to prospective industries. This data helps to further advocate the northwest TN workforce for potential employers.

Key Labor Market Information (Data Profile) for Northwest TN Workforce Board (LWDA 12)

The Northwest Tennessee Workforce Board (LWDA 12) includes 11 counties. The data profile summarizes the current population, industry, and occupational information for this region (Area) with special emphasis on 2015 data and changes predicted over the next decade (2015-2026), based on EMSI's 2016 Q1 dataset.

Total Population Change

The Area's total population is expected to decrease 1% from 2015-2026. Tennessee and the United States are each predicted to grow by 4% over this same time period.

Region	2015 Population	2026 Population	2015-2026 Area	
			# Net Change	%
LWDA 12	340,663	337,920	-2,713	-1%
Tennessee	6,596,884	6,862,202	265,318	4%
United States	321,252,743	334,302,476	13,049,733	4%

Population Shifts by Age

Over the next decade, the Area is expected to experience the most gains in adults nearing or already in retirement (age 60+). Key losses include young and working age adults between 15 and 39 years old, as well as more experienced working age adults between 40 and 59.

LWDA 12 Shifts, By Age Cohort	Age Range	2015 Population	2015-2026	
			# Change	%
Major Gains	60 and up	80,516	12,809	16%
Key Losses	40 to 59	91,247	- 10,775	- 12%
	15 to 39	105,291	-4,093	-4%

Population Shifts by Race/Ethnicity

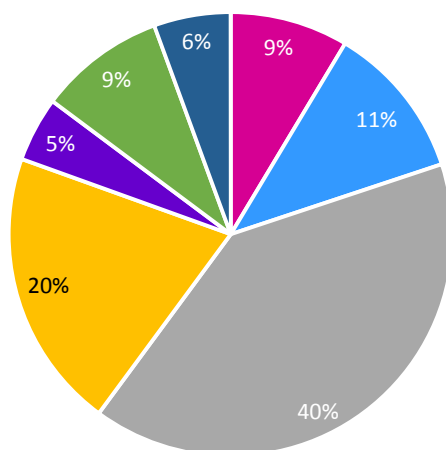
The Area is currently 79% White (Non-Hispanic) and this demographic is expected to decrease by 2% over the next decade. In addition, the Area is currently 15% black. This demographic is also expected to decrease by 1%. Hispanic, Asian, and those identifying with more than one race will see gains, with 10%, 18%, and 15% growth from 2015, respectively.

LWDA 12 Shifts, by Race & Ethnicity	2015 Population	2015-2026	
		#	Change %
White	270,806	-4,952	-2%
Black	51,412	-277	-1%
Hispanic	8,484	839	10%
Two or More Races	5,584	854	15%
Asian	1,825	325	18%
American Indian or Alaskan Native	1,101	155	14%
Native Hawaiian or Pacific Islander	214	115	54%

Employment and Education

In 2016, there are 131,284 jobs in LWDA 12, including full-time, part-time, and self-employed workers. Jobs in area 12 have grown by 5.7% since 2011. As of 2016, there are 10,509 unemployed individuals in the Area.

Just over 40% of area 12 has a high school diploma. In addition, 20% of the area did not complete high school; while another 20% of the area earned at least an Associate's degree.



LWDA 12:
Educational Attainment

- < 9th Grade
- Some High School
- High School Diploma
- Some College
- Associate's Degree
- Bachelor's Degree
- Graduate Degree and Higher

Top and Growing Industries¹

Although Local Government tops the industry list for most jobs in 2025, Ambulatory Health Care Services and Administrative Support Services are expected to add the most jobs over the next decade. Restaurants and Other Eating Places, as well as Specialty Trade Contractors remain in the top five for both top and growing industries.

Top Industries in 2026	2015 Jobs	2026 Jobs	2015-2026 # Change %	
Local Government	16,377	16,825	448	3%
Food Services and Drinking Places	7,314	7,973	659	9%
Administrative and Support Services	6,219	7,623	1,404	22%
Ambulatory Health Care Services	5,302	6,817	1,515	29%
Specialty Trade Contractors	4,264	5,537	1,273	30%

Growing Industries 2015 - 2026	2015 Jobs	2026 Jobs	2015-2026 # Change %	
Ambulatory Health Care Services	5,302	6,817	1,515	29%
Administrative and Support Services	6,219	7,623	1,404	22%
Specialty Trade Contractors	4,264	5,537	1,273	30%
Food Services and Drinking Places	7,314	7,973	659	9%
Securities, Commodity Contracts, and Other Financial Investments	1,334	1,898	564	42%

¹ NAICS code, 4-Digit. Top refers to the largest # employed (jobs) in 2025. Growing reflects the largest # change.

	Title I Adult and Dislocated Worker Services www.northwestnccareercenter.org/	Title I Youth Services www.northwestnccareercenter.org/	Title II Adult Education and Family Literacy www.tn.gov/workforce/article/about-ae	Title III Wagner Peyser www.Jobs4TN.gov; www.tn.gov/workforce/	Title IV Vocational Rehabilitation www.tennessee.gov/human-services/topic/vocational-rehabilitation	Temporary Assistance for Needy Families www.workforceessentials.com	Title V Older Americans Act / Senior Community Service Employment www.tn.gov/workforce/topic/senior-work-experience-program	Career & Technical Education Programs (Carl D. Perkins Act) www.tbr.edu/institutions/our-institutions	Trade Adjustment Assistance www.tn.gov/workforce/article/trade-related-layoffs	Veterans Employment Services - Jobs for Veterans State Grant www.tn.gov/workforce/topic/job-placement-for-veteran	Community Services Block Grant www.nwcommunityaction.org/community-services www.deltahra.org	Unemployment Insurance www.tn.gov/workforce/section/unemployment; www.Jobs4TN.gov	Migrant & Seasonal Farmworker Program www.tnoppportunityprograms.org/	Job Corps www.jobcorps.gov/home.aspx	Native American Programs www.naiatn.org
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Section A. One-Stop Design, Page C-14: Describe how the partnerships function at the site and with other required partners from postcondary Career and Technical Education (Perkins Act), CSBG, HUD, Job Coprs, National Farmworkers Jobs Program, Re-entry programs, SCSEP, TAA, UI, VETS, SNAP E&T, etc.

	Title I Adult and Dislocated Worker Services www.northwestnccareercenter.org/	Title I Youth Services www.northwestnccareercenter.org/	Title II Adult Education and Family Literacy www.tn.gov/workforce/article/about-ae	Title III Wagner Peyser www.Jobs4TN.gov; www.tn.gov/workforce/	Title IV Vocational Rehabilitation www.tennessee.gov/human-services/topic/vocational-rehabilitation	Temporary Assistance for Needy Families www.workforceessentials.com	Title V Older Americans Act / Senior Community Service Employment www.tn.gov/workforce/topic/senior-work-experience-program	Career & Technical Education Programs (Carl D. Perkins Act) www.tbr.edu/institutions/our-institutions	Trade Adjustment Assistance www.tn.gov/workforce/article/trade-related-layoffs	Veterans Employment Services - Jobs for Veterans State Grant www.tn.gov/workforce/topic/job-placement-for-veteran	Community Services Block Grant www.nwcommunityaction.org/community-services www.deltahra.org	Unemployment Insurance www.tn.gov/workforce/section/unemployment; www.Jobs4TN.gov	Migrant & Seasonal Farmworker Program www.tnoppportunityprograms.org/	Job Corps www.jobcorps.gov/home.aspx	Native American Programs www.naiatn.org
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Core Partners
Onsite Parter

Housing & Urban Development Employment & Training: no specic services in LWDA 12

Second Chance Act of 2007: no programs in LWDA 12 per https://www.bja.gov/ProgramDetails.aspx?Program_ID=90#horizontalTab1

Economic & Community Development: Gwyn Fisher - Gwyn.Fisher@tn.gov; Blake Swaggart - Blake.Swaggart@tn.gov

Welcome Function

Evaluation of Service Needs

Section A. One-Stop
Design, Page C-10: Include
a detailed diagram of
customer flow, services
available, assessment and
referrals.

Basic Career Services

- Initial Assessment of Skills
- Labor Exchange Services
- Labor Market Information
- Outreach, Intake & Orientation
- Performance Data
- Referral and Coordination
- Unemployment Assistance
- Eligibility Determination
- Financial Aid Assistance
- Translation Services

Individualized Career Services

- Register in Jobs4TN.gov
- Comprehensive and Specialized Assessment
- Individual Counseling
- Career / Vocational Counseling
- Development of IEP
- Workforce Preparation Activities
- Short –Term Pre-Employment Vocational Services

Training Services

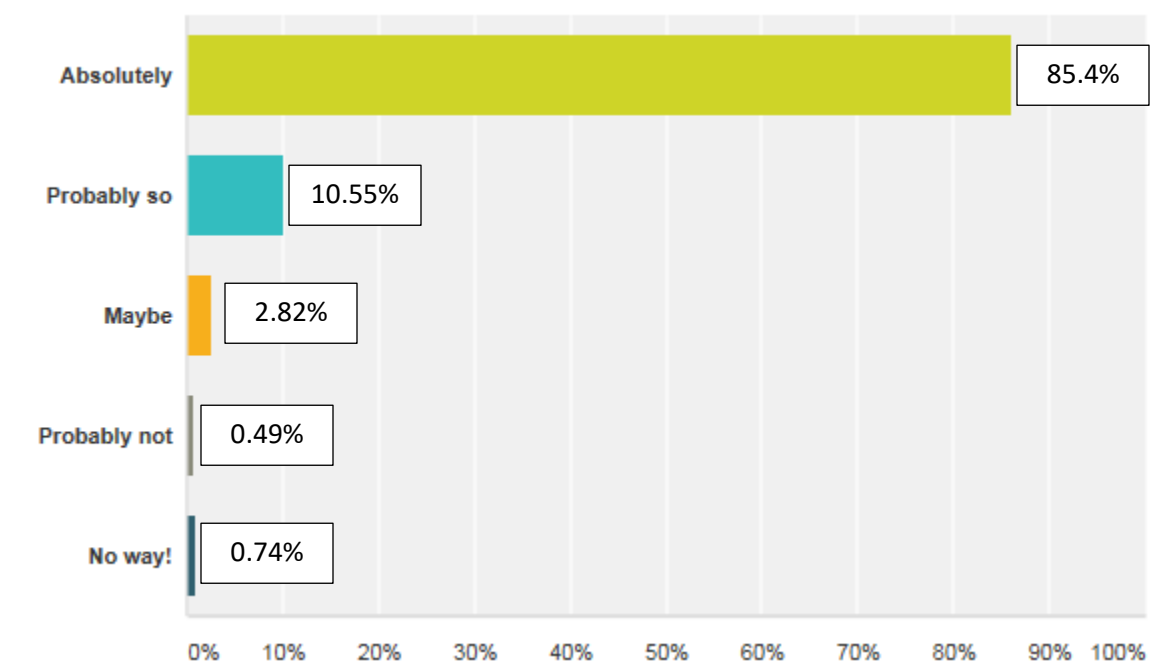
- Individualized Training Account
- Work Based Learning (OJT, In-cumbent Worker or Apprenticeship)
- Job Clubs
- Financial Literacy
- Out of Area Job Search and Relocation Assistance
- English Language Acquisition
- Related Support Services

Follow-Up Services

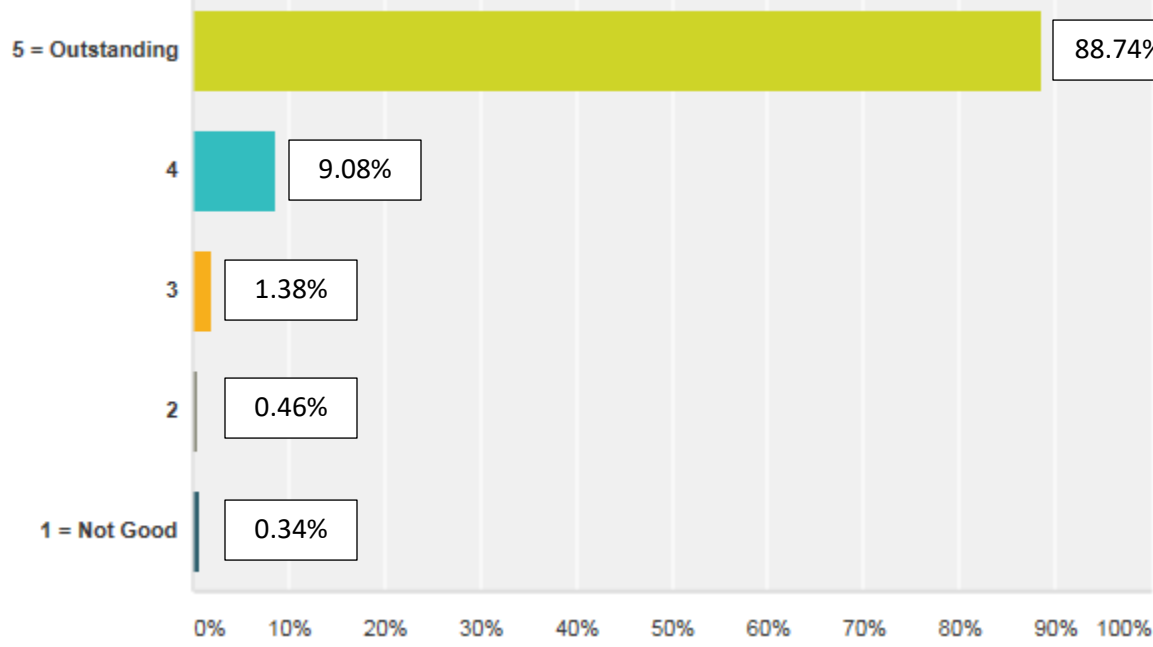
Section A. One-Stop Design, Page C-13: Describe how the voice of the customer is listened to and how your site incorporatates both job seeker and business customer feedback as part of the continuous quality improvement? How are the voices of populations with barriers heard and brought to the table when designing services and facilities? How do you inform customers of how their feedback was reviewed and any action taken from their feedback? What metrics are used to show improvement and success? Please list any best practices to highlight and share for continuous improvement.

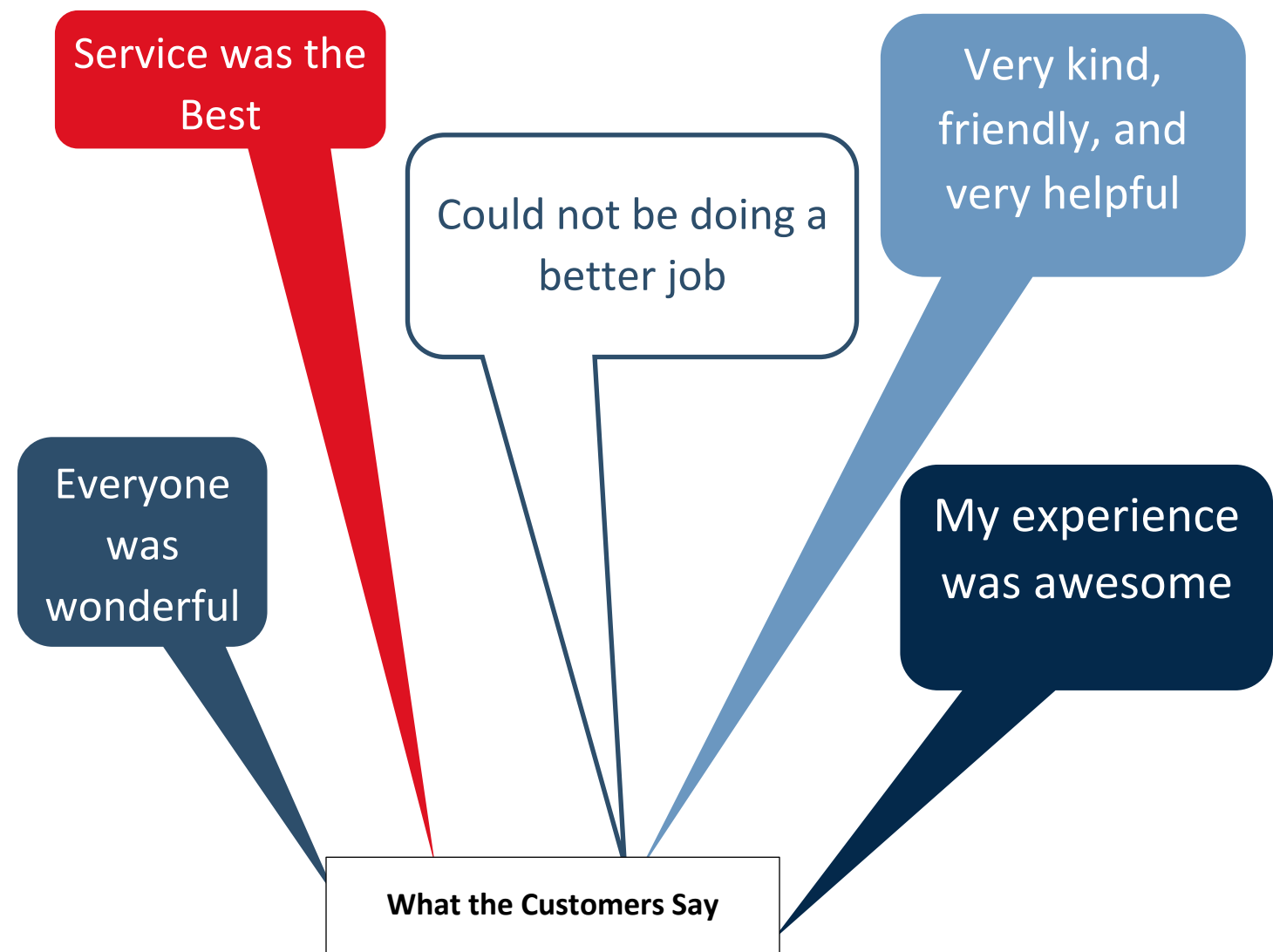
The American Job Centers in Northwest Tennessee value our customers’ feedback and strive for all customers to be fully satisfied with the services they receive. Between July 1st and September 30th of 2016, over 800 customers completed an American Job Center survey. **Over 85% of respondents indicated that if they owned a business, they would “Absolutely” hire the person who assisted them, while nearly 89% rated their visit as “Outstanding.”** Check out the full results below!

If you owned a business, would you hire the person who assisted you today?



Please rank the quality of your visit today.





West Tennessee

Transitional Regional Plan

Local Workforce Development Areas 11, 12, and 13



Open for Public Comment January 23, 2017 – February 21, 2017

Submit comments or questions in writing to:

Northwest Tennessee Workforce Board

Attn: Jennifer Bane—Regional Plan

313 West Cedar Street

Dyersburg, TN 38024

jbane@nwtntworks.org

Any comments received in relation to the content of the draft transitional regional plan will be addressed within the plan prior to submission to the TN Department of Labor and Workforce Development (TDLWD). Development of local transitional plans will begin following the approval of the transitional regional plan.

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Index of Key Acronyms

ACRONYM	MEANING
AJC	American Job Center
ECD	Economic & Community Development
EMSI	Economic Modeling Systems, Inc. (Labor Market Information Database)
IWT	Incumbent Worker Training
LWDA	Local Workforce Development Area
LWDB	Local Workforce Development Board
NCRC	National Career Readiness Certificate
OJT	On-the-Job Training
RESEA	Re-Employment Services Eligibility Assessment
SCSEP	Senior Community Service Employment Program
SNAP	Supplemental Nutrition and Assistance Program
SNAP E&T	Supplemental Nutrition and Assistance Program Employment & Training
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TAA	Trade Adjustment Act
TANF	Temporary Assistance for Needy Families
TDLWD	Tennessee Department of Labor and Workforce Development
VOS	Virtual One-Stop (i.e. Jobs4TN)
WIOA	Workforce Innovation and Opportunity Act

West Tennessee Planning Region

The West Tennessee (TN) planning region is comprised of Local Workforce Development Areas (LWDAs) 11, 12, and 13 serving the following counties:

LWDA 11: Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Madison, and McNairy.

LWDA 12: Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Lauderdale, Obion, Tipton, and Weakley.

LWDA 13: Fayette and Shelby.

The Regional Planning Council for West TN is comprised of representatives of the core partner programs of the Workforce Innovation and Opportunity Act (WIOA), including Temporary Assistance for Needy Families (TANF), as well as representatives from the Local Workforce Development Boards (LWDBs), career and technical education, and economic development. The following individuals have been selected to serve on the Council:

LWDA 11

Jimmy Bell, Title I
April Brown, Title I
Stewart Stanfill, Title II*
Kristie Bennett, Title III*
Linda Randolph, Title IV*
Marla Rye, TANF**
Tracey Exum, ECD
Craig Butler, LWDB Chair
Horace Chase, Career and Technical Education

**Also serving LWDA 12.*

LWDA 12

Margaret Prater, Title I
Jennifer Bane, Title I
David Parrish, Title IV
Blake Swaggart, ECD
Jimmy Williamson, LWDB Chair
David Brewer, Career and Technical Education

***Also serving LWDAs 12 and 13.*

LWDA 13

Kevin Woods, Title I
Melanie Winfield, Title I
Ron Wade, Title II*
Darryl Causey, Title III
LaTroyal Williamson, Title IV
Eva Mosby, TANF
Gwyn Fisher, ECD*
Desi Franklin, LWDB Chair
Roland Rayner, Career and Technical Education

During the planning process, each LWDA in the planning region conducted a local planning session with key stakeholders in the local and regional area. Prior to the local planning session, stakeholders were asked to complete a brief survey regarding the perceived mission, vision, priorities, and goals for the LWDBs. The information was gathered by Thomas P. Miller & Associates, convener of the local and regional planning sessions, to shape the discussions of the sessions. During each local planning session, participants explored the role of the LWDB in strategic planning, reviewed demographic and labor market information for the area, developed draft mission and vision statements, identified strategic priorities, and discussed next steps and future goal development.

After each local session, the three LWDAs in the West TN region participated in a regional planning session on August 9, 2016. During this session, participants reviewed the draft mission and vision statements and strategic priorities from the local planning sessions, conducted an analysis of strengths, weaknesses, opportunities, and threats (SWOT), identified regional strategic priorities, discussed next steps and future goal development, and developed a regional vision statement for the region:

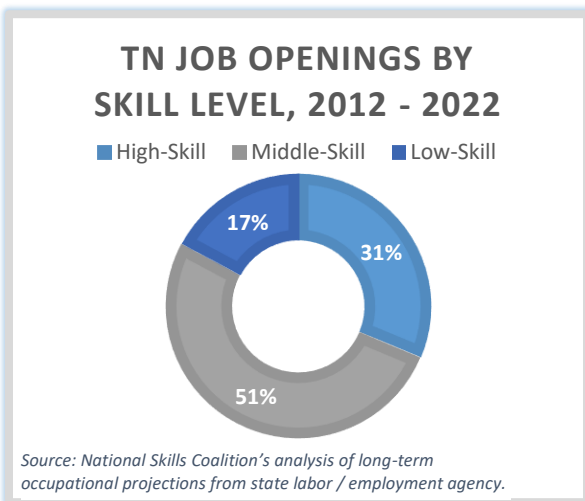
The Vision of the workforce boards in West Tennessee is to foster a region where skilled workers contribute to thriving businesses, economic growth, and a high quality of life.

Local Elected Officials, LWDB members, core and required partner programs, private business, postsecondary institutions, and economic development agencies, including Small Business Development Centers, Chambers, and Development Districts were invited to participate in the meetings. The information gathered during the local and regional planning sessions guided the Regional Planning council throughout the remainder of the regional planning process. The leadership of LWDAs 11, 12, and 13 met on November 2, 2016 to review the Transitional Regional Planning policy and develop a course of action to ensure the identified regional council met all requirements by the given deadlines. During the transitional regional planning process, stakeholders and the regional planning council met as listed below to develop the transitional regional plan:

Date	Meeting Description
7/26/2016	LWDA 12 Local Strategic Planning Session
7/28/2016	LWDA 11 Local Strategic Planning Session
7/29/2016	LWDA 13 Local Strategic Planning Session
8/9/2016	West TN Regional Strategic Planning Session
10/14/2016	Regional LWDA Directors met to discuss Policy 22 and next steps
11/2/2016	LWDAs 11, 12, and 13 Regional Planning Preparation Meeting
11/15/2016	Update LWDA 12 Board on Status of Region Plan Process and review progress to date
11/26/2016	Update LWDA 13 Board on Status of Region Plan Process and review progress to date
11/29/2016	Regional Planning Council Meeting
1/10/2017	Regional Planning Council Meeting
1/23/2017	Draft Regional Plan Published for 30 Day Public Comment Period (through 2/21/17)
1/25/2017	Update LWDA 13 Board on Status of Region Plan Process and review progress to date
1/26/2017	Update LWDA 11 Board on Status of Region Plan Process and review progress to date
2/21/2017	Regional Planning Council Meeting; End of 30 Day Public Comment Period
2/28/2017	Update LWDA 12 Board on Status of Region Plan Process and review progress to date

Labor Market and Economic Analysis

According to the National Skills Coalition, middle-skill jobs are key to TN's health, its infrastructure and its economic growth. Many of these jobs cannot be outsourced: from the care of our sick and elderly, to the repair of our computerized cars, to the running and maintenance of our factories' advanced machinery, to the construction of our nation's bridges and buildings. Middle-skill jobs can provide good wages and career paths for TN's, and specifically West TN's, workers, yet the National Skills Coalition's analysis of May 2012 Bureau of Labor Statistics Occupational



Employment Statistics by State and 2012 American Community Survey data revealed that while middle-skills jobs accounted for 58% of TN's labor market in 2012, only 47% of workers were trained to the middle-skill level. The role of middle-skill jobs in the TN labor market is expected to continue through 2022 as 51% of job openings are projected to be for middle-skill jobs.

To maintain a strong economy, TN must address its middle-skills gap by investing in a skilled workforce. To do this, West TN has prioritized its training resources to address the skills gaps in key industries in alignment with the TN Department of Economic & Community Development's strategy, which focuses business development efforts on ten key clusters in which the state has a competitive advantage:

- Advanced Manufacturing
- Aerospace & Defense
- Automotive
- Business Services
- Chemicals, Plastics, & Rubber
- Energy Technology
- Film, Music, and Entertainment
- Food & Agribusiness
- Healthcare & Medical Devices
- Transportation, Distribution, & Logistics

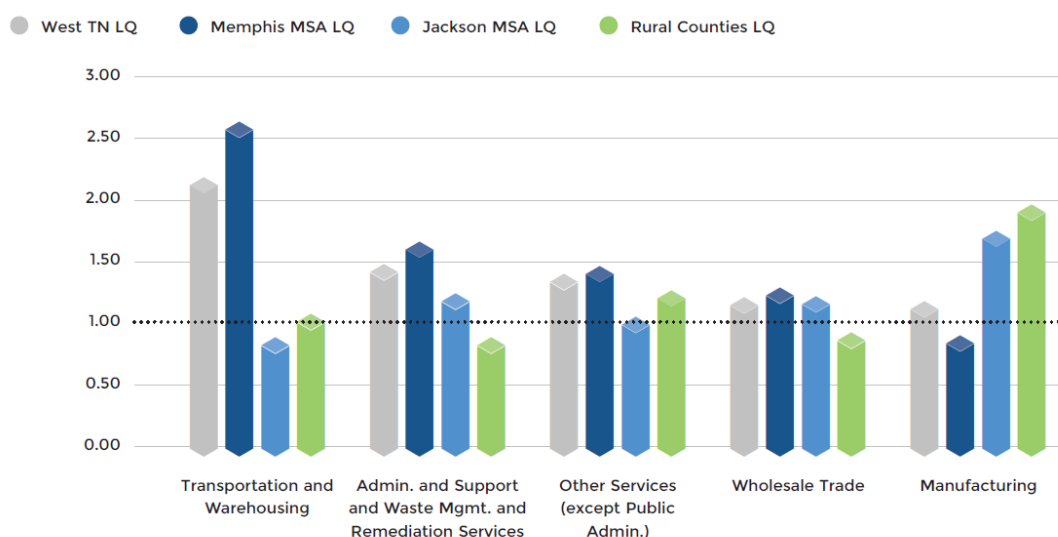
To follow the guiding principles of Demand Driven and Workforce Development = Economic Opportunity, the West TN region uses Labor Market Information (LMI) and other available data to drive decision making and to invest in initiatives that provide in-demand training and meet employers' needs. TDLWD recognizes that local economic situations may be different from statewide trends, and that the industry composition in a particular area determines the jobs in demand. Therefore, TDLWD supports the use of state and localized data to target jobs in demand and those declining.

The [Economic Analysis of West TN](#), published in June 2015 by Economic Modeling Systems, Inc. (EMSI), outlines the economy of the twenty-one counties in the West TN region with geographic breakouts of specific metropolitan areas within the region, and comparisons with the two other Grand Divisions of TN. A thorough review of the regional economy and discussions with key stakeholders in both the public and private sectors resulted in the determination that the three largest industry sectors in West TN, with a combined 315,069 jobs, are Government, Health Care & Social Assistance, and Retail Trade. Together these sectors constituted 34% of the total regional employment in 2014. While significant growth is also expected in the industries of Administrative & Support & Waste Management & Remediation Services (+24,244 jobs), Other Services (+14,888 jobs), and Finance & Insurance (+8,708 jobs), the majority of these jobs are in low wage industries.

Location quotients (LQs) comparing the concentration of employment in a given industry in a region against the concentration across the nation are high in West TN in the sectors of Transportation & Warehousing (2.16), Administrative & Support & Waste Management & Remediation Services (1.44), Other Services, Except Public Administration (1.36), and Wholesale Trade (1.17), making these sectors also key to the region's economy. However, most of the region's strengths in terms of LQs, outside of Transportation & Warehousing, are in fields that are relatively low-skill and low wage. While the Manufacturing LQ is relatively low in the Memphis MSA (0.86), it is high in both the Jackson MSA and All Other Rural Counties (1.72 and 1.93, respectively).

Despite the fact that many manufacturing jobs have been lost in the region, the [Economic Analysis of West TN](#) revealed that 11% of the regional economy is still comprised of manufacturing related jobs and should be promoted as a legitimate career pathway. While not high in the ranking of jobs in Memphis, manufacturing ranks in the top three for both the Jackson MSA as well as the non-metropolitan counties of West TN. The tendency for Manufacturing and Transportation & Distribution sectors to co-locate within metropolitan areas, due to production industries requiring transportation industries to store and ship their products to wholesalers and retailers, also adds to the value of the industry in West TN. An undersupply of workers to support this industry has been revealed by both employers in the field and EMSI's gap analysis, indicating a need to educate the labor force and overcome the stigma of manufacturing as a dirty, dangerous career choice. One such tactic to be considered as a best practice for replication throughout the region includes encouraging high schools and local employers to participate in "Manufacturing Days" in order to expose young people to careers in manufacturing.

Location Quotient Comparisons in West TN



Source: EMSI Complete Data 2014.4

In looking at key occupation groups in West TN for 2014 to 2024, the analysis indicated the largest occupation group in the region to be office and administrative support occupations with 120,319 jobs. Sales and related occupations ranked second with 109,938 jobs while transportation and material moving ranked third with 92,941 jobs. Unfortunately, none

of the top three occupation groups are the highest paying. Healthcare practitioners and technical workers, management, and business and financial operations are the highest paying industries that offer 500 or more annual openings in the region. Across all sectors, 73% of the jobs are found in the Memphis MSA, with higher concentrations in transportation and material moving, and computers and mathematical. The Jackson MSA comprises 9% of all jobs in the region with more concentration in healthcare and technical occupations and production occupations. The rural regions comprise 18% of all regional jobs with heavy concentration in manufacturing at 25% of all regional employment.

Thorough analysis of the labor market data and discussions with key stakeholders have resulted in the identification of in-demand sectors in the region on which to focus workforce development efforts in order to address the middle-skills gap and meet the needs of employers: (1) Healthcare; (2) Transportation and Logistics; (3) Advanced Manufacturing; and (4) Business Services, with a particular emphasis on Information Technology. Emerging industries within these sectors to receive special attention include internet-based small businesses, call centers, food manufacturing, medical device manufacturing, and manufacturing technology such as lasers and robotics. Additionally, in much of the region agriculture is considered a mature yet relevant and in-demand field. The LWDA in West TN strive to engage businesses within these industry sectors in workforce development efforts to fill the in-demand occupations as listed below.

Top Three In-Demand, Middle-Skill Level* Occupations in West TN by Industry Sector

Sector	Occupation	2016 Jobs	2021 Jobs	Change	Typical Entry Level Education	Median Hourly Wage
Healthcare	Registered Nurses	12,281	13,480	1,199	Bachelor's Degree	\$28.21
	Nursing Assistants	6,501	7,118	617	Postsecondary (PS) Non-Degree Award	\$11.03
	Licensed Practical and Vocational Nurses	4,319	4,647	328	PS Non-Degree Award	\$18.06
Transportation & Warehousing	Heavy and Tractor-Trailer Truck Drivers	13,881	14,107	226	PS Non-Degree Award	\$18.73
	Business Operations Specialists, All Other	106	113	7	Bachelor's Degree	\$28.60
	Logisticians	99	103	4	Bachelor's Degree	\$28.53
Manufacturing	Biomedical Engineers	63	91	28	Bachelor's Degree	\$37.89
	Market Research Analysts and Marketing Specialists	169	185	16	Bachelor's Degree	\$25.19
	Sales Representatives (Wholesale and Manufacturing, Technical & Scientific Products)	311	317	6	Bachelor's Degree	\$32.32
Business Services – Professional, Scientific, and Technical Services	Civil Engineers	1,013	1,290	277	Bachelor's Degree	\$39.90
	Accountants and Auditors	2,405	2,567	162	Bachelor's Degree	\$26.61
	Software Developers, Applications	482	552	70	Bachelor's Degree	\$36.55

*Occupations include those requiring no work experience and a minimum of a postsecondary non-degree award and a maximum of a Bachelor's degree. Source: Economic Modeling Systems, Inc. (EMSI)

Workforce Analysis

Data profiles for each LWDA in West TN, from Economic Modeling Systems, Inc.'s (EMSI's) 2016 Q1 dataset, were analyzed during each of the local planning sessions. Over the next decade, the populations of LWDA 11 and 12 are expected to see a 1% decrease while LWDA 13 is expected to see a 1% increase, and both the State and nation are expected to see a 4% growth during the same time period.

Area	2015 Population	2026 Population	2015-2026 Population Change	2015-2026 % Change
LWDA 11	252,614	250,747	-1,867	-1%
LWDA 12	340,663	337,920	-2,713	-1%
LWDA 13	977,262	987,779	10,517	1%
West TN	1,570,539	1,576,446	5,907	0.4%
TN	6,596,884	6,862,202	265,318	4%
United States	321,252,743	334,302,476	13,049,733	4%

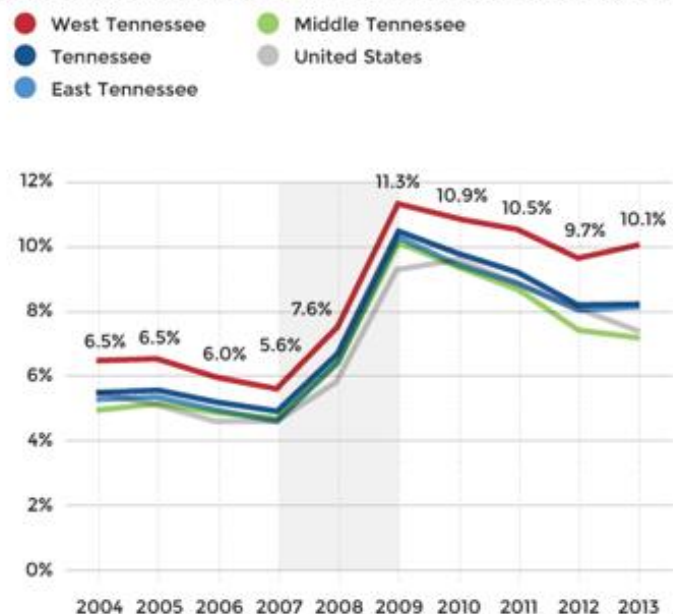
While the overall population of LWDA 11 and 12 is expected to decline, both areas, along with LWDA 13, are expected to see a growth in the number of individuals within or nearing retirement age (age 60+), while key working aged adults, those between the ages of 15 and 59 are expected to decline.

Area	Age Range	2015 Population	2015 – 2026 # Change	2015 – 2026 % Change
LWDA 11	60 and Up	59,992	11,339	19%
	40 – 59	66,417	-7,970	-11%
	15 – 39	78,067	-4,821	-6%
LWDA 12	60 and Up	80,516	12,809	16%
	40 – 59	91,247	-10,775	-12%
	15 – 39	105,291	-4,093	-4%
LWDA 13	60 and Up	178,145	41,932	24%
	40 – 59	255,943	-23,821	-10%
	15 – 39	338,522	-10,573	-3%

Since 2011, LWDA 11 has seen a 6% growth in jobs, LWDA 12 has seen a 5.7% growth, and LWDA 13 has seen a 5.4% growth. West TN lags behind both the state and the nation in growth; TN saw a 10.5% growth and the nation saw a 9.4% growth rate. As of 2016, there are 134,551 jobs in LWDA 11 consisting of full-time, part-time, and self-employed positions, 131,284 in LWDA 12, and 163,530 in LWDA 13. As stated in the [Economic Analysis for West TN](#), the region has lagged behind both Middle and East TN in job creation for the previous ten years. While Middle TN is expected to continue to see the highest growth over the next ten years, West TN is expected to surpass East TN during that time. West TN has also seen higher unemployment rates each year during the previous ten years than both Middle and East TN and the nation.

Despite the growth in jobs, the region continues to see the highest unemployment rates in the state. According to the TDLWD's September 2016 County Unemployment Rates, released October 27, 2016, LWDA 12, with a labor force of 146,840, individuals, saw the highest unemployment rate at 6.5%, with 137,340 employed and 9,530 unemployed, an average of unemployed 866 per county. Four of LWDA 12's eleven counties were among the top ten highest unemployment rates in the State with each county having a rate above 7%. LWDA 11, with a labor force of 110,190, saw the second highest unemployment rate at 6.0% with 103,650 employed and 6,560 unemployed in the area, an average of 820 unemployed per county. Rounding out the top three, LWDA 13,

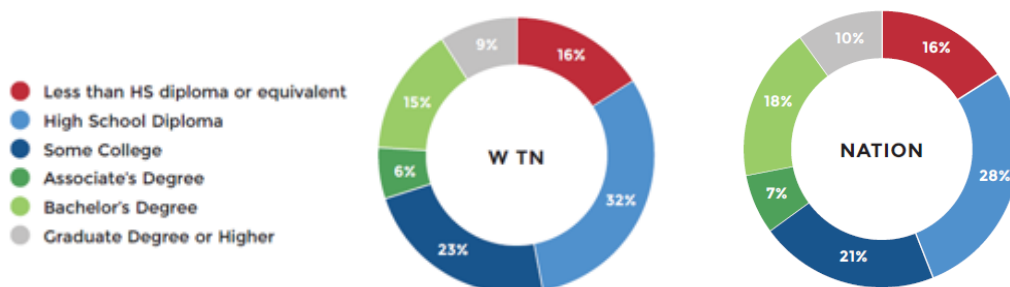
Annual Unemployment Rates across TN Grand Divisions, 2004-2013



with a labor force of 456,770, had an unemployment rate of 5.8% with 430,360 employed and 26,410 unemployed, with 96%, or 25,370, residing in Shelby County. With a total of 41,460 unemployed individuals in the region, a substantial workforce is available for existing and emerging business and industry in the region. While 12% of the unemployed individuals in the labor force in West TN have a disability, individuals with a disability constitute 33.5% of the individuals no longer in the labor force in West TN per the TN WIOA Combined State Plan for 2016-2020.

In addition to high unemployment rates, West TN serves a population with multiple barriers to employment, such as low post-secondary educational attainment, low income and underemployed individuals, recipients of public assistance, ex-offenders, single parents, individuals with transportation and substance abuse issues, and those lacking necessary soft skills and work ethic. The [Economic Analysis for West TN](#) indicates that while Middle TN sees 10.7 graduates per 1,000 people and East TN 10.4, West TN sees only 10 graduates per 1,000 people, with the biggest lags at the associate's and bachelor's degree levels. For adults aged 25 years and older, 32% of the West TN population have a high school diploma or equivalent, while 16% have less than a high school diploma or equivalent. In total, 737,253 individuals, or 71% of the region's adult population fall into the "less than high school diploma," "high school diploma," or "some college" categories. Between 2009 and 2014, West TN saw a decrease of 1.1 percentage points in those with "less than a high school diploma" while adults with between an associate's and master's degree increased by 1.3 percentage points. By supporting strategies under the Governor's Drive to 55 initiative to align education and training with the needs of business and industry and assisting West Tennesseans in accessing training opportunities, West TN is working towards achieving the initiative's goal of 55% of Tennesseans earning a postsecondary credential by 2025.

Educational Attainment of Adult Population in West TN



With the implementation of WIOA on July 1, 2015, West TN has already seen a significant increase in targeted populations, including individuals with barriers to employment, being served in the AJCS. Per the TN WIOA Combined State Plan for 2016 – 2020, the West TN Region also has the highest percentage of individuals living in poverty among the three grand divisions of the state. Furthermore, per the Governor's [Rural Task Force Report](#) the West TN region has five counties classified as distressed – Lake, Lauderdale, Haywood, Hardeman, and McNairy, and an additional nine counties classified as at-risk – Obion, Weakley, Gibson, Carroll, Benton, Henderson, Decatur, Chester, and Hardin. These classifications, made using the Appalachian Regional Commission's standard based on comparisons of a county's poverty rate, three-year average unemployment rate, and per capita market income to national average, indicate that a county ranks either in the bottom 10% of the nation as a distressed county, or between the bottom 10% and 25% as an at-risk county.

Eliminating the barriers to employment, particularly those created by poverty, requires addressing numerous factors such as transportation, childcare, healthcare, education, and work ethic. Given the large percentage of the population of West TN living in poverty, it is critical for the workforce system to address these barriers in order to not only assist individuals in becoming self-sufficient, but also to ensure the

Poverty Rates for West TN, State, & Nation

Area	Poverty Estimate, All Ages	Population, All Ages	% of Population in Poverty
LWDA 11*	52,045	251,519	20.7%
LWDA 12*	65,830	340,744	19.3%
LWDA 13*	217,183	977,814	22.2%
West TN*	335,058	1,570,077	21.34%
State*	1,165,247	6,549,352	18.25%
Nation**	47,755,606	306,226,394	15.6%

*Source: TN WIOA Combined State Plan for 2016-2020 / Economic and Workforce Analysis

**Source: 2010-2014 American Community Survey 5-Year Estimates, U.S. Census Bureau

employment needs of employers in the region are met. As part of this effort, the Regional Planning Council supports the TN Department of ECD's goal of improving the economy in all rural communities thereby eliminating distressed counties and reducing the number of at-risk counties in TN.

Skills Gap Analysis

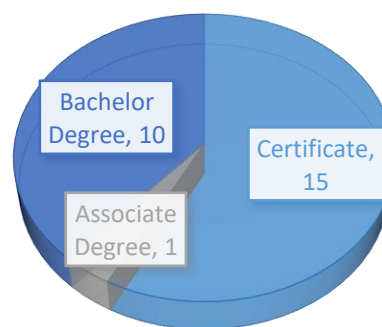
In following the Governor's Jobs and Economic Development Goal and Objectives, employers are considered the primary customer of the workforce system. Understanding and meeting the needs of employers is given the utmost importance and is achieved through a collaboration of partners serving on the Business Services Team. Team members represent various AJC partners such as Labor Exchange, Veterans Programs, Trade Act, Re-Employment Services, Unemployment Insurance, Economic Development, and Temporary Assistance for Needy Families, and staff to the LWDBs. 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, such as the National Career Readiness Certificate™ (NCRC), WorkKeys® Job Profiling, Incumbent Worker Training, On-the-Job Training opportunities, Employer/Education partnerships, apprenticeships, job order placement through Jobs4TN online, applicant screening, and facilitation of job fairs.

To understand and meet the needs of employers, Business Services Team members connect with area employers by participating in regional economic development groups comprised of training providers, Chambers of Commerce, plant managers, and economic developers to determine high-growth jobs and industries that are adding substantial jobs to the local economy. Business Services Team members and other AJC partner staff also utilize labor market information to identify and meet employer needs. For instance, according to the [Economic Analysis of West TN](#) there were 55,783 unemployed workers in West TN as of February 2015 and only 25,921 unique job postings. The simultaneous existence of both high unemployment and high job vacancies indicates the presence of a mismatch between the jobs available and the skills demanded in the region. Recognizing that data lags, Business Services Team members throughout the local areas in the West TN region utilize formal and / or informal employer surveys in order to better identify and meet the immediate and upcoming needs of area employers. It is the goal of the Regional Planning Council to develop a common survey to be used region-wide.

Careful consideration must also be given to both the education and skills needed for key occupations to ensure the workforce is prepared to meet the needs of area employers. The gap in the number of annual openings and the number of annual completers of corresponding training programs must be analyzed to determine if educational programs are producing too few, or too many, graduates to fill the openings for related occupations. In total, 26 occupations were found to have significant gaps of 10 or more, as noted in the [Economic Analysis of West TN](#) and displayed in the diagram to the right, with the most number of gaps occurring at the postsecondary certificate level, typically among high turnover, low wage positions. In coordination with the Business Services Team, the Career Development Services Team strives to fill these gaps by ensuring participants' fields of study are in high growth mode according to research using current labor market information. Potential candidates for training must also show interest and aptitude aligned with targeted occupations and industries through the use of formal and informal assessments and evaluations of need.

While each position require a unique skillset, several skills are commonly needed across occupations. The TN WIOA Combined State Plan for 2016 – 2020 highlights the importance of the specific soft skills of active listening, speaking, reading comprehension, critical thinking, and social perceptiveness. Combined, these skills are expected to relate to nearly two million employment opportunities.

NUMBER OF SIGNIFICANT POSTSECONDARY SKILL LEVEL GAPS



Soft Skills by Employment Opportunities per WIOA Combined State Plan for 2016 – 2020

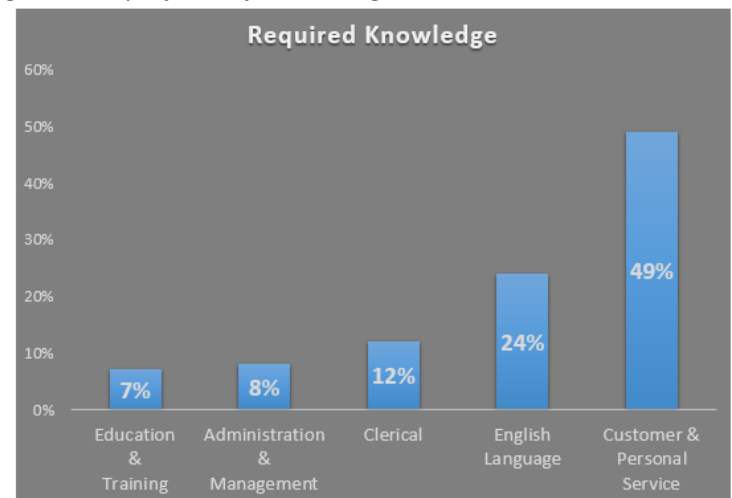
Skill Category	Projected Year Employment	Openings Due to Growth	Replacements
Active Listening	620,506	19,396	1,1748
Speaking	615,215	20,001	1,1490
Reading Comprehension	358,712	11,393	6,465
Critical Thinking	221,946	7,597	4,204
Social Perceptiveness	179,595	6,177	3,754

Furthermore, customer and personal service, English language, clerical, administration and management, and education and training were cited as the top five required knowledge categories for projected jobs through 2022.

Among the 95 critical occupations in the region cited in the [Economic Analysis of West TN](#), the table below indicates the top skills, classified as either soft, business, technical, or other skills, required as found in job postings for these occupations nationwide. In order to address the soft-skills gap, the LWDA in West TN will partner with various postsecondary and community agencies to ensure appropriate skills training is available, preferably at the AJC via workshops, electronic courses, etc. Each LWDA will also continue to utilize mentoring and work experience opportunities to engage customers in real-world soft-skills training.

Top Skills Among 95 Critical Occupations

SKILL	% OF POSTINGS WITH SKILL	CATEGORY
Business	20%	Business
Sales	16%	Business
Driving	15%	Technical
Communication	14%	Soft
Commercial Driver's License	13%	Technical
Customer Service	13%	Business
Finance	12%	Business
Retail	10%	Other
Health	10%	Technical
Projects	9%	Other
Transportation	9%	Technical
Training	9%	Other
Planning	8%	Business
Trucking	8%	Technical
Technology	8%	Technical
Medical	8%	Technical
Nursing	7%	Technical
Marketing	7%	Business
Truck Driving	7%	Technical
Accounting	6%	Technical
Healthcare	6%	Technical
Documentation	6%	Other



Source: TN WIOA Combined State Plan for 2016 – 2020

Workforce Development Activities

Being in the business of workforce development and involved directly with training partners, the AJCs and LWDBs must be ever mindful of employment trends in local areas and the region. During the planning process, administrative leadership in the region works with local education providers including TN Colleges of Applied Technology, Community Colleges, Universities, and private providers, economic developers, and key employers in those regional sectors that align with the Governor's Jobs4TN Sector Strategies plan. Through labor market data, strategy meetings, and other data gathering methods, West TN determines the regional jobs/occupations that fit into the high-growth, high-skill category, and then focuses training initiatives on those in-demand occupations. Based on this data, West TN focuses education and training on these sectors: Healthcare and Social Assistance, Business Services, including Information Technology, Transportation and Logistics, and Advanced Manufacturing. These

sectors are shown to have positive job growth through labor market information provided by local employers, the TDLWD, and an economic analysis tool from EMSI.

In support of the Governor's Drive to 55 initiative to have 55% of Tennesseans earn a postsecondary credential by 2025, West TN's strategies to prepare workers for in-demand industry sectors and occupations include:

- (1) Approving in-demand training opportunities to be included on the statewide Eligible Training Provider List (ETPL) as WIOA fundable programs;
- (2) Encouraging all job seekers to consider these programs as career options by offering assessments, opportunities, and materials noting local employment opportunities;

- (3) Partnering with employers and high schools on career pathway opportunities in employer-driven training programs;
- (4) Considering options to partner with training providers and neighboring local workforce development areas to “buy” classes offered by training providers so that dislocated workers, adults, and disadvantaged youth have an opportunity to train in the high-demand occupation without a delay due to a waiting list;
- (5) Leveraging assets such as TN Promise, TN LEAP, and TN ReConnect in order to increase capacity and provide integrated services to increase skill development and educational attainment of area residents.

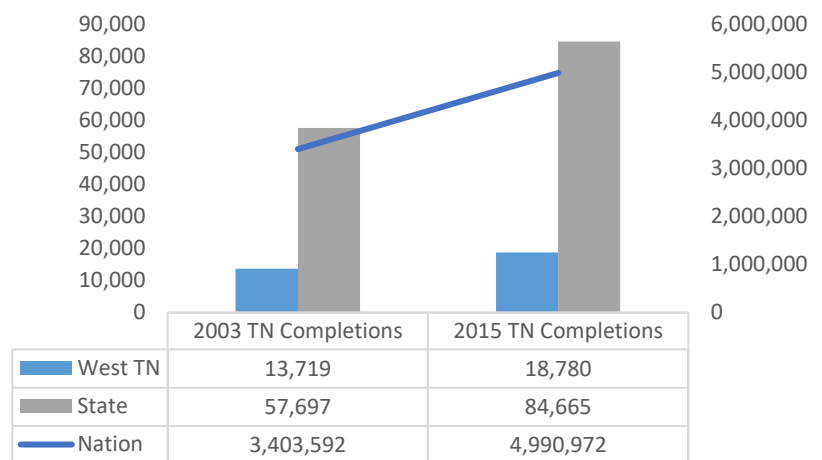
Education and training services offered throughout the region may include:

- Needs-Based Scholarships for Postsecondary Training
- Transportation Stipends for Postsecondary Training and Work Experience
- On-the-Job Training and Incumbent Worker Training Grants
- Apprenticeship Programs
- Job Profiling and National Career Readiness Certificate Testing

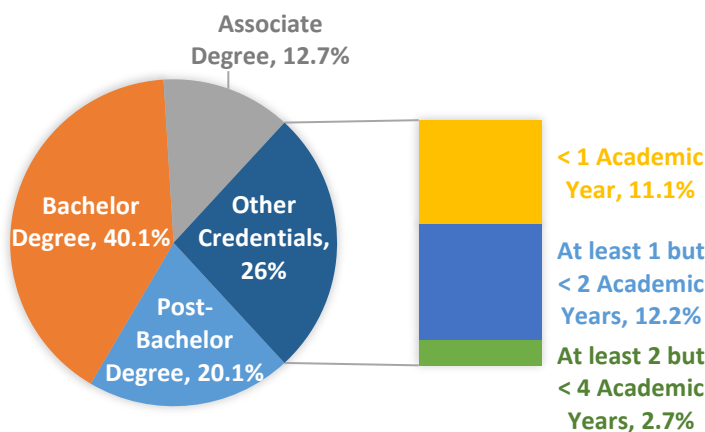
Needs-Based Scholarships, issued through Individual Training Accounts (ITAs) for postsecondary training, are managed in the AJCs by members of the Career Development Services Team. After a thorough assessment and verification that the training plan will lead to employability in an in-demand occupation, staff obligate funds, which is documented in Jobs4TN to allow fiscal staff and the LWDBs to have a clearer picture of funds available and projected expenditures for the program year. A priority of service policy is in place in each local area to ensure the most in need receive services first.

Per EMSI, throughout West TN, 69 institutions are offering a combined total of 1,720 programs. In 2015, there were 18,780 completions in the area, while there were 29,218 annual openings that year. While the number of completions in West TN increased by 36.9% between 2003 and 2015, the State saw an increase of 46.7% while the Nation saw an increase of 46.6%.

2003 - 2015 Completions Trends



AWARD LEVEL BY TYPE



Of the completions in 2015, the majority, or 40.1% earned a Bachelor degree. A Master degree was awarded to 14.5%, while an Associate degree was awarded to 12.7%. Other academic credentials were awarded to 26.5%.

West TN is sensitive to the needs of employers and makes every effort to eliminate skills gaps of job applicants. When ITAs are not appropriate or do not fully address the skills needs of a specific employer, Business Services Team members may authorize On-the-Job Training reimbursement for new hires with experience below the O*Net Specific Vocational

Preparation level. Additionally, if a lack of sufficient providers or programs to meet training needs is identified (i.e. a

large layoff resulting in extensive waiting lists for training), a “buy-out” class may be authorized. In order to maximize efficiency and effectiveness in addressing the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers, West TN utilizes groups of subject matter experts (SMEs), such as standing and / or ad hoc committees of the LWDBs, or employer-driven councils, boards, and / or groups. Such groups may include the Greater Memphis Medical Device Council, Steel Fabricators Council, Process Technology Talent Council, Commercial Driver’s License Talent Council, Public Service Technician / Blue Path Pathway Program, and various industrial boards. These groups of SMEs, comprised of board members, as well as community members, with expertise in the subject matter, provide vital information and guidance to the LWDB and its staff.

Strengths and Weaknesses of Workforce Development Activities

The strengths, weaknesses, opportunities, and threats (SWOT) of workforce development activities in the region were analyzed by staff and partners of LWDAs 11, 12, and 13 on August 9, 2016 as part of the regional planning process. After review by the Regional Planning Council, the below items have been identified as the top five priorities for each category. The SWOT Analysis is the primary basis of the planning process and enables all partners to visually review how the organization and region can grow and improve. Additionally, all partners are creating action plans to address key weaknesses and to take advantage of opportunities.

SWOT Analysis for West TN, January 2017

Strengths	Weakness
<ol style="list-style-type: none"> 1. Abundance of training institutions within the region 2. Strong work ethic of the region 3. Willingness of partners to work together 4. Diversified pool of labor 5. Multiple industrial sites available including the centrally located Memphis Regional Megasite 	<ol style="list-style-type: none"> 1. Lack of soft skills among job seekers 2. Lack of skills among a portion of the workforce 3. Perceived reputation of workforce development services 4. Education challenges such as inconsistent quality of secondary education across the area 5. Internal/external awareness and knowledge of workforce services
Opportunities	Threats
<ol style="list-style-type: none"> 1. Postsecondary educational expansions / investments 2. Employer investments in workforce training 3. State education initiatives such as TN Promise, TN ReConnect, and LEAP 4. Projection of future in-demand industries (new opportunities from technology-driven skills) 5. TN Dept. of Economic & Community Development’s Rural Programs 	<ol style="list-style-type: none"> 1. Lack of jobs 2. Relevance – Can the AJC supply what employers need / want? 3. Lack of funding for workforce services 4. Lack of alignment of training to employer needs due to continuous changes in technology and processes 5. Loss of jobs to automation and globalization

Geographic Factors and Access to Services

The Mississippi River, which runs along the entire western border of the region, is advantageous for employers requiring transportation of products by barge. The Port of Memphis on the Mississippi River serves as an asset to both regional employers as well as outside employers doing business in the region. Likewise, the new Port of Cates Landing in Lake County, the farthest northwest county in the region, offers the same advantages in the northern section of the region. However, the lack of a bridge to cross the river in Lake County creates a burden for workers to commute into or out of the area. While transportation has improved in the rural areas, for instance the enhancement of Highway 412 between Dyersburg and Jackson to a four-lane highway, new projects such as the creation of the I-69 corridor in West TN, will further enhance transportation, and therefore the regional economy, in the region. The I-69/385 corridor between Memphis and northern Mississippi allows for improved commuting between the areas. Highway 64, running between Memphis, Somerville, Whiteville, and Bolivar also allows for individuals to easily commute for work or school.

In addition to commuting between areas in the region, due to the proximity of the neighboring states of Kentucky, Missouri, Arkansas, and Mississippi, many individuals in the region commute out of the area for training and / or work, while individuals living in the neighboring states may also commute into the region for training and / or work. Many

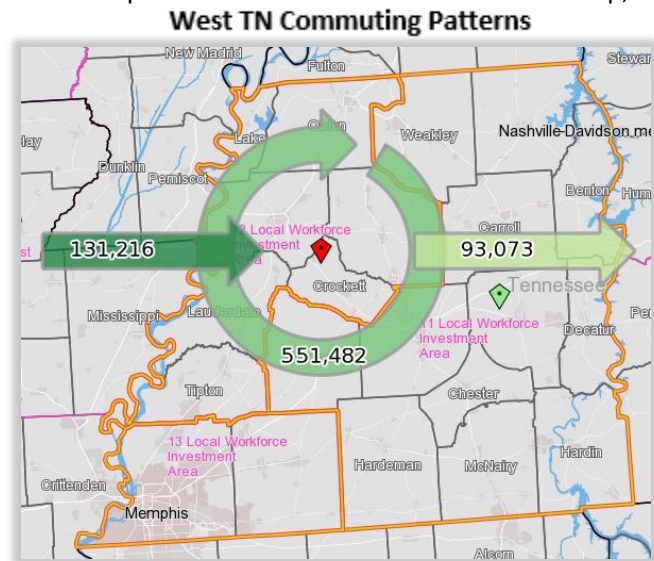
training institutions along the state line offer out-of-state tuition waivers for individuals living along the border in another state. Of the 682,698 individuals employed in West TN in 2014 per the U.S. Census Bureau's On-the-Map, 551,482 individuals, or 80.8% both live and work in the region, while 93,073 individuals, or 13.6% live in the area but commute out of the area for work. Additionally, another 131,216, or 19.2% live outside the area but commute into the area for work.

Due to state tax differences, the commuting patterns of workers may create additional burdens for regional employers. Improved coordination amongst neighboring states is needed in order to maximize geographic advantages and workforce development activities in the region. Coordination amongst the LWDAs in West TN is also vital as many workers commute between areas as well, and employers are often interacting with multiple LWDAs. For instance, the Memphis Regional Megasite is strategically located to be advantageous for both

employers and employees throughout all of West TN. West TN will strive to take innovative approaches to maximize access to both work and training opportunities by seeking grant funding, partnering with employers and agencies offering transportation services to enhance workers access to training opportunities, and establishing training sites at strategic locations, such as secondary schools and near the Megasite.

Each LWDA in West TN strives to ensure workforce development services are available to all area residents by maintaining an AJC in each county throughout the region. In order to manage administrative costs, competitive leases are negotiated, partners co-locate in the AJCs when possible, and the LWDAs seek additional funding through grant opportunities. While brick-and-mortar AJCs are valued for cost effectiveness, availability of resources to customers, and visibility in the community, West TN also recognizes the need to bring the services to the customers who may not be able to visit the established AJC given the large service areas and transportation barriers. In order to bring the services to the people, the TDLWD's Career Coach, a mobile center with services customers typically found in a traditional AJC, is utilized to serve remote areas and individuals who are unable to commute to one of the AJCs in the region. These mobile centers provide a computer lab with up to 10 computers with internet access, a fax machine, and copier. Staff are available to offer workshops on resumes and interviewing skills, administer the HiSet exam, provide instruction on basic computer hardware and software using a large monitor and SMART board, and offer assistance with job searching, resume development, interviewing, as well as providing information about training/education opportunities. The mobile Career Coach can also serve as a recruitment center for companies moving into the area.

To further enhance access to services, the implementation of "street teams" in LWDA 13 is a promising practice to be considered for replication throughout the region. These teams are charged with coordinating with community programs and agencies to provide AJC services via access points. Customers who visit an access point administered by a "street team" are able to receive the same Career Services offered in a traditional AJC, including job search assistance, resume development, workshops, etc. Possible replications of LWDA 12's use of Skype for "face-to-face" interactions with various one-stop partners and / or employers would allow customers in affiliate sites and access points to virtually receive one-stop services typically only offered onsite at the comprehensive centers. Jobs4TN, a Virtual One-Stop system developed by Geographic Solutions, Inc., also allows both job seeker and employer customers to remotely access secure, web-based AJC services such as labor market information, unemployment insurance, and mediated labor exchange. The system's ability to integrate seemingly different program designs, such as Title I, WP, TAA, Unemployment Insurance, and Adult Education programs also maximizes customer service and efficiency as it provides a common intake and case management information system.



Source: U.S. Census Bureau – On-the-Map

Education, Training, and Workforce Alignment

In order to address the skill gaps revealed through labor market data and discussions with key stakeholders as described above in the *Skills Gap Analysis* section, the West TN region focuses on enhancing training opportunities and providing individuals with the knowledge and resources needed to take advantage of them. Data from the [Economic Analysis of West TN](#) is used as a foundation to begin discussions and develop partnerships with educational institutions such as TN Colleges of Applied Technology (TCAT), Community Colleges, and Universities to address educational needs in the area, and achieve the goal of the Drive to 55 initiative, by ensuring the availability of needed training opportunities.

In order to meet the needs of employers and align education and training opportunities with targeted industries and occupations, West TN also takes advantages of initiatives and opportunities such as Pathways TN and the Labor and Education and Alignment Program (LEAP) when possible to partner with workforce, education, training, and employer partners. The Pathways TN initiative, part of a multi-state consortium, the Pathways to Prosperity Network, aims to address the “skills gap” that threatens the preparedness of young Americans entering the workforce. The mission of Pathways TN is to provide TN students rigorous academic/career pathways, which are linked to economic and labor market needs and trends. To yield a pipeline of skilled entry-level workers to address the current and projected skilled worker shortage, West TN will also:

- Research labor market information and assist in the engagement of employers in the region to determine current and future hiring needs.
- Coordinate with middle school personnel to understand, develop, and/or enhance career exploration activities for students, beginning in the 7th grade, to assure programs align with industry needs.
- Facilitate interaction between employers and middle/high school teachers, counselors, and/or administration to provide “real world” workforce expectations of business and industry, including career pathways, work ethic and soft skills.
- Coordinate with secondary schools and postsecondary institutions to develop career pathways for students that meet the needs of the students and employers.

Through a LEAP grant, a manufacturing pathway is currently in place in several high schools in West TN. A collaboration between industry, secondary schools, and postsecondary schools, including Community Colleges and TCATs, has allowed high school students the opportunity to earn nationally recognized manufacturing credentials through the Manufacturing Skills Standard Council (MSSC)’s Certified Production Technician (CPT) training. Students are able to earn national certifications in Safety, Quality, Manufacturing Processes, and / or Maintenance Awareness, and those attaining all credentials achieve Certified Production Technician status. Participating students are also given opportunities to demonstrate the skills they are learning to local employers through internship opportunities. For those interested in continuing their education, the MSSC credentials may be used to request up to 12 hours of college credit at Dyersburg State Community College toward an Associate Degree in Advanced Integrated Industrial Technology, or advanced standing at local TCATs. Dual enrolment agreements between the TCATs and participating school districts will allow students who complete the training to earn credit hours towards a diploma at a TCAT.

Employer Engagement

In addition to education and workforce alignment initiatives, the Business Services Team assists in identifying and meeting the needs of employers in existing and emerging industries and occupations by building relationships through local and regional initiatives, identifying means of addressing human resources needs, promoting and facilitating the use of AJC services such as the National Career Readiness Certificate (NCRC), Job Profiling, On-the-Job Training grants, customized training opportunities, and the availability of Incumbent Worker Training grants. The NCRC credential has been utilized as part of efforts to increase training opportunities with employers. The NCRC and job profiling provide a two-part program that benefits both business/industry and job seekers. Other services provided to new and prospective companies by the Business Services Team and American Job Center Partners include:

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

In West TN, several staff members serve as authorized WorkKeys Job Profilers and are available to profile entry-level or high turn-over jobs within local companies throughout West TN. The companies can then require job applicants to earn the specific level on the NCRC exam that the profiler recommended for the job. This win-win situation creates a “best-fit” for both the employer and job seeker. To date, jobs have been profiled in various industries from food packaging to automotive steering systems to heating and air conditioning unit manufacturing. The program is growing and employers in the healthcare, advanced manufacturing, and business service industries are seeking applicants that have earned this work-based credential. Given the value of these services, the West TN region will continue to collaborate and make coordinated efforts to seek and obtain grant funding, as a region when possible, in order to sustain and enhance employer services.

Additionally, the abundance of job seekers earning a NCRC also serves as an economic development tool for the local area and the TDLWD. Since the NCRC system is being utilized in most states, prospective industries can compare one state to another with a standardized measurement tool. The Northwest Economic Development District uses the NCRC as a positive economic development tool in competing for jobs on a national stage. In addition to administering the NCRC assessment, members of the Business Services Team also coordinate with economic development partners to provide labor market information to prospective industries. This data helps to further advocate the northwest TN workforce for potential employers.

Economic Development Coordination

In addition to engaging employers in workforce development programs and services, West TN strives to coordinate efforts with regional economic development services and providers by aligning services with the job base camps, participating in the Workforce 360° program, and ensuring residents have the skills and knowledge needed to meet the current and future needs of employers. Economic development representatives, including individuals from the State of TN’s Department of Economic Development, and various Chambers of Commerce in the region have been invited to, and have participated in, both local and regional planning sessions. Representatives from economic development also serve on the LWDDBs, standing committees, and the Regional Planning Council, and are actively engaged in the planning process. Training providers in the region, including Dyersburg State Community College, Jackson State Community College, and various TCATs, supply Chambers of Commerce with education and training data, including current program offerings and completion information, which is used to market the region to prospective industries. Both established

and prospective employers can utilize trainings designed with their unique needs in mind. Small Business Development Centers in the region also provide valuable training to existing and potential small businesses.

Private business representatives constitute 51% of the LWDBs, which are charged with coordinating with economic development organizations. Representatives from businesses within the below industries currently serve on a LWDB in West TN:

- | | | |
|-------------------------------|--------------------------------|------------------------------|
| • Manufacturing | • Electrical Contracting | • Small Businesses including |
| • Education | • Recycling | Pest Control, Marketing / |
| • Social Assistance | • Food Service | Advertising / Public |
| • Finance, Insurance, and | • Security Services | Relations, Agricultural |
| Banking | • Legal Services | Technology, Plumbing, |
| • Healthcare | • Non-Profits | Construction, Landscaping, |
| • Staffing Services | • Distribution, Transportation | Real Estate, Facilities |
| • Electric Power Distribution | & Logistics | Maintenance, and Retail |

Regional Workforce Development Service Strategies

Representatives from each of the core partner programs of Title I Adult, Dislocated Worker, and Youth, Title II Adult Education, Title III Wagner Peyser, Title IV Vocational Rehabilitation, and TANF, as well as representatives from economic development, career and technical education, and LWDB members serve on the Regional Planning Council and guide the development of regional service strategies. During the transitional regional planning process, the Regional Planning Council met monthly and after the completion of the regional planning process, the Council will continue to meet quarterly. Core partners will also play a vital role in the certification process for the AJCs as effective and efficient service delivery is key to the success of the region's AJCs.

Additionally, Regional Council members will continue to ensure the sharing of best practices for the purposes of identifying service delivery strategies to be expanded throughout the region. For instance, service delivery strategies to offenders in LWDA 11, transportation stipend delivery in LWDA 12, and "street teams" to deliver career services via access points and other methods in LWDA 13, are best practices identified by the Council for consideration of expansion throughout the region. When possible, procurement of services such as gas cards utilized in LWDA 12, will also be expanded throughout all of West TN. New service strategies to address regional education and training needs will also be developed by the Regional Council. To date, the Council has identified the following as possible service strategies to be given further consideration:

- A common application in order streamline services for both job seeker and employer customers.
- Align support service policies to ensure all customers receive similar services.
- Develop a process to jointly offer OJT contracts to employers in the region.
- Seek and utilize grant funding as a region to enhance and expand service offerings.
- Enhance methods of addressing soft-skill gaps.
- Coordinate with employers to utilize resources and / or funding saved through OJT and IWT grants for other training needs.
- Maximize services through coordination with, and referral to, core and other partners including K – 12, postsecondary, SNAP E&T, RESEA, TANF, and others, as described in the TN WIOA Combined State Plan for 2016 – 2020 as well as the Service Integration Policy.

The Regional Planning Council will also work to identify additional strategies for maximizing geographic advantages such as the Memphis Regional Megasite, the Port of Cates Landing, and the Port of Memphis. While these opportunities are attractive to prospective industries, the workforce system must be able to supply the workers needed to fulfill the needs of employers. In order to meet these needs, West TN has taken advantage of the ACT® Work Ready Communities (ACT WRC) program to market the region to potential business and industry. ACT WRC is a workforce system designed to

assist sites and regions in developing their workforce pipeline to provide skilled workers for employers. The WRC framework allows each participating community to quantify and improve the skill levels of its workforce through a standardized workforce skill credential, the NCRC, and a robust data infrastructure that help measure, identify, and close existing skill gaps. The key components of certification are: (1) Encouraging residents to earn a NCRC; and (2) Building employer recognition and support for the initiative by encouraging new hires, incumbent workers, and the emerging workforce to earn the NCRC. An article entitled, “Make it Less Murky-Workforce Credentials are the New Currency of Site Location Success,” published in the January 2016 edition of *Site Selection Magazine*, listed the NCRC as one of three measures in ranking states on preparing their workforce for current and future employment. While LWDA 12 is nearing completion of its WRC initiative, LWDA 13 and Haywood County in LWDA 11 are beginning the process of becoming WRCs. This certification will allow the region to demonstrate to prospective industries that the West TN workforce is prepared to meet employers’ needs.

Furthermore, together, the Business Services and Career Development Services Teams fulfill the needs of both the employer and the job seeker through work-based learning opportunities such as apprenticeships, paid work experience, and On-the-Job Training (OJT). These opportunities, providing unemployed customers with both employment and training simultaneously, make training possible to individuals who would not be capable of supporting themselves and their families without an income. In order to connect unemployed individuals with these opportunities, members of the Business Services Team focus on developing job placement opportunities with regional employers while members of the Career Development Services Team focus on preparing job seekers for these opportunities through resume assistance, interviewing skills training, and addressing soft skills deficiencies.

Transportation and Other Support Services

As a Basic Career Service, the provision of referrals to, and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs is available to all customers of the AJCs. Based on customers’ needs, staff serving in the Welcome Function make referrals to appropriate agencies for support and other services. For example, customers may be referred to the Department of Human Services or a Head Start program to apply for childcare services, to Access from AT&T for discounted home internet service, or to various community agencies regarding assistance for commodities, electric bills, and telephone access. Each AJC maintains appropriate contact and other information in order to facilitate referrals for services. Telephones and computers are also available for customers to access offsite partners.

Given the large numbers of individuals with barriers to employment in the region, transportation and other support services are of the utmost importance to ensuring successful outcomes for customers. While a range of support services is available to help customers overcome barriers to successfully complete training and / or gain employment, West TN must be ever mindful of emerging and changing needs in determining support services needed in the region. For instance, many customers struggle to access a computer and / or internet, prompting consideration of offering support services to provide internet access. Examples of support services currently offered in West TN include:

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

Special attention to transportation support services is needed as this is perhaps the greatest barrier for many AJC customers, and as discussed in the *Geographic Factors and Access to Services* section above, thousands of individuals commute into and out of the region for employment. While mass public transportation is available in Jackson in LWDA 11 and Memphis in LWDA 13, it is not available in LWDA 12 or other rural areas of the region. Therefore, individuals needing transportation assistance may utilize transportation services available through various community agencies

such as Northwest TN Human Resource Agency, Southwest Human Resource Agency, and Delta Human Resource Agency, which provide transportation service for the citizens of the region to ensure access to medical and educational facilities, employment sites, shopping centers, and various other businesses and services. Transportation stipends for eligible participants attending an approved training provider and program for occupational skills training is currently available in LWDA 12 and 13 through a stipend payment paid at intervals consistent with the training provider terms. Youth participating in work experience through LWDA 12 may also receive a travel stipend for the first 30 days of work experience to offset their gas expenses until they have received one month of pay.

Staff coordinate with partner programs, such as Workforce Essentials, administrator of the Temporary Assistance for Needy Families (TANF) program, or Trade Adjustment Act (TAA), for participants receiving transportation assistance from another partner organization. For example, participants receiving transportation assistance through Workforce Essentials or TAA may have the total amount anticipated to be received in transportation assistance deducted from the transportation assistance amount Title I staff expects to pay. In the event that the partner program covers the full expense, Title I staff will coordinate to provide other needed services such as case management and job search assistance, in order to maximize services for the customer.

In order to enhance the provision of transportation and other supportive services, the Regional Planning Council will ensure the sharing of best practices for possible replication, such as the use of gas cards for the payment of transportation stipends. Additionally, West TN will continue to maximize funding available for supportive services by coordinating services through programs such as TN Promise and TN ReConnect, as well as forms of financial aid such as Lottery scholarships and Pell grants, allowing Title I funding to be awarded to customers for supportive services instead of training services. Through collaboration with programs offering supportive services West TN will also maximize customers' access to services not available through the AJC. For example, West TN will consider partnering with agencies offering transportation services on behalf of customers who lack means of transportation to coordinate schedules, arrange services, or to potentially fund such services for both individuals and groups. Coaching and mentoring services available through the AJCs and partner programs, such as TN ReConnect, will also be utilized to assist customers in obtaining needed services.

Target Populations

Under WIOA, the workforce system is emphasizing serving those who are most in need. In order to reach out to members of such target populations, staff conduct outreach activities, to discuss services, distribute and / or post marketing materials, schedule outreach efforts such as group presentations or a table of information materials, and develop plans for additional outreach, at various community locations, including those specifically serving target populations. Such organizations may include Adult Education classes, libraries, Department of Human Services, Health Department, Housing Authorities, churches, Boys & Girls Clubs, schools, postsecondary institutions, and Head Start programs. Outreach efforts strive to connect regional target populations to occupational demands by engaging them in utilizing services such as Individual Training Accounts (ITAs) for postsecondary training, as managed in the AJCs by members of the Career Development Services Team. While many job seekers choose to attend postsecondary training to gain necessary job skills, others find that "hands on" work-based learning, such as apprenticeships and On-the-Job Training (OJT), are a better fit as they provide an income to sustain them while learning skills. OJT is available to companies with full-time job opportunities, with a focus on employment sectors identified in the Governor's Economic and Community Development Jobs4TN Plan. The obligation of training funds is documented in Jobs4TN allowing fiscal staff and the LWDBs to have a clearer picture of funds available and projected expenditures for the program year. "Priority of service" policies are also in place to ensure individuals with barriers to employment, the most in need, receive training services such as these first.

When possible, each LWDA in West TN strives to incorporate programs designed to serve particular target populations within the AJCs. In addition to TANF and Youth programs being offered through the AJCs, the Re-Employment Services Eligibility Assessment (RESEA) program, designed to assist individuals receiving unemployment insurance with appropriate reemployment services that will lead to successful employment outcomes, strives to assist participants in

overcoming barriers so that they can make a successful transition to gainful employment. Similarly, the Supplemental Nutrition and Assistance Employment and Training (SNAP E&T), a partnership between the Department of Human Services (DHS) and TDLWD, allows eligible SNAP recipients to receive job readiness services such as job search assistance, training or educational placement assistance and scholarships, high school equivalency test fees, and books and transportation assistance for Adult Education classes through AJCs in the region. These funds offset the need for ITA funds to be applied towards tuition and fee costs, allowing ITAs to cover other costs such as books, supplies, tool, uniforms, and transportation stipends. Aligning services such as SNAP E&T and ITAs allows customers to receive all the help they need, but also provides a way for LWDA's to maximize the funds available and to serve more customers. A YouthBuild program is also available in LWDA 13 to provide participants with academic or construction training, work experience, and leadership development. Vocational Rehabilitation's and LWDA 13's Ticket to Work Programs strive to provide re-employment services to individuals with disabilities in order to facilitate a successful transition into the workplace. LWDA 12 has made application to become a Disability Network in order to expand the Ticket to Work program. The Disabled Veterans Outreach Program is also available to provide services to disabled veterans.

In addition to engaging target populations in the use of AJC services, programs are developed to serve customers with special needs, such as offender and re-entry programs. As unemployment rates have continued to decline in the region, preparing individuals with criminal backgrounds to return to work has become an even greater priority as employers seek skilled applicants to fill vacancies. West TN has incorporated several programs for currently incarcerated individuals to help prepare them for re-entry into society and the workforce. For instance, a partnership with the Memphis Shelby County Office of Re-Entry (MSCOR) has enabled their clientele to receive training and job placement services. The Jail2Job program has established a "specialized" AJC at the Dyer County Correctional Work Center to offer career services, National Career Readiness Certificate testing, Certified Production Training, and work experience to selected inmates with the goal of participating inmates owing no fines, having a valid driver's license, being drug free, and having a job by the time they are released. Similarly, the Inside-Out Dad program provides incarcerated fathers with basic needs to prosper upon re-entry into society. The program includes instruction on being a better father and husband, adult education classes, resume and interviewing guidance, and information on services available through various agencies. After completing a pilot program in McNairy County in May 2015, the program was expanded to five other counties and a similar program for incarcerated women, How to Be A Responsible Mother, was introduced.

Administrative Cost Arrangements

Resource Sharing Agreements (RSAs) are developed with onsite partners at the AJCs in order to establish methods of cost sharing. RSAs are updated quarterly and reviewed by partner leadership for accuracy and monitoring of shared costs and expenditures. The fiscal staff for the LWDB invoices partners monthly to ensure timely payment of shared costs. WIOA program funds are also braided with other Federal and State programs, such as Trade Adjustment Act, TN Promise, TN ReConnect, Supplemental Nutrition Assistance Program (SNAP) Employment and Training (E&T), TANF, Senior Community Services Employment Program (SCSEP), Disabled Veterans Outreach Programs, and Re-Employment Services Eligibility Assessment (RESEA) in order to eliminate duplication and leverage dollars to maximize resources and services. AJC partners also enter into Memorandums of Understanding (MOUs) in order to leverage resources, eliminate duplication of services, and improve effectiveness, thereby decreasing administrative and program costs.

Current MOUs and RSAs will be updated to reflect new WIOA partners and the sharing of infrastructure costs among partner programs, based on proportionate use of the AJCs and relative benefit received, prior to the beginning of program year (PY) 2017 on July 1, 2017. A variety of methods to allocate costs will be evaluated during the process for establishing infrastructure cost sharing agreements, possibly including: the proportion of a partner program's occupancy percentage of the AJC (square footage); the proportion of a partner program's customers compared to all customers served by the AJC; the proportion of partner program's staff compared to all staff at the AJC; or a partner program's use of equipment or other items that support the local AJC delivery system. Under the guidance of the Regional Planning Council, the LWDA's in West TN will also consider utilizing cost sharing arrangements when appropriate, for administrative costs such as the development of the regional plan, processing OJT contracts, developing marketing

materials and a regional Annual Report, seeking and applying for grant funding, processing payroll for work experience, and the selection of a one-stop operator.

Performance Accountability Measures

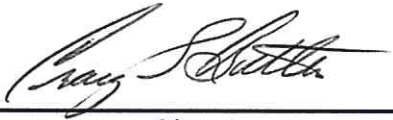
Each LWDA's success in providing the services outlined in the regional plan is measured by Performance Standards developed by the US Department of Labor, which are broken out by the Adult, Dislocated Worker, and Youth funding streams. These standards are then negotiated with each of the states, including TN. TDLWD then negotiates with the thirteen LWDAs across the State. On a local level, the LWDA holds subcontractors to the same performance levels. Performance levels are measured across the areas of employment rates for 2nd and 4th quarters after exit and credential attainment within four quarters after exit for all programs, as well as median earnings for 2nd quarter after exit for the Adult and Dislocated Worker programs. The LWDAs in West TN have achieved performance at a level to be awarded incentive grants for the most recent award for Program Year (PY) 14. In order to be successful as a region, it is vital that each LWDA achieve the local performance goals, as well as performance dashboards to be developed by the TDLWD for pre and post-program outcomes. To accomplish this goal, the West TN region will ensure open communication regarding best practices that promote efficiency and effectiveness in delivering workforce services.

LWDA 11 SIGNATURE PAGE

This Program Year 2016 Transitional Regional Plan for the West Tennessee region represents the Local Workforce Development Area #11 Workforce Development Board's efforts to maximize resources available under Title I of the Workforce Innovation and Opportunity Act (WIOA) of 2014 and to coordinate these resources with other state and local programs in this local workforce development area and throughout the West Tennessee region.

This Program Year 2016 Transitional Regional Plan for the West Tennessee region is submitted in accordance with the provisions of the Workforce Innovation and Opportunity Act. We further certify that we will operate our Workforce Development Act Program in accordance with this plan and applicable federal and state laws and regulations.

**Workforce Development
Board Chair**



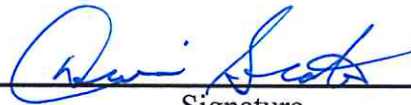
Signature

Craig Butler
Chair

2/20/17

Date

**Chief Local
Elected Official**



Signature

Dwain Seaton
Chief Local Elected Official

2/21/2017

Date

LWDA 12 SIGNATURE PAGE

This Program Year 2016 Transitional Regional Plan for the West Tennessee region represents the Local Workforce Development Area #12 Workforce Development Board's efforts to maximize resources available under Title I of the Workforce Innovation and Opportunity Act (WIOA) of 2014 and to coordinate these resources with other state and local programs in this local workforce development area and throughout the West Tennessee region.

This Program Year 2016 Transitional Regional Plan for the West Tennessee region is submitted in accordance with the provisions of the Workforce Innovation and Opportunity Act. We further certify that we will operate our Workforce Development Act Program in accordance with this plan and applicable federal and state laws and regulations.

Workforce Development Board Chair


Signature

Jimmy Williamson
Chair

2/22/17
Date

Chief Local Elected Official


Signature

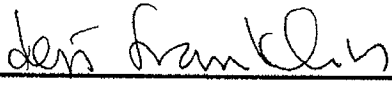

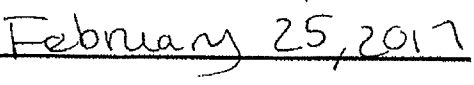
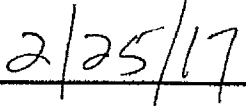
Mayor Gary Reasons
Chief Local Elected Official

2-22-17
Date

LWDA 13 SIGNATURE PAGE

This Program Year 2016 Transitional Regional Plan for the West Tennessee region represents the Local Workforce Development Area #13 Workforce Development Board's efforts to maximize resources available under Title I of the Workforce Innovation and Opportunity Act (WIOA) of 2014 and to coordinate these resources with other state and local programs in this local workforce development area and throughout the West Tennessee region.

This Program Year 2016 Transitional Regional Plan for the West Tennessee region is submitted in accordance with the provisions of the Workforce Innovation and Opportunity Act. We further certify that we will operate our Workforce Development Act Program in accordance with this plan and applicable federal and state laws and regulations.

Workforce Development Board Chair	Chief Local Elected Official
 Signature	 Signature
<i>Desi Franklin</i> Chair	<i>Jim Strickland</i> Chief Local Elected Official
 Date	 Date

Notification of the posting of the regional plan to regional / local stakeholders

Bane, Jennifer

From: Bane, Jennifer
Sent: Friday, January 13, 2017 3:08 PM
To: aprilb@swhra.org; elocke@swhra.org; Stanfill, Stewart; Kristie Bennett; linda.m.randolph@tn.gov; Rye, Marla; tracey.exum@tn.gov; cbutler@blueribbonmgmt.com; hchase@jscc.edu; David Parrish; Blake Swaggart; jimmy_williamson@att.net; david.l.brewer@tn.gov; Kevin.woods1@memphistn.gov; Winfield, Melanie; rwade@whyhopeworks.org; jshock@whyhopeworks.org; Gwyn Fisher; darryl.causey@tn.gov; latroyal.williamson@tn.gov; evaemosby@maximus.com; dfranklin@firsthorizon.com; roland.rayner@tcatmemphis.edu; andrew.helms@tcatmemphis.edu; nathan.garrett@tcatmemphis.edu; Lewis, Henry; chandler.mark@att.net; Adam Miller (amiller@cscsugar.com); Allen Hester (ahester@dychamber.com); Alvin Smothers (hubbsrd@yahoo.com); Bedford Dunavant (bdunavant@westaninsurance.com); Ben Marks 'benmarks@bellsouth.net'; Blake A. Swaggart (blake.swaggart@tn.gov); Brad Hurley (cchamber@earthlink.net); Carlton, Edith; Charlie Moore (cmoore@crockettchamber.com); Cynthia Whitaker; David Parrish; Doug Clark; Dr. Karen Bowyer (kbowyer@dsc.edu); Ellen Wynn; Gayanne Williams (gcwilliams3@bellsouth.net); Glad Castellaw (johncastellaw@comcast.net); Gwyn Fisher (gwyn.fisher@tn.gov); Ian Cochran (iancochran37@yahoo.com); jennifer.starks@nobelautomotive.com; Jimmy Williamson (jimmy_williamson@att.net); jkillen@carrollbank.com; John Penn Ridgeway (john.ridgeway@tcatmckenzie.edu); john.bucy@nwtd.org; 'Jon Dougherty'; Karla Carpenter (kcarpenter@tea.nea.org); Kristy Mercer (kmercerc@cecodoor.com); Landy Fuqua (lfuqua@utm.edu); Lindsay Frilling (lfrilling@obioncounty.org); Mary Jones (cfscoving@comcast.net); Rita Alexander (ralexander@gibsonemc.com); Sandra Woods (sbw2@bellsouth.net); Ted Piazza (tpiazza@advancetabco.com); Will Douglas (will@alliedreprocessing.com); Yvette Dixon; Susan Newbill; McLimore, Natalie; Dillard, Andrea; melaniekeller@meritan.org; Casondra Amos; tom.mcwherter@tnca.com; robin.last@tnca.com; Nwthra; brad.white@tcatparis.edu; Donna Hastings; Youlanda Jones; Lofton, Judy; Poston, Terry; dridgeway@nwtncap.org; adriennemcgarity@deltahra.com; sherry.fowler@tnopportunity.org; jacksonjob1@bellsouth.net; Turia, Enloe; Sara Kilgore; cchamber@earthlink.net; Julie Allen Burke; Lee Williams; Libby Wickersham; dhamilton@henrycountyttn.gov; mjohnson@paristnchamber.com; info@reelfootareachamber.com; sworlds@lauderdalecountyttn.gov; twincitieschamber@bellsouth.net; johnstonlee@comcast.net; chamber@southtipton.com; wcassistant@weakleycountychnamber.com; WIA Staff
Cc: workforce.board@tn.gov; Sterling.VanDerSpuy@tn.gov; Jimmy Bell; Prater, Margaret; Woods, Kevin (WIN)
Subject: West TN Transitional Regional Plan Public Comment Period

West TN Stakeholders:

The Local Workforce Development Boards for Areas 11, 12, and 13 of Tennessee serving Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Madison, McNairy, Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Lauderdale, Obion, Tipton, Weakley, Fayette, and Shelby Counties have prepared a Transitional Regional Plan for the West TN Region for the 2016 program year. The plan will be open for public comment January 23 – February 21, 2017 and will be available at any American Job Center or online at www.northwesttncareercenter.org during this time. Public notices will be published in local newspapers on or before 1/23/17. Please submit comments or questions in writing to Jennifer Bane at 313 West Cedar Street Dyersburg, TN 38024.

Thank you!

Jennifer Bane
Director of Outreach & Advancement

Example of printed public notice to the general public

Lake County Banner, Wednesday, January 18, 2017

Public Notice

The Local Workforce Development Boards for Areas 11, 12, and 13 of Tennessee serving Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Madison, McNairy, Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Lauderdale, Obion, Tipton, Weakley, Fayette, and Shelby Counties have prepared a Transitional Regional Plan for the West TN Region for the 2016 program year.

THE PLAN IS OPEN FOR PUBLIC COMMENT
January 23 – February 21, 2017

and will be available at any American Job Center or online at www.northwesttncareercenter.org during this time. Submit comments or questions in writing to Jennifer Bane at 313 West Cedar Street Dyersburg, TN 38024

A proud partner of the American Job Center network
This project is funded under an agreement with the TN Department of Labor & Workforce Development. Dyersburg State Community College serves as fiscal agent and administrative entity. BOE. Auxiliary aids and services are available upon request. TDD# (731) 286-8383.

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West Tennessee PY 2016 Transitional Regional Plan

The Local Workforce Development Boards for Areas 11, 12, and 13 of Tennessee serving Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Madison, McNairy, Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Lauderdale, Obion, Tipton, Weakley, Fayette, and Shelby Counties have prepared a Transitional Regional Plan for the West TN Region for the 2016 program year.

THE PLAN IS OPEN FOR PUBLIC COMMENT January 23 – February 21, 2017 and will be available at any American Job Center or online at www.northwestnccareercenter.org during this time.

Submit comments or questions in writing to Jennifer Bane at
313 West Cedar Street Dyersburg, TN 38024

Comments from Public Notice*

**No comments were submitted in regards to the West TN PY 2016 Transitional Regional Plan*

[illegible]

Executive Summary

Workforce Services Policy – WIOA (Program Year (PY) 2016 Transitional Local Plans)

1. What is the purpose of this policy?

The purpose of this policy is to clarify the requirements for the development and submission of local transitional plans by Local areas. Plans will cover transition from the Workforce Investment Act to the Workforce Innovation and Opportunity Act.

2. What is a Local Plan and what is its purpose?

A Local Plan is a plan developed by each Local Workforce Development Board. The purpose of the Local plan is to ensure compliance with WIOA federal and state requirements during the transition from WIA to WIOA, and outlines how each area plans to accomplish the transition. The local plan sets forth the strategy to:

- Direct investments in economic, education, and workforce training programs to focus on providing relevant education and training to ensure that individuals, including youth and individuals with barriers to employment, have the skills to compete in the job market and that employers have a ready supply of skilled workers
- Apply job-driven strategies in the one-stop delivery system
- Enable economic, education, and workforce partners to build a skilled workforce through innovation in, and alignment of, employment, training, and education programs

3. Who submits the Local Plan, and when and how does the transitional Program Year 2016 plan need to be submitted?

The Local Plan will be submitted by a locally designated single point of contact appointed by the Chief Local Elected Official. The plan must be submitted electronically to workforce.board@tn.gov no later than April 3, 2017.

4. How will local areas know if their plan has been approved?

The Tennessee Department of Labor and Workforce Development will provide the Local Workforce Development Board with a notification of approval within 90 days of submission. The Tennessee Department of Labor and Workforce Development will follow up with any LWDAs if their plans are not approved.

5. What is required in the local plan?

Requirements are listed in Attachment A – Transitional Local Plan Template



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

Effective Date: February 10, 2017

Duration: June 30, 2018

Workforce Services Policy – WIOA (Program Year (PY) 2016 Transitional Local Plans)

Purpose:

To provide guidance to the local areas regarding the development and submission of local plans in compliance with the requirements of Workforce Innovation Opportunity Act (WIOA) and the WIOA Proposed Rules (**20 CFR 679.500**). The local plan serves as 4-year action plan to develop, align, and integrate service delivery strategies and to support the State's vision and strategic and operational goals. The local plan sets forth the strategy to:

- Direct investments in economic, education, and workforce training programs to focus on providing relevant education and training to ensure that individuals, including youth and individuals with barriers to employment, have the skills to compete in the job market and that employers have a ready supply of skilled workers
- Apply job-driven strategies in the one-stop delivery system
- Enable economic, education, and workforce partners to build a skilled workforce through innovation in, and alignment of, employment, training, and education programs
- Incorporate the local plan into the regional plan per **§ 679.540**

Scope:

Office of the Governor, Title I – Adult, Dislocated Worker, and Youth Programs; Title II – Adult Education and Family Literacy Act Program (AE); Title III – Wagner-Peyser Act Program (WP); Title IV – Vocational Rehabilitation Program (VR); Tennessee Department of Labor and Workforce Development (TDLWD); Division of Workforce Services (WFS); Tennessee

Department of Economic and Community Development (ECD); Tennessee Department of Education (TNED); Tennessee Department of Human Services (DHS); Tennessee Secretary of State (TDS); State Workforce Development Board (SWDB); Regional Planning Council (RPC); American Job Center (AJC); One-Stop Operator (Operator); Workforce Innovation and Opportunity Act (WIOA); Local Workforce Development Boards (LWDBs); Local Workforce Development Areas (LWDAs); other Workforce System Subrecipients (Subrecipients); Workforce System Partners (Partners); Tennessee Eligible Training Providers (TETP); Training and Employment Guidance Letter (TEGL).

References:

Public Law 113-128 WIOA of 2014, 29 U.S.C. 3101 et seq., WIOA Section 121(g), NPRM 20 CFR 603, 651, 652 et al., Office of Management and Budget (OMB) cost principles codified in 2 CFR Part 220, 2 CFR Part 225 and 2 CFR Part 230; TEGL 4-15, 678.800, 678.305(d); Workforce Services Policy - One-Stop Certification.

Background:

WIOA requires planning - a broad strategic approach to planning focused on the overarching vision, goals, alignment, and shared responsibilities within the local area or region. Tennessee shall implement a dual approach to meeting this requirement by allowing a one-year transitional plan. This approach provides flexibility for regions or local areas that may not yet be able to fully address all of the outlined criteria required in a four-year plan.

Each Local Workforce Development Board and its respective Chief Local Elected Official (CLEO) will prepare and submit a transitional one-year local plan for PY 2016. A template has been developed for use in preparing the transitional plan (see Attachment A).

A transitional local plan template, which takes into account the transition from WIA to WIOA, has been developed and is included as Attachment A: PY 2016 Transitional Local Plan Template. This guidance provides instructions for transitional local planning, mainly operational, and instructions to address each required criterion, as well as the documents and information that must be included.

Public Comment Period:

The Local Workforce Development Boards must post the transitional PY 2016 local plan(s) as one cohesive document through electronic and other means, such as public hearings and local news media, for a 30-day period for public comment. Notification of the posting of the local plan(s) must be made simultaneously to the general public and all relevant local stakeholders, as well as to the State. Any comments received in relation to the content of the draft transitional PY 2016 local plan must be addressed within the plan prior to submission to the Tennessee Department of Labor and Workforce Development. The public comment period will begin 30 days prior to the plan submission deadline. The plan submission deadline is April 3, 2017.

Plan Submission and Decision:**Submission:**

The transitional PY 2016 local plan package must be submitted electronically no later than April 3, 2017 to Workforce.Board@tn.gov .

The transitional PY 2016 local plan must be emailed by a locally designated single point of contact appointed by the Chief Local Elected Official. Plan submission emails must copy their respective Chief Local Elected Official(s) and contain the subject line "{Local Area #} PY 2016 Transitional Local Plan"

Decision:

The Tennessee Department of Labor and Workforce Development will provide the Local Workforce Development Board with a notification of approval within 90 days of submission. The Tennessee Department of Labor and Workforce Development will follow up with any LWDAs if their plans are not approved (**WIOA section 679.570**).

The Tennessee Department of Labor and Workforce Development may choose not to approve a draft plan submission for any of the following reasons:

- Deficiencies exist in activities carried out in **WIOA sections 211 and 212**, and **WIOA sections 221, 222, 223, 224 and 225**
- The plan does not comply with the applicable provisions of WIOA, such as provisions outlined in the **Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.)**
- The plan does not align with Tennessee's Combined State Plan
- The plan does not align with the respective transitional regional plan

Future Planning Requirements:

Following the Department's approval of a local's PY 2016 transitional local plan, each local area must begin the development and completion of a transitional local plan to be followed by the WIOA (four-year) planning requirements outlined in **20 CFR 679.500**. Such planning requirements are satisfied through an expansion of the one (1) year transitional plan into a more comprehensive multi-year regional plan and local plan. Guidance regarding comprehensive multi-year regional and local planning requirements will be provided at a future date.

Attachments:**Attachment A: PY 2016 Transitional Local Plan Template**

Contact:

For questions regarding this policy contact Nicholas Bishop, Director of Compliance and Policy-Division of Workforce Services, at (615) 741-0286, or at Nicholas.Bishop@tn.gov .

Effective Date: February 10, 2017**Duration: June 30, 2018**

Sterling van der Spuy, Administrator of Workforce Services



Attachment A

Please address the criteria in Section in 10 pages or less. Responses are focused on the local area's compliance with federal or state requirements. If the criteria indicate the need for a document, include with the required attachment the criteria's heading name, within the attached document header.

- Describe the consortium agreements, as defined by **WIOA 107(d)(11)**, in place between the local board and the TN Department of Human Services, Office of Rehabilitation Services with respect to efforts that will enhance the provision of services to individuals with disabilities and to 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. [**WIOA Sec. 108(b)(14)**]
- Identify the entity responsible for the disbursement of grant funds. [**WIOA Sec. 108(b)(10)**]
- Describe the competitive and non-competitive processes, as well as the process for sole-sourcing, used for procuring goods and services within the local area. This includes, but is not limited to, the process used to award funds to a regional operator and other sub-recipients/contractors of WIOA Title I adult, dislocated worker, and youth services. [**WIOA Sec. 108(b)(16)**]
- Describe the local area's negotiated local levels of performance for the federal measures and their implications upon the local workforce system, to include attaching the completed Performance Targets Table. [**WIOA Sec. 108(b)(17)**]
- Describe the indicators used by the local board to measure performance and effectiveness of the local fiscal agent, eligible providers and the AJC delivery system, in the local area. [**WIOA Sec. 108(b)(17)**]

Note: This description may include how and by whom the indicators are being deployed; and if the measured performance and effectiveness are used in the continuous improvement process.

- Describe the process used by the local board for the receipt and consideration of input into the development of the local plan in compliance with **WIOA section 108(d)**. Describe the process to provide an opportunity for public comment prior to submission of the local plan. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plans. [**WIOA Sec. 108**



(b)(20)]

- Prior to the date on which the local board submits a proposed local plan, the proposed local plan must be made available to members of the public through electronic and other means.
 - Describe how the local board made the proposed local plan available for public comment. [**WIOA Sec. 108(d)(1)**];
 - Describe how the local board collected and considered public comments for inclusion in the proposed local plan. [**WIOA Sec. 108(d)(2)**]; and
 - If any comments were received that represent disagreement with the proposed local plan, include such comments within the local plan's attachments. [**WIOA Sec. 108(d)(3)**]
- List the name, organization, and contact information of the designated equal opportunity officer for each AJC partner in the AJC within the local area. By checking the box adjacent to each line item below the local board attests to ensuring the compliance components/documents listed are in place and effective prior to July 1, 2016.

In addition to the response to the questions asked above, please provide copies of the following compliance components/documents:

- Agreement between all counties and other local governments, if applicable, establishing the consortium of local elected officials
- Agreement between the chief local elected official(s) and the fiscal agent, if a fiscal agent is designated
- Agreement between the chief local elected official(s) and the Local Workforce Development Board
- AJC Partner Service Agreement(s)
- Resource Sharing Agreement(s) and MOU(s) (see required MOU template guidance)
- Resource Sharing Agreement Budget(s) (Resource Sharing Agreements will be replaced by Infrastructure Agreements (IFAs))
- Local Workforce Development Board policy and process that provides for



nomination, appointment and removal of board members; resolutions; bylaws; code of conduct; and conflict of interest

- Financial management policy and process including cost allocation plan; internal controls; cash management; receipts of goods; cost reimbursement; inventory and equipment; program income; travel reimbursement; audit requirements and resolution; annual report; property management; debt collection; and allowable costs
- Local procurement policy
- Program management policy and process including equal opportunity for customers; supportive services; needs related payments; file management; eligibility; self-sufficiency criteria; individual training accounts; layoff assistance; priority of services; grievance for eligible training providers list; transitional jobs; stipends; and training verification/refunds

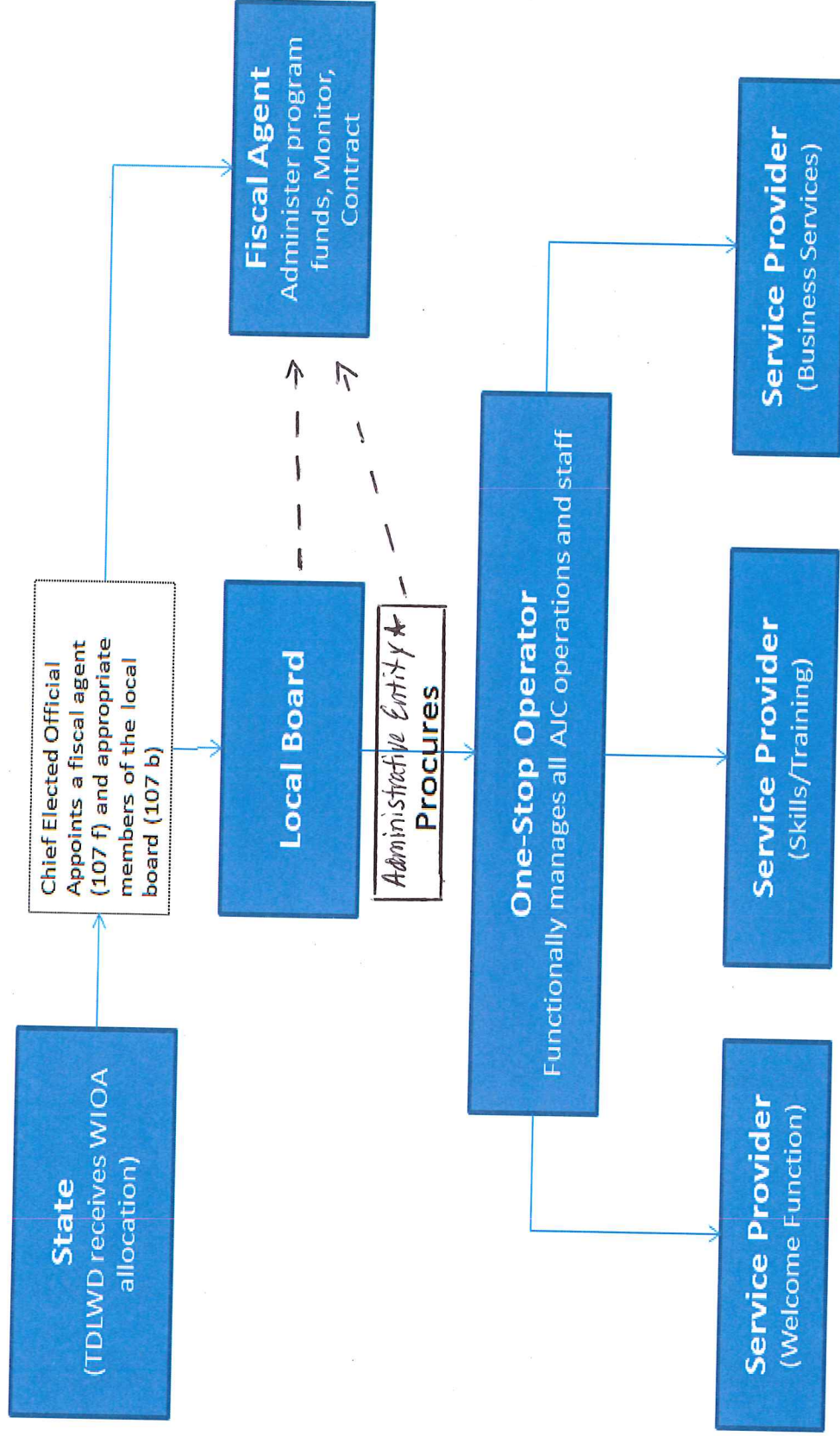
Copies of the listed compliance components/documents are not required at this time, but may be requested during monitoring and/or auditing.

- Risk management policy and process including records retention and public access; public records requests; monitoring, grievance; incident; and disaster recovery plan
- Human resources policy and process including employee classification; benefits; holidays and PTO; recruitment and selection; employee development; discipline; layoffs, terminations and severance; sexual harassment; and equal opportunity/non-discrimination
- Professional services contract(s) for administrative services such as staffing and payroll, if applicable

One-Stop Operator Procurement Update

- Received USDOL Employment and Training Guidance (TEGL 15-16) on January 17, 2017 regarding Competitive Selection of One-Stop Operator (OSO)
- Guidance was drafted by the State and provided on January 27th to Chief Local Officials, LWDB Chairs, Executive Directors, Governor's office, partners, etc.
- Guidance included: Letter from the Commissioner, State Guidelines for Local Workforce Development Boards for One-Stop Operator Procurement (included requirements and recommendation), FAQs regarding One-Stop Operator Procurement, Example Questions to include in the Procurement of the One-Stop Operator – (material were provided to the SWB via mail on January 27, 2017)
- CPO was overseeing the procurement of the OSO, however, in order to meet the specified timeline of July 1, 2017, to have the OSO in place, it was necessary to have the LWDB's address procurement at their level
- Provided LWDBs a reasonable draft timetable to complete procurement and have the One-Stop Operator in place by the July 1, 2017 deadline
- CPO will still review the procurement process by each LWDB and/or 3rd party to ensure compliance to Uniform Requirements in 2CFR 200.318-326 leading to fair and open competition in the selection of the One-Stop Operator

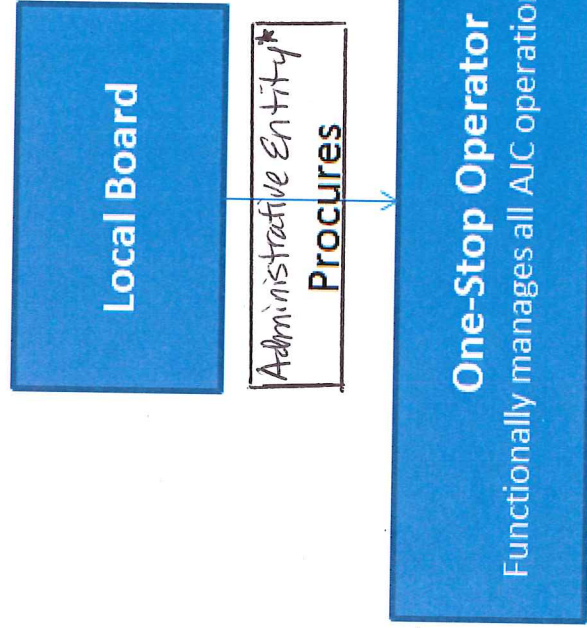
Local Governance (Overall Structure)



★ Dyersburg State Community College
Provides Administrative Entity
Services. - Staff to the Board

Local Governance (Overall Structure)

The local board procures the services of the One-Stop Operator every four years. **Note:** The local board will be required conduct a transparent, fair and competitive process to ensure necessary firewalls or arms length is in place.
121 (d) (2)(A)



There will be an operator for each local board.

Operators can include any of the following entities (121 (d) (2)(B): Public, Private or non-profit; Consortium of entities (3 or more one stop partners); Institute of Higher Ed; Employment service state agency established under Wagner-Peyser, Community Based Organization; non profit intermediary; for profit; etc.

Local Governance (Overall Structure)

One-Stop Operator

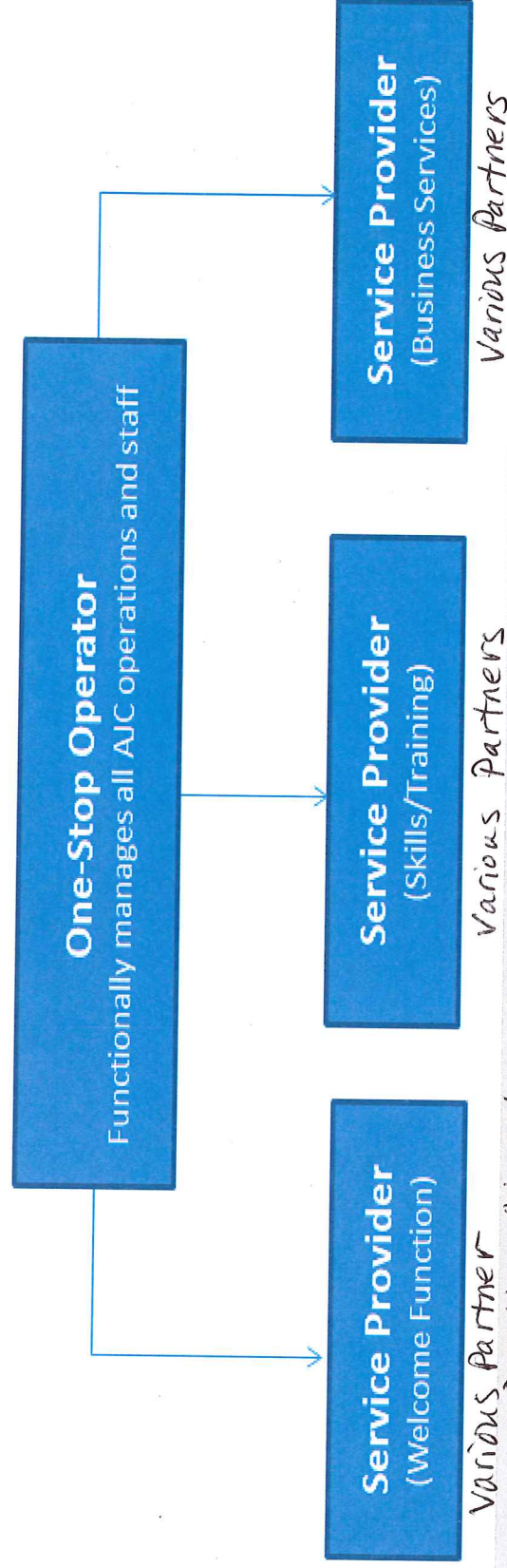
Functionally manages all AJC operations and staff

- Acts as a liaison with the Local Workforce Development Board and the American Job Center (AJC)
- Serves as the functional leader for all "teams" within the local AJC
- Ensures the three main service categories are carried out in an integrated and consistent manner. These areas include: Welcome Function, Skills Development and Business Services

Local Governance (Overall Structure)

New AJC management structure under WIOA

- Each of the three service areas will have a team leader assigned that works seamlessly with the OSO to carry out day to day AJC functions
- Merit staff will functionally report through the newly aligned structure
- Merit staff official reporting rests with TDLWD team leader and regional director



Local Governance (Overall Structure)

Service Provider (Welcome Function)

Integrated team

- Greets customers
- Conducts initial assessment
- Oversees resource rooms
- Ensures applicants are registered in job4tn.gov
- Offers basic career services

Service Provider (Skills/Training)

Integrated Team

- Conducts detailed assessments
- Facilitates workshops
- Provides case management services
- Develops individual employment plan
- Evaluates job seeker "suitability" for training scholarships
(Title I staff only)

Service Provider (Business Services)

Integrated Team

- Recruitment Services
- Applicant pre-screening
- Workforce assessments
- Labor market information
- On the job training and Incumbent worker grants
- Job Fairs
- Seminars and networking events
- Work opportunity tax credit



**STATE OF TENNESSEE
DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT**

**220 French Landing Drive
Nashville, TN 37243
(615) 741-6642**

**BILL HASLAM
GOVERNOR**

**BURNS PHILLIPS
COMMISSIONER**

MEMORANDUM

**TO: Chief Local Elected Official
Local Workforce Development Board Chairs
Local Workforce Development Board Executive Directors**

**CC: Governor Bill Haslam
County Mayors
Tennessee State Workforce Development Board**

**FROM: Burns Phillips, Commissioner
Tennessee Department of Labor and Workforce Development**

DATE: January 27, 2017

**SUBJECT: Workforce Innovation and Opportunity Act (WIOA)
State Guidelines for One-Stop Operator Procurement**

Purpose

To provide guidance to the Local Workforce Development Boards in Tennessee as it relates to the procurement of the federally mandated One-Stop Operators of the American Job Centers under the Workforce Innovation and Opportunity Act (WIOA).

References

- Workforce Innovation and Opportunity Act (WIOA) Law
- Training and Employment Guidance Letter WIOA No. 15-16 Competitive Selection of One-Stop Operators (dated January 17, 2017)
- WIOA Joint Rule for Unified and Combined State Plans Performance Accountability and the One-Stop System Joint Provisions: Final Rule, Subpart D – One-Stop Operators
- Uniform Administration Guidance (2 CFR 200.318-326)

Background

Pursuant to the Workforce Innovation and Opportunity Act, Local Workforce Development Boards (LWDBs) must competitively procure the operator for the comprehensive One-Stop or American Job

Center system. This procurement must meet the criteria as outlined in 20 CFR 678.605, ensuring an efficient and effective process is in place for the selection of the One-Stop Operator.

Competitive Procurement Requirements

The minimal guidelines to assist the LWDBs (or the respective third party entities in the case where the LWDB may be applying to be One-Stop Operator), in developing the competitive procurement documents (RFPs) at the local level are in the attachment titled "State Guidelines for Local Workforce Development Boards One-Stop Operator Procurement". Each LWDB is requested to incorporate these required guidelines and additional recommended criteria into their procurement documents.

Inquiries

A list of Frequently Asked Questions with accompanying answers is provided as an attachment to this document. Please refer to these FAQs prior to submitting written inquiries to the State Workforce Development Board. In order to remain compliant and maintain integrity with the procurement process, inquiries regarding this guidance should be directed to the State Workforce Development Board at the following email address: workforce.board@tn.gov.

Responses will be provided in a timely manner in the order that inquiries are received.

Sincerely,

A handwritten signature in blue ink, appearing to read "Burns Phillips", is written over a light blue horizontal line.

Burns Phillips

BP:BM

Attachments:

- **Attachment 1**
State Guidelines for Local Workforce Development Boards - One-Stop Operator Procurement
- **Attachment 2**
FAQs regarding One-Stop Operator Procurement
- **Attachment 3**
Example Questions to include in the Procurement of the One-Stop Operator (optional)

**State Guidelines for Local Workforce Development Boards
One-Stop Operator Procurement**

All RFPs that contain requests for One-Stop Operators must include the duties set forth in 20 CFR 678.620 and further defined in WIOA Workforce Services (WFS) Regional and Local Planning Policy, as well as, WIOA WFS One-Stop Design and Delivery System.

All LWDBs must follow all federal, state, and local competitive procurement requirements when selecting the operator of the comprehensive one-stop. Additionally, LWDBs are requested to incorporate the mandatory items listed in the following requirements and recommendations.

All RFPs that contain requests for One-Stop Operators must include a reference page that provides relevant WIOA references, the local entity's policies and procedures, and other applicable state and/or federal regulations.

Requirements and Recommendations for Bidder's List

Bidder's List: LWDBs must ensure that a comprehensive bidder's list is maintained on eligible entities able to provide One-Stop Operator services. At a minimum, this list should include entities eligible under 20 CFR 678.600. This bidder's list should also be reviewed to ensure it is up-to-date and extensive. The bidder's list should contain both local and non-local eligible entities, including non-profit as well as for-profit agencies.

It is highly encouraged that LWDBs within the same or adjacent planning regions share and compare bidder's lists to ensure a full and open competitive procurement process is maintained for the region.

It is recommended that the RFP be distributed in all applicable legal publications, as well as on the procuring entity's website. Additional efforts should be made to make the RFP available as widely as possible.

Requirements and Recommendations for Requested Documentation

In order to be considered responsive, a bidder must provide two years of audited financial history. Adequate documentation could include recent audit reports, the entity's Comprehensive Annual Financial Report (CAFR), an independent CPA review, tax records, or another recognized review of accounting process and procedures. Bidders who fail to provide this information must be deemed non-responsive.

In order to be considered responsive, a bidder must provide an organizational chart.

All organizations that are private, for-profit, or not-for-profit should be able to provide documentation of their registration under either Tennessee or their respective state's Secretary of State's office.

All bidders should be required to provide their DUNS number. Prior to reviewing all responses, the reviewing entity should verify that the bidders are not on the federal debarred/suspended list.

Requirements and Recommendations for Requested Information/Responses for Evaluation

Bidders must discuss how they will work to incorporate all partners into the comprehensive one-stop. This discussion must include partners who are electronically present in the comprehensive one-stop.

Note: Potential One-Stop Operator needs to be aware of any implications or special arrangements or how they will organize to meet the requirement of the provision at 20 CFR 678.630 stating that "Continued use of State merit staff for the provision of Wagner-Peyser Act services or services from other programs with merit staffing requirements must be included in the competition for and final contract with the one-stop operator when Wagner-Peyser Act services or services from other programs with merit staffing requirements are being provided."

Bidders should be able to describe how the proposed one-stop operations will fit into their organizational chart (see "requested documentation" section of this guidance above) and whether current or newly hired staff would be providing the services. Where possible, they should either provide resumes of current staff or titles and job descriptions/posting for any new positions that would be hired.

Bidders should be able to describe their customer service experience and discuss any experience with handling complaints and/or concerns from customers. Other required experience should include oversight of staff teams and experience in developing and delivering technical assistance.

Bidders should be able to propose outcome measures that effectively capture and evaluate their efficacy and system effectiveness. This response should also include a proposed data collection and validation methodology as well as a proposed reporting method.

Bidders should discuss how they will ensure all partner agencies are collaborating and cooperating in the implementation of the partner programs. This should include discussions on both training for the One-Stop Operator staff and cross-training for the partner-program staff. Capacity-building experience would be relevant to this discussion.

Bidders should discuss how they will bring together the partner programs to ensure adequate outreach of the one-stop center and demonstrate a thorough understanding of target populations for partner programs. Discussion should also include how the bidder will take ownership/leadership in ensuring all partners are contributing to the center, both financially as well as through resources and staff time.

Bidders should discuss how they will comply with all federal/state/local regulations, as well as provide oversight to ensure that all partner agencies are also in compliance.

Requirements and Recommendations for Evaluation Criteria

There must be at least one evaluation criterion that assesses the bidder's financial capabilities.

There must be at least one evaluation criterion that assesses the bidder's technical/programmatic capabilities.

There must be at least one evaluation criterion that assesses the bidder's service delivery experience. (Note: it is not mandatory that bidders have WIOA experience, but it is recommended that the bidders have some experience with customer service and/or service delivery.)

One-Stop Operator Evaluation Criteria Guidance

Upon receipt of One-Stop Operator RFP responses, each Local Workforce Development Board (LWDB) or secured third party will be tasked with evaluating and scoring each received sealed bid. With the goal of allowing LWDBs, or the third party, the flexibility to evaluate bid packages in a manner that fits local needs and priorities while still providing basic standardization throughout all local areas, the State has identified important evaluation criteria. The State strongly recommends that these criteria be included in the LWDB's (or third party) evaluation procedures. Each local board evaluation committee retains the right to add, remove, or adjust any criteria based on the needs of the local area; however, **the points shown in red** have been deemed the most significant to include:

Organizational Overview/Experience

- Bidder submitted record of past performance with WIOA (or similar program).
- Bidder provided a clear and relevant mission/vision.
- Bidder provided a description and brief history of the organization.
- Bidder demonstrated unique expertise that distinguishes organization.

Financial/Fiscal Accountability

- Bidder has financial and administrative experience in managing multiple federal, state, and/or private funding sources.
- Bidder provided documents establishing financial history.
- Bidder is up-to-date on taxes (income, annual state & federal, payroll tax, etc.).
- Bidder provided evidence that acceptable accounting systems are in place.
- Bidder provided a proposed budget and narrative, which may include: personnel costs, operational expenses, direct expenses, and other estimated costs.
- Bidder's budget is adequate for the scope of work presented in the RFP.

Capacity

- Bidder provided a functional or proposed organizational chart that is deemed satisfactory to meet One-Stop needs.
- Bidder provided a workflow/logistical model.
- Bidder provided a reasonable plan for staffing.
- Bidder described resources the entity can bring to the workforce system.

Partnerships & Community

- Bidder demonstrated experience with oversight of multi-organizational staff.
- Bidder demonstrated a plan for partner integration within the entity.
- Bidder described strategies for outreach and enrollment.
- Bidder provided a plan/method for community and business outreach.
- Bidder provided a plan or demonstrated expertise in working with both rural and urban populations simultaneously (if applicable to local area).
- Bidder explained how the organization will measure customer satisfaction.

Programs/Program Outcomes

- Bidder provided a proposed program design model.
- Proposed outcomes are relevant to the mission and objectives of One-Stop partner programs.
- Bidder has detailed a service delivery model that correlates to the proposed outcomes.
- Narrative clearly demonstrates how program activities will lead to the proposed outcomes.

Technology, Data, & Reporting

- Bidder described existing data and reporting system process.
- Bidder described how they will track and evaluate each specific performance goals on a recurring basis.
- Bidder described technological needs in order to assume operation.
- Bidder demonstrated an ability to ensure and maintain data integrity.

FAQs regarding One-Stop Operator Procurement

Are One-Stop Operators required by WIOA and what are their role(s)?

Yes. Pursuant to 20 CFR Section 678.620(a), at a minimum, a One-Stop Operator must coordinate service delivery of the required One-Stop American Job Center partners and service providers. The role of the One-Stop Operator in the state of Tennessee American Job Centers is further defined through guidance provided in WIOA Workforce Services Regional and Local Planning Policy:

- Oversee management of One-Stop Centers and service delivery
- Evaluate performance (as indicated in the Incentives and Sanctions Policy) and implement required actions to meet performance standards – *This does not include performance negotiations as this is specifically a local board requirement.*
- Evaluate various customer experiences (including but not limited to employers, jobseekers, and partner staff)
- Ensure coordination of partner programs
- Act as liaison with the LWDB and One-Stop Center
- Define and provide means to meet common operational needs (e.g., training, technical assistance, additional resources, etc.)
- Oversee full implementation and usage of all State systems by all local areas
- Design the integration of systems and coordination of services for the site and partners
- Manage fiscal responsibility for the system or site
- Plan and report responsibilities
- Write and maintain business plan
- Market One-Stop Career Center services
- Facilitate the sharing and maintenance of data; primarily the site, with emphasis on the state system
- Integration of available services and coordination of programs for the site with all partners

WIOA Workforce Services One-Stop Design and Delivery System Policy, further includes functions performed by the One-Stop Operator to provide direction of the partner/function based group of Team Leads, as well as ensure that comprehensive cross-training and development plans are established for each American Job Center and its staff.

The Local Workforce Development Board (LWDB) may also add further responsibilities to the One-Stop Operator per guidance in 20 CFR Section 678.620(a). Keep in mind that the competition for a One-Stop Operator must clearly articulated the role of the One-Stop Operator for the respective LWDA.

Does the Local Board have to competitively procure One-Stop Operators?

Yes. WIOA requires the selection of the One-Stop Operator through a competitive process. Subrecipients of federal funding must use a competitive bid process in accordance with federal procurement policies described in Uniform Guidance in 2 CFR 200.318-326. This includes:

- Procurement by sealed bids

- Procurement by competitive proposals
- Procurement by sole source (under limited conditions as described in 20 CFR 678.610).

Office of Management and Budget 2 CFR Chapter I, Chapter II, Part 200, et al., Section 200.319 states that, "All procurement transactions must be conducted in a manner providing full and open competition consistent with the standards of this section. In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work, and invitations for bids or requests for proposals must be excluded from competing for such procurements."

Note: Local Boards must prepare written documentation prior to the release of the RFP describing their process to select a One-Stop Operator and submit to the State Workforce Development Board by email at workforce.board@tn.gov. Documentation must include LWDB's statement of intent to manage the procurement process, or to utilize a third party vendor with the intent to apply as One-Stop Operator (include policies eliminating the conflicts of interest through establishing appropriate firewalls).

Can a Local Board be a One-Stop Operator?

Yes. Local Boards may compete for and be selected as One-Stop Operators. However, policies are required to eliminate conflicts of interest through establishing "appropriate firewalls" in regards to the competition, subsequent oversight, monitoring, and evaluation of performance of the provider. (20 CFR 679.430)

How can a Local Board compete in a procurement to become a One-Stop Operator or direct service provider?

For Local Boards to compete in the procurement process to become a One-Stop Operator or a direct service provider, the Local Board and its staff must arrange for the process to be completed by a "third party." The "third party" must not bid on, compete for, or have any financial interest in the contract for procurement or its outcome.

Under these circumstances, the "firewall" established through Local Board policies and procedures would allow the Local Board to provide the required information to the third party needed to properly arrange, notice and process the procurement. However, the Local Board cannot draft specifications, contract requirements, statements of work, or procurement documents. These activities must be exclusively the actions of the third party after appropriate guidance is provided by the Local Board. The third party must meet the Uniform Administrative Guidance in 2 CFR 200.318-326.

Who can be a third party in the procurement process?

The third party may be a consultant, a professional, or any other independent entity retained specifically to arrange, notice, and process the procurement. Such entities may be retained locally or statewide and retained by one or more Local Boards. A Local Boards must use discretion in retaining entities with whom it previously has done business to avoid conflicts of interest or any appearance of favoritism toward the Local Board in its final selection.

The third party may be the Chief Local Elected Official or local area consortium. Discretion should be used in retaining one Local Board to process the competitive procurement of another Local

Board as there is potential for conflicts of interest and the appearance of impropriety. The Department of Labor and Workforce Development is unable to act as a third party in the procurement process the department may be involved in disputes or appeals arising from the local area process.

Can a Local Board be selected as a One-Stop Operator through a sole source procurement?

A Local Board may be selected as a One-Stop Operator through sole-source procurement under limited conditions as described in 20 CFR 678.610 and only with agreement of the Chief Local Elected Official of the CEO in the local area and the Governor. The Governor must approve the conflict of interest policies the Local Board has in place when also serving as One-Stop Operator. This is consistent with DOL's interpretation of sec. 107(g)(2) of WIOA which further specifies the requirements where a Local Board is selected to be the One-Stop Operator. Written documentation must be prepared and maintained concerning the entire process of making such a selection, which must include appropriate "firewalls" establishing conflict of interest policies and procedures.

Does a Local Board need to competitively procure career services under WIOA?

No. However, this must be consistent with Sec. 107(g)(2) of WIOA which requires the agreement from the Chief Local Elected Official and the Governor.

Who may operate the One-Stop American Job Centers?

Consistent with 20 CFR 678.600, a One-Stop Operator may be a single entity or it may be multiple entities working together to form a consortium operator. The operator may be for profit, non-profit, private or public. If the consortium of entities is comprised of One-Stop career center partners, it must include a minimum of three One-Stop career center partners as described in 20 CFR 678.400. Should a for-profit entity (or a consortium that includes a for-profit entity) be selected as a One-Stop Operator, there are two points that must be kept in mind. First, except for WIOA Title I funds (Adult, Youth, and Dislocated Worker), no profit may be paid from USDOL awards. Second, the Uniform Guidance at 2 CFR 200.323 requires profit to be negotiated as a separate element of price for each contract in which there is no price competition or in which a cost analysis is performed.

What entities may be selected thru competitive procurement to be a One-Stop Operator?

The types of entities that may be a One-Stop Operator include, but are not limited to:

- An Institution of Higher Education
- An Employment Service State Agency established under Wagner Peyser
- A community based, non-profit organization, or workforce intermediary
- A private-for-profit entity
- A government agency; (i.e. municipality)
- A Local Board, with approval from the Chief Local Elected Official and the Governor
- Other interested organizations or entities capable of carrying out the duties of the One-Stop Operator, including Local Chambers of Commerce, business organizations, or labor organizations
- Nontraditional public secondary schools, night schools, adult education schools, career and technical education schools

Note: Elementary schools and secondary schools are not eligible to be selected as the One-Stop Operator

How often are One-Stop Operators competitively procured?

WIOA requires One-Stop Operators to be competitively procured at least every four years. A state may require, or a Local Workforce Development Board may choose to implement a competitive selection process more than once every 4 years.

Can a One-Stop Operator also be a service provider?

Yes. However the Local Board must create appropriate "firewalls" through policies and procedures that ensure competition, oversight, and evaluation of the provider's performance. Internal controls must be in place to avoid all conflicts of interest. All organizations, including the Local Board, administrative entities, fiscal agents, One-Stop Operators, and service providers who perform multiple functions, must develop written agreements with the Local Board and CEO clarifying how the organization fulfills its responsibilities and demonstrates compliance with WIOA and relevant Uniform Administrative Guidance.

How should appropriate firewalls be applied to procurement?

The Local Board must apply appropriate policies to ensure participants in a competitive bid are not directly involved with the procurement process itself, including (but not limited to) drafting procurement requirements, establishing review criteria, and conducting the review of responses and the final selection. The entity conducting the procurement must have no financial interest in the outcome of the procurement.

What is the effective date for competitively-procured One-Stop career center operators to be in place and providing services?

Per guidance provided in Training and Employment Guidance Letter WIOA No. 15-16, Competitive Selection of One-Stop Operators, as of July 1, 2017, all existing and new One-Stop Operators must have been selected using a competitive process. This means that procurement procedures must be developed and the procurement process completed so all One-Stop Operators are under contract to provide its services beginning July 1, 2017.

What other mechanisms may be used to assure full and open competition at the local level?

Pursuant to TEGL 15 -16, the State Workforce Development Board may opt to retain an outside entity to conduct an objective review of all aspects of the competition process, including a review of the entities selected as a One-Stop Operator such as: past performance; compliance with Federal requirements and policies; financial systems; internal control framework; and policies to perform and manage the One-Stop Operator services in accordance with WIOA. The outside entity may include the services of the Central Procurement Office of the Department of General Services, or state auditors with the Comptroller of the Treasury.

ACTION ITEM	*SUGGESTED TIMELINE
One-Stop Operator Guidance released by the State	January 27, 2017
LWDBs submit written inquiries regarding State guidance; State provides follow-up to LWDBs in order received	January 30 – February 3, 2017
LWDBs notify state in writing describing their process to procure the One-Stop Operator (<i>include intent to apply or not</i>)	February 10, 2017
LWDBs begin procurement process of One-Stop Operator (If LWDB not applying, drafts Request for Proposals)	February 17, 2017
Request for Proposal for One-Stop Operator Issued at local level	March 1, 2017
Deadline for Eligible Entities to Register for the RFP Process (or follow local Procurement guidelines)	March 8, 2017
RFP Bidders' Response Deadline	April 21, 2017
**New One-Stop Operator Contracts/Agreements in place	June 30, 2017

***NOTE:** The above suggested timeline is not required, but provides a general schedule to help facilitate full implementation of the One-Stop Operator procurement by June 30, 2017.

****Mandated date, not optional**

**Example Questions to include in the
Procurement of the One-Stop Operator
(Optional)**

A. ANSWER THE FOLLOWING QUESTIONS ABOUT THE ONE-STOP OPERATION:

1. Facilities and equipment and technology

- a. Describe how you will assure that One-Stop services are accessible to all jobseekers and employers in the respective LWDA. This includes areas with high unemployment and transportation barriers, such as in rural communities. Include location and scope of any proposed affiliates, access locations and/or other venues for meaningful access and adaptation for customers with disabilities.
- b. What are your planned hours of operation?
- c. Describe how you will equip, stock, and staff a resource room that is customer focused. Include all technology to be available in the resource room, computer laboratories, and web-based (Wi-Fi) access quality throughout the facility.
- d. In the light of minimizing costs, what is your plan for acquiring information technology specialists and their carrying out helpdesk functions in the American Job Center?

2. One-Stop Operation.

- a. Describe how you will provide knowledgeable staff, including partner staff, trained and motivated to dress and act professionally with the confidence to address both employers and job seeking customers. Note: Potential One-Stop Operator needs to be aware of any implications or special arrangements or how they will organize to meet the requirement of the provision at 20 CFR 678.630 stating that *"Continued use of State merit staff for the provision of Wagner-Peyser Act services or services from other programs with merit staffing requirements must be included in the competition for and final contract with the one-stop operator when Wagner-Peyser Act services or services from other programs with merit staffing requirements are being provided."*
- b. How will you lead One-Stop Partners with (a) an integrated menu of services for jobseeking customers and employers; (b) implementing agreements among the partners such as Memorandum of Understanding and resource sharing, and (c) maintaining communications with all One-Stop Partners and co-located staff.
- c. Describe the service delivery methods to be implemented in the American Job Center(s) to ensure that the planning region's goals regarding placement and credentials are met or exceeded.
- d. Describe the optimum continuous improvement and quality assurance methods needed in Tennessee's American Job Centers, including the metrics which address customer needs, as well as ensure customer satisfaction, in a cost-effective manner.
- e. What is your agency's approach to management of information systems, connectivity and confidentiality? Attach, or include, a privacy policy. NOTE: The state of Tennessee and its LWDA's all use the Virtual One-Stop System.

3. Services for Customers

- a. Describe your organization's outreach methods that you have used to reach target populations to promote AJC Services? Be specific as to the actual outcomes.
- b. Describe your plan to provide staffing, curricula, and the optimum customer flow process in the American Job Center(s). Your plan should demonstrate how best practices with customers and employers are incorporated in the design and delivery of services.
- c. Describe your organization's experience with developing and implementing customer satisfaction instruments such as web-based services used to track and report actual outcomes.
- d. Describe your experience in utilizing Labor Market Information, fiscal, and other workforce data sources to develop planning estimates of the number of core program (Title I, II, III, and IV) customers to be served and their respective employment and earnings rates after exit.

4. Services to Employers

- a. What is your organization's experience working with LWDBs, partners, and/or service providers in developing strategic approaches to support regional economic development and employers with high staffing needs in high demand occupations?
- b. Describe how you will engage and meet with employers to identify and improve on employer resources in the American Job Center. Be sure to include previous experience with employers in a One-Stop setting.
- c. Describe how you will gather and analyze information on sustainability to support ongoing and emerging needs of regional employers.
- d. Describe the full set of services envisioned for area employers, including those serving on the LWDB and all employers with workforce needs that may strengthen an existing system.
- e. Provide how the organization will carry out the vision of the LWDB in regards to how the Center will be structured and staffed to respond efficiently and effectively to area employers, including a description of proposed customer flow.
- f. Describe how your organization will conduct continuous improvement of employer services planned and to be provided, outcomes of the services, to include increased customer satisfaction.
- g. Describe how you will promote and sustain business engagement. Address the methods that should be used to explain and communicate these successes with the LWDB, as well as to the general public.
- h. Describe how your agency plans to integrate and or coordinate the various program business engagement strategies and how that will be managed so as to avoid duplication and the risk of multiple partners calling on the same employer(s).

5. Performance and Reporting

- a. Please explain and justify the service models that should be used to serve traditionally underserved participants and employers.
- b. Describe your organization's experience in tracking and reporting discrete participant activities while at the same time ensuring full compliance with Personal Identifiable Information (PII).
- c. Describe your strategy to meet or exceed the local area's performance goals: How will your organization manage measurement, achievement and documentation of performance standards?

B. ANSWER THE FOLLOWING QUESTIONS FOR THE OPERATION OF SERVICES FOR ADULTS and DISLOCATED WORKERS:

1. General Jobseeking Customer Program Operation

- a. Describe how you will work with the LWDB, officers and executive staff relative to the many policy and market intersections. Describe how you will work with the Administrative Entity and Fiscal Agent, as well as all monitors and auditors from independent, state or federal agencies.
- b. Describe how you will help ensure an efficient use of the WIOA funding allocation while maximizing services provided for both adults and dislocated workers.
- c. Describe how you will staff and implement the responsibility for determining WIOA eligibility and entering eligibility and other customer information into Jobs4TN, or any subsequent system provided by the TDLWD as well as lead the coordination of these systems with the WIOA identified key partners over time.
- d. Describe how you will work with required partners and others co-located at the American Job Center to include the following:
 - Describe how you will handle ongoing communication needs with all AJC staff as well as agency leadership and LWDB.
 - Describe how you will approach organization of shared staff and negotiation of cost sharing with the required partners as well as how you will ensure agreements are established with all partners in order to meet requirements for infrastructure and cost recovery.

2. Outreach and Recruitment

- a. Describe how you will market to and recruit WIOA customers, including those from targeted populations which may require specialized marketing.
- b. Describe your experience in utilizing Labor Market Information, fiscal, and other workforce data sources to develop planning estimates of the number of adults and dislocated workers to be served in a fiscal year.

3. Customer Flow

- a. Describe how WIOA services will be staffed and customers will flow through the various services, assistance with employment, and follow up.
- b. Describe how you will provide orientation to WIOA services, including any planned adaptations for targeted populations.

4. Workshops

- a. Describe workshops you plan to offer and the best practices or other information utilized in their design.
- b. Describe how you recruit and use volunteers to expand workshop offerings beyond what staff can provide.

5. Assisting Customers

- a. Describe how WIOA services will assist customers in locating and retaining employment.
- b. Describe how you will interact with and refer youth to and from the American Job Center, particularly with the WIOA focus on out-of- school youth.

One-Stop Operator Procurement Guidelines: LWDA & TDLWD Q&A

LWDA Question:

Attachment 1, page 1, second paragraph states:

All LWDBs must follow all federal, state and local competitive procurement requirements when selecting the operator of the **comprehensive** one-stop. **Comprehensive** also is mentioned in other areas of the documents and of course, due to the nature of the affiliate/access points required to only be one or more partners, many of the provisions in the documents do not apply.

Based on this guidance, it appears affiliate sites and other access points that may exist or be added as needed, are NOT required to be included in the scope of work for the One-Stop Operator bid. Of course, we recognize that in order to assure certification compliance and continuity of services for affiliates/access points, the LWDB would require the partner(s) represented in the affiliate/access point to coordinate services with the comprehensive center via the One-Stop Operator in the local area. Is my understanding correct that only the Comprehensive Center(s) will be included in the scope of services for bid of the One-Stop Operator?

State Response:

*TEGL 15-16 Competitive Selection of One-Stop Operators indicates..."WIOA and its implementing regulations require Local Workforce Development Boards (LWDBs) to use a competitive process for the selection of a **One-Stop Operator for the system...**" That will include not only comprehensive centers but affiliates. Also, as implied thru guidance set forth in WIOA WFS Policy One-Stop Delivery and Design System, the Comprehensive One-Stop service strategy includes the network of affiliate sites and and/or access points. Thus, the scope of services must include the service strategy not only for the Comprehensive AJC, but for the entire AJC system to include any certified affiliates/access points.*

The first paragraph on Attachment 1, page 1, of the One-Stop Operator procurement guidance states: All RFPs that contain requests for One-Stop Operators must include the duties set forth in 20 CFR 678.620 and further defined in WIOA Workforce Services (WFS) Regional and Local Planning Policy, as well as, WIOA WFS One-Stop Design and Delivery System.

Please refer specifically to WIOA WFS Policy One-Stop Design and Delivery System under Local Board Responsibilities, Section D (Operator) for guidance relating to this question.

Specifically, it states, "In accordance with the Regional Planning Council, LWDBs must designate an Operator for their LWDA that will ensure seamless service delivery within each center." Per the Regional Planning Council Agreement, the Operator is responsible for ensuring center service delivery, to include, but not be limited to, "organization and coordination by function for all Partner staff physically located within an affiliate or comprehensive center. This does not infer that the Operator must be in every site, but at a minimum, the Operator must be in the Comprehensive Center and provide coordination among partners in each respective AJC within the workforce system.

Additional note: keep in mind that the partner MOU is the guiding document as to how the services through the one-stop delivery system are to be coordinated. (See 678.500) The Operators are therefore components of that system, structure, and overall process. While each and every operator is required to coordinate the partner services within their center or across multiple centers, this should be envisioned and articulated initially in the partner MOU, then supported by the RFP's and procurement of operators (eventually formalized in each operator MOU).

LWDA Question:

Attachment 1, page 1, Requirements and Recommendation for Bidders List states:
The bidder's list should contain both local and non-local eligible entities, including non-profit as well as for-profit agencies. Further it states: it is highly encouraged that LWDBs within the same or adjacent planning regions share and compare bidders lists to ensure a full and open competitive procurement process is maintained for the region.

Sec. 121(d)(2)(B) states:...shall be an entity or consortium of entities..., of demonstrated effectiveness, located in the local area, which may include... Further, TEGL 15-16, Competitive Selection of One-Stop Operators, page 3., #6 also states eligible entities "must be...located in the Local Area."

I recognize that there are several documents that have come out since the original law and before the TEGL 15-16 dated January 17 that may have omitted "located in the Local Area" when paraphrasing. Please clarify if the State reference to "non-local entities", as well as "same or adjacent planning regions", is an error or is there some other federal guidance that I am not aware of stating the eligible entity who can apply as One-Stop Operator does NOT need to be located in the local area?

State Response:

Eligible entities outlined in Sec. 121(d)(B) include those entities that have either established operations within the LWDA or the ability to provide and demonstrate effective services in the LWDA, regardless of where the headquarters of the entities are located. The purpose of

encouraging LWDBs within the same or adjacent planning regions to share and compare bidder's lists is to ensure open competition among as many eligible entities as possible.

LWDA Question:

Attachment 2, page 3, FAQs states:

"The Department of Labor and Workforce Development is unable to act as a third party in the procurement process (as) the department may be involved in disputes or appeals arising from the local area process". **Would this potential involvement in disputes or appeals also disqualify TDLWD partner programs (Wagner Peyser, TAA/TRA, UI, Veterans program, etc.) from bidding as an independent entity or a member of a consortium? Example – WP, LWDB and VR as a consortium are selected as the successful bidder by the third party (because LWDB is in bidding consortium). ABC company files a complaint they did not get the bid and the TDLWD must resolve. Would the fact that WP was a part of the consortium be a conflict of interest?**

State Response:

The reference made in this section is referring only to that of TDLWD's inability to function as a third party in the procurement process for LWDB's and does not preclude TDLWD partner programs from bidding as an independent entity or member of a consortium. The third party running the competitive procurement process is the agency responsible for addressing any potential disputes and/or appeals.

LWDA Question:

To promote efficiency and cost savings would the State Workforce Board approve of a Local Workforce Development Board issuing an RFP for a 'consortium of partners' to apply and serve as the one stop operator?

State Response:

The LWDB has the authority to issue an RFP to include a consortium of partners to apply and serve as the One-Stop Operator as outlined in WIOA Sec. 121(d)(2)(B). This is allowable per the WIOA regulations in Section 678.600(a): "One-stop operators may be a single entity (public, private, or nonprofit) or a consortium of entities. If the consortium of entities is one of one-stop partners, it must include a minimum of three of the one-stop partners described in 678.400." And the consortium of entities must otherwise meet the requirements identified in 678.600.

The LWDB must take into account the guidance in 2CFR 200.319 regarding all competitive procurement transactions. This guidance states, "In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work, and

invitations for bids or requests for proposals must be excluded from competing for such procurements.” This would prevent any partners currently serving on the board, and as part of the consortium, from participating in the competitive procurement of the One-Stop Operator less the involvement of a third party being retained specifically to arrange, notice, and process the competitive procurement.

LWDA Question:

Can the TDL&WFD participate as a partner in a Consortium? What about other State Agencies such as VR or ECD?

State Response:

TDLWD can participate as a partner in the consortium, as is the arrangement currently in the LWDA's, and as described in WIOA law Sec. 121(d)(2)(B). VR is also allowable to participate as part of a consortium; whereas a consortium of entities (at a minimum, includes three or more of the One-Stop career center partners described in WIOA Section 121(b)(1)(B) and 20CFR 678.400.

LWDA Question:

Since the current structure of operations is conducted as a consortium of partners, in which no WIOA or other state agency funds are expended to operate the American Job Centers, (other than the current RSA), is a “non-financial” procurement acceptable?

State Response:

No, a “non-financial” procurement is not acceptable in that this does not create a procurement that is fair and open to other eligible entities competing in the procurement of the One-Stop Operator. The LWDB or third party arranging, notifying, and processing the competitive procurement must identify ALL requirements which the entities “must fulfill and all other factors to be used in evaluating bids or proposals” (refer to 2CFR 200.319(c)(2)). This would include the need for the procurement to include a financial comparison for competitive purposes.

In addition, WIOA and other State agency funds are currently being expended to operate the AJC's in addition to those funds in the RSA. WIOA and other State agency funds (TDLWD, VR, etc.) are used to support the One-Stop Operations for infrastructure and additional costs (includes career services, other shared costs and services) outlined in TEGL 16-16. Thus, the consortium of partners would need to support its bid for the One-Stop Operator with those costs associated with operating the one-stop system.

LWDA Question:

If a consortium of partners is selected as one stop operator, does it matter who the three partners are? Do they have to be from Titles I, II, III & IV or can they be local nonprofits or other partners in the center?

State Response:

WIOA law Sec.121(d)(2)(B), addresses a "consortium of entities" as including a consortium of entities, that at a minimum, includes three or more of the One-Stop career center partners described in WIOA Section 121(b)(1)(B)(B) and 20CFR 678.400. For example, if a public, private, or other non-profit organization is a part of the consortium of entities, at a minimum, that consortium must include three or more of the One-Stop career center partners described in WIOA Section 121(b)(1)(B) and 20CFR 678.400.

For further clarification around a consortium of partners vs. a consortium of entities, 678.600(a): "One-stop operators may be a single entity (public, private, or nonprofit) or a consortium of entities. If the consortium of entities is one of one-stop partners, it must include a minimum of three of the one-stop partners described in 678.400." So, theoretically, if the consortium of partners are other entities meeting eligibility per the law and regs but are not one-stop partners, then the 3 one-stop partner requirement would not be applicable.

Recapture/Reallocation Policy

Approved at November 2016 Board Meeting:

Federal Law:

- Reasonable, Necessary, Allowable, & Allocable
- Accurate, Current, & Complete Disclosure of Financial Reporting
- 80% Obligation of 1st year funds

This recapture requirement is imposed by the United States Department of Labor on all States receiving WIOA Title I funds. In order to comply with this Federal Requirement, The State of Tennessee then requires **all** grantees and subgrantees (in this case LWDBs) to meet this expenditure threshold requirement.

What happens if a LWDB does not meet the threshold requirement?

If a LWDB does not meet this expenditure threshold requirement the State could potentially recapture the difference between the 80% obligation and the original sum allotted by the TDLWD. Prior to recapture the State will review obligations at the local area to determine whether such action does not adversely impact service delivery at the local level. If such determination is made, the recapture will be adjusted as necessary to provide for continuous service delivery at the local area.

Adult Expenditures/Obligations

P15/F16	Adult			P16/F17	Adult		
	Sep-2016	Dec-2016	ep/Dec Chang		Sep-2016	Dec-2016	ep/Dec Chang
LWDA 01	✓ 100.0%	✓ 100.0%	0.0%	LWDA 01	✓ 100.0%	✗ 47.8%	▼ -52.2%
LWDA 02	✗ 73.2%	✗ 72.0%	▼ -1.2%	LWDA 02	✗ 0.0%	0.0%	0.0%
LWDA 03	✓ 89.5%	✓ 100.0%	▲ 10.5%	LWDA 03	✗ 0.0%	27.2%	▲ 27.2%
LWDA 04	✓ 95.2%	✓ 100.0%	▲ 4.8%	LWDA 04	✗ 0.0%	6.8%	▲ 6.8%
LWDA 05	✓ 95.2%	✓ 96.0%	▲ 0.8%	LWDA 05	✗ 0.0%	31.8%	▲ 31.8%
LWDA 06	✓ 100.0%	✓ 100.0%	0.0%	LWDA 06	✗ 11.6%	40.5%	▲ 28.9%
LWDA 07	✗ 53.3%	✗ 77.8%	▲ 24.5%	LWDA 07	✗ 0.0%	0.0%	0.0%
LWDA 08	✓ 86.5%	✓ 97.9%	▲ 11.4%	LWDA 08	✗ 0.0%	22.4%	▲ 22.4%
LWDA 09	✓ 88.9%	✓ 92.7%	▲ 3.8%	LWDA 09	✗ 0.0%	18.3%	▲ 18.3%
LWDA 10	✓ 99.1%	✓ 99.8%	▲ 0.7%	LWDA 10	✗ 18.2%	20.5%	▲ 2.3%
LWDA 11	✓ 104.4%	✓ 100.0%	▼ -4.4%	LWDA 11	✗ 26.5%	18.7%	▼ -7.8%
LWDA 12	✓ 98.2%	✓ 99.9%	▲ 1.7%	LWDA 12	✓ 80.2%	47.0%	▼ -33.2%
LWDA 13	✓ 99.9%	✓ 100.0%	▲ 0.1%	LWDA 13	✗ 0.0%	8.4%	▲ 8.4%
Combined	✓ 92.0%	✓ 95.3%	▲ 3.3%	Combined	✗ 14.9%	20.0%	▲ 5.1%

★ July 16 money only
★ July + Oct 16 money

- P15/F16 Adult (July 1, 2015 - June 30, 2017)

- December 2016, 11 of 13 LWDA meeting 80% Obligation rate
- Below 80% Obligation rates range from 72% to 77.8%

- P16/F17 Adult (July 1, 2016 - June 30, 2018)

- 10 of 13 LWDA's reported less than half the required 80% Obligations/Expenditures

Youth Expenditures/Obligations

P15/F16	Youth				P16/F17	Youth			
	Sep-2016	Dec-2016	Sept/Dec Change			Sep-2016	Dec-2016	Sept/Dec Change	
LWDA 01	✓ 80.3%	✗ 61.7%	▼ -18.6%		LWDA 01	✗ 2.6%	✗ 30.4%	▲ 27.8%	
LWDA 02	✓ 99.0%	✓ 100.0%	▲ 1.0%		LWDA 02	✗ 0.0%	✗ 0.0%	0.0%	
LWDA 03	✓ 100.0%	✓ 100.0%	0.0%		LWDA 03	✗ 17.4%	✗ 39.9%	▲ 22.5%	
LWDA 04	✗ 71.4%	✓ 83.7%	▲ 12.3%		LWDA 04	✗ 0.0%	✗ 0.0%	0.0%	
LWDA 05	✓ 100.0%	✓ 100.0%	0.0%		LWDA 05	✗ 24.4%	✗ 26.0%	▲ 1.6%	
LWDA 06	✓ 100.0%	✓ 100.0%	0.0%		LWDA 06	✗ 65.2%	✓ 84.2%	▲ 19.0%	
LWDA 07	✗ 78.9%	✓ 85.3%	▲ 6.4%		LWDA 07	✗ 0.0%	✗ 12.9%	▲ 12.9%	
LWDA 08	✓ 100.0%	✓ 100.0%	0.0%		LWDA 08	✓ 84.8%	✓ 90.8%	▲ 6.0%	
LWDA 09	✓ 100.0%	✓ 100.0%	0.0%		LWDA 09	✗ 60.8%	✗ 65.7%	▲ 4.9%	
LWDA 10	✓ 99.3%	✓ 100.0%	0.7%		LWDA 10	✗ 3.3%	✗ 31.3%	▲ 28.0%	
LWDA 11	✓ 84.2%	✓ 99.7%	▲ 15.5%		LWDA 11	✗ 58.5%	✗ 52.9%	▼ -5.6%	
LWDA 12	✓ 95.2%	✓ 99.5%	▲ 4.3%		LWDA 12	✗ 55.6%	✗ 73.1%★	▲ 17.5%	
LWDA 13	✗ 67.9%	✗ 31.7%	▼ -36.2%		LWDA 13	✗ 0.0%	✗ 0.0%	0.0%	
Combined	✓ 88.5%	✓ 82.7%	▼ -5.8%		Combined	✗ 26.5%	✗ 33.9%	▲ 7.4%	

- P15/F16 Youth (April 1, 2015 - June 30, 2017)

- December 2016, 11 of 13 LWDA meeting 80% Obligation rate
- Below 80% Obligation rates range from 31.7% to 61.7%

- P16/F17 Youth (April 1, 2016 - June 30, 2018) ★

- 3 of 13 LWDA's reported zero Obligations/Expenditures

★ Need to be at 80% by June 2017
Includes obligation/contract for
Workforce Essentials.

Dislocated Worker Expenditures/Obligations

P15/F16	Dislocated Worker			P16/F17	Dislocated Worker		
	Sep-2016	Dec-2016	ep/Dec Chang		Sep-2016	Dec-2016	ep/Dec Chang
LWDA 01	✓ 100.0%	✓ 100.0%	0.0%	LWDA 01	✗ 65.2%	✗ 16.6%	✗ -48.6%
LWDA 02	✗ 54.8%	✗ 44.4%	✗ -10.4%	LWDA 02	✗ 0.0%	✗ 0.0%	0.0%
LWDA 03	✗ 26.3%	✗ 52.0%	✓ 25.7%	LWDA 03	✗ 0.0%	✓ 3.9%	✓ 3.9%
LWDA 04	✗ 38.2%	✗ 77.7%	✓ 39.5%	LWDA 04	✗ 0.0%	✓ 3.3%	✓ 3.3%
LWDA 05	✗ 54.2%	✗ 67.6%	✓ 13.4%	LWDA 05	✗ 0.0%	✓ 4.9%	✓ 4.9%
LWDA 06	✓ 90.5%	✓ 100.0%	✓ 9.5%	LWDA 06	✗ 3.8%	✓ 34.6%	✓ 30.8%
LWDA 07	✗ 69.0%	✓ 90.3%	✓ 21.3%	LWDA 07	✗ 0.0%	✗ 0.0%	0.0%
LWDA 08	✓ 99.7%	✓ 100.0%	✓ 0.3%	LWDA 08	✗ 51.5%	✓ 36.1%	✗ -15.4%
LWDA 09	✓ 100.0%	✓ 99.2%	✗ -0.8%	LWDA 09	✗ 6.1%	✓ 27.8%	✓ 21.7%
LWDA 10	✓ 100.0%	✓ 100.0%	0.0%	LWDA 10	✓ 100.0%	✓ 47.9%	✗ -52.1%
LWDA 11	✓ 86.1%	✓ 88.7%	✓ 2.6%	LWDA 11	✗ 3.5%	✗ 17.7%	✓ 14.2%
LWDA 12	✓ 92.0%	✓ 97.6%	✓ 5.6%	LWDA 12	✗ 64.5%	✗ 32.5%	✗ -32.0%
LWDA 13	✗ 18.2%	✗ 53.0%	✓ 34.8%	LWDA 13	✗ 0.0%	✗ 0.3%	✓ 0.3%
Combined	✗ 64.7%	✗ 78.0%	✓ 13.3%	Combined	✗ 17.5%	✗ 15.4%	✗ -2.1%

A July 16 money only
 July & Oct 16 money

• P15/F16 Dislocated Worker (July 1, 2015 - June 30, 2017)

- December 2016, 6 of 13 LWDA meeting 80% Obligation rate
- Below 80% Obligation rates range from 44.4% to 77.7%

• P16/F17 Dislocated Worker (July 1, 2016 - June 30, 2018)

- 12 of 13 LWDAs reported less than half the required 80% Obligations/Expenditures

CALCULATION - Total Obligation - Adm Expense/Program Budget (Jan 17)

ADULT				
	Program	Oct Prog Obligation	Unobligated Balance	% Spend
P15 600684 (ends 6/17)	\$ 87,052.00	\$ 87,052.00	\$ -	100.0%
F16 600690 (ends 6/17)	\$ 954,558.00	\$ 954,321.85	\$ 236.15	100.0%
Total	\$ 1,041,610.00	\$ 1,041,373.85	\$ 236.15	100.0%
P16 600702 (ends 6/18)	\$ 138,224.00	\$ 88,897.23	\$ 49,326.77	64.3%
F17 600704 (ends 6/18)	\$ 942,544.00	\$ 473,441.71	\$ 469,102.29	50.2%
Total	\$ 1,080,768.00	\$ 562,338.94	\$ 518,429.06	52.0%

YOUTH				
	Program	Oct Prog Obligation	Unobligated Balance	% Spend
P15 600682 (ends 6/17)	\$ 1,037,531.00	\$ 1,034,223.30	\$ 3,307.70	99.7%
P16 600699 (ends 6/18)	\$ 1,083,609.00	\$ 878,180.31	\$ 205,428.69	81.0%

★ ★ Based on Contract Obligation, not Actual expense. WE has only spent approximately 50% of Contract (\$291,000 of \$570,000) as of 12-31-16

DISLOCATED WORKER				
	Program	Oct Prog Obligation	Unobligated Balance	% Spend
P15 600685 (ends 6/17)	\$ 130,278.00	\$ 117,999.51	\$ 12,278.49	90.6%
F16 600691 (ends 6/17)	\$ 718,020.00	\$ 703,355.28	\$ 14,664.72	98.0%
Total	\$ 848,298.00	\$ 821,354.79	\$ 26,943.21	96.8%
P16 600703 (ends 6/18)	\$ 139,413.00	\$ 118,998.01	\$ 20,414.99	85.4%
F17 600705 (ends 6/18)	\$ 739,123.00	\$ 236,367.06	\$ 502,755.94	32.0%
Total	\$ 878,536.00	\$ 355,365.07	\$ 523,170.93	40.4%

ALL CONTRACTS ending 6/17				
	Program	Obligation	Unobligated	% Spend
	\$ 2,927,439.00	\$ 2,896,951.94	\$ 30,487.06	99.0%

ALL CONTRACTS ending 6/18				
	Program	Obligation	Unobligated	% Spend
	\$ 3,042,913.00	\$ 1,795,884.32	\$ 1,247,028.68	59.0%

★ Adult/DW projected to be at 82% at 6-30-17, if limited to \$100,000 per Qtr. Budget.

ADULT & DISLOCATED WORKER - LWDA BUDGET PROJECTIONS FOR 16-17

NEW YEAR 16-17

Prepared 2/10/17 as of 1/31/17

Adult		Dislocated Worker		TOTAL	
Adult Carryover to New Yr	319,628.76	DW Carryover to New Yr	310,039.16	Carryover Adult & DW	629,667.92
Balance at end of PY15-16 6/30/16	319,628.76	Balance at end of PY15-16 6/30/16	310,039.16	Balance at end of PY15-16 6/30/16	629,667.92
Plus new allocation 7/1/16	138,224.00	Plus new allocation 7/1/16	139,413.00	Plus new allocation	277,637.00
Transfer Dislocated Worker to Adult	100,000.00	Transfer Dislocated Worker to Adult	(100,000.00)	Transfer Dislocated Worker to Adult	-
Less Direct Participant Obligations 7/1/16-9/30/16	(297,604.51)	Less Direct Participant Obligations 7/1/16-9/30/16	(46,618.39)	Less Direct Participant Obligations 7/1/16-9/30/16	(344,222.90)
Less Career Center Operations 7/1/16-9/30/16	(148,490.88)	Less Career Center Operations 7/1/16-9/30/16	(165,619.96)	Less Career Center Operations 7/1/16-9/30/16	(312,110.84)
Balance at end of 1st qtr 9/30/16	113,757.37	Balance at end of 1st qtr 9/30/16	137,213.81	Balance at end of 1st qtr 9/30/16	250,971.18
Plus new allocation 10/1/16	942,544.00	Plus new allocation 10/1/16	739,123.00	Plus new allocation 10/1/16	1,681,667.00
Less Direct Participant Obligations 10/1/16-12/31/16	(65,583.05)	Less Direct Participant Obligations 10/1/16-12/31/16	(15,962.74)	Less Direct Participant Obligations 10/1/16-12/31/16	(81,545.79)
Less Career Center Operations 10/1/16-12/31/16	(178,320.32)	Less Career Center Operations 10/1/16-12/31/16	(161,180.60)	Less Career Center Operations 10/1/16-12/31/16	(339,500.92)
Balance at end of 2nd Qtr 12/31/16	812,398.00	Balance at end of 2nd Qtr 12/31/16	699,193.47	Balance at end of 2nd Qtr 12/31/16	1,511,591.47
Plus new allocation	-	Plus new allocation	-	Plus new allocation	-
Less Direct Participant Obligations 1/1/17-3/31/17	(219,084.41)	Less Direct Participant Obligations 1/1/17-3/31/17	(110,513.95)	Less Direct Participant Obligations 1/1/17-3/31/17	(329,598.36)
Less Career Center Operations 1/1/17-3/31/17	(176,518.88)	Less Career Center Operations 1/1/17-3/31/17	(148,979.94)	Less Career Center Operations 1/1/17-3/31/17	(325,498.82)
Balance at end of 3rd Quarter 3/31/17	416,794.71	Balance at end of 3rd Quarter 3/31/17	439,699.58	Balance at end of 3rd Quarter 3/31/17	856,494.29
Plus new allocation	-	Plus new allocation	-	Plus new allocation	-
Less Direct Participant Obligations 4/1/17-6/30/17	(41,789.25)	Less Direct Participant Obligations 4/1/17-6/30/17	(14,399.06)	Less Direct Participant Obligations 4/1/17-6/30/17	(56,188.31)
Less Career Center Operations 4/1/17-6/30/17	(175,397.98)	Less Career Center Operations 4/1/17-6/30/17	(145,181.06)	Less Career Center Operations 4/1/17-6/30/17	(320,579.04)
Balance at end of 4th Quarter 6/30/17	199,607.48	Balance at end of 4th Quarter 6/30/17	280,119.46	Balance at end of 4th Quarter 6/30/17	479,726.94

* - 120,000.00
\$359,762

Est. Carryover 277,637
Adult DW 1,681,667
\$359,762 / 1,959,304
= 18.36%
est. unexpended.

ADULT & DISLOCATED WORKER - LWDA BUDGET PROJECTIONS FOR 16-17

Prepared 2/10/17 as of 1/31/17

Adult		Dislocated Worker		TOTAL	
Balance at end of 4th Quarter 6/30/17		Balance at end of 4th Quarter 6/30/17		Balance at end of 4th Quarter 6/30/17	
199,607.48		280,119.46		479,726.94	
NEW YEAR 17-18					
Plus new allocation 7/1/17		Plus new allocation 7/1/17		Plus new allocation 7/1/17	
124,402.00		125,472.00		249,874.00	
Less Direct Participant Obligations 7/1/17-9/30/17		Less Direct Participant Obligations 7/1/17-9/30/17		Less Direct Participant Obligations 7/1/17-9/30/17	
(85,049.13)		(15,649.25)		(100,698.38)	
Less Career Center Operations 7/1/17-9/30/17		Less Career Center Operations 7/1/17-9/30/17		Less Career Center Operations 7/1/17-9/30/17	
(175,397.98)		(145,181.06)		(320,579.04)	
Balance at end of 1st Quarter 9/30/17		Balance at end of 1st Quarter 9/30/17		Balance at end of 1st Quarter 9/30/17	
63,562.37		244,761.15		308,323.52	
Plus new allocation 10/1/17		Plus new allocation 10/1/17		Plus new allocation 10/1/17	
848,289.00		665,210.00		1,513,499.00	
Less Direct Participant Obligations 10/1/17-12/31/17		Less Direct Participant Obligations 10/1/17-12/31/17		Less Direct Participant Obligations 10/1/17-12/31/17	
-		-		-	
Less Career Center Operations 10/1/17-12/31/17		Less Career Center Operations 10/1/17-12/31/17		Less Career Center Operations 10/1/17-12/31/17	
(175,397.98)		(145,181.06)		(320,579.04)	
Balance at end of 2nd Qtr 12/31/17		Balance at end of 2nd Qtr 12/31/17		Balance at end of 2nd Qtr 12/31/17	
736,453.39		764,790.09		1,501,243.48	
Plus new allocation		Plus new allocation		Plus new allocation	
-		-		-	
Less Direct Participant Obligations 1/1/18-3/31/18		Less Direct Participant Obligations 1/1/18-3/31/18		Less Direct Participant Obligations 1/1/18-3/31/18	
(47,470.53)		(8,620.00)		(56,090.53)	
Less Career Center Operations 1/1/18-3/31/18		Less Career Center Operations 1/1/18-3/31/18		Less Career Center Operations 1/1/18-3/31/18	
(175,397.98)		(145,181.06)		(320,579.04)	
Balance at end of 3rd Quarter 3/31/18		Balance at end of 3rd Quarter 3/31/18		Balance at end of 3rd Quarter 3/31/18	
513,584.88		610,989.03		1,124,573.91	
Plus new allocation		Plus new allocation		Plus new allocation	
-		-		-	
Less Direct Participant Obligations 4/1/18-6/30/18		Less Direct Participant Obligations 4/1/18-6/30/18		Less Direct Participant Obligations 4/1/18-6/30/18	
(4,505.78)		(1,387.00)		(5,892.78)	
Less Career Center Operations 4/1/18-6/30/18		Less Career Center Operations 4/1/18-6/30/18		Less Career Center Operations 4/1/18-6/30/18	
(175,397.98)		(145,181.06)		(320,579.04)	
Balance at end of 4th Quarter 6/30/18		Balance at end of 4th Quarter 6/30/18		Balance at end of 4th Quarter 6/30/18	
333,681.12		464,420.97		798,102.09	
NEW YEAR 17-18					
Plus new allocation 7/1/18		Plus new allocation 7/1/18		Plus new allocation 7/1/18	
124,402.00		125,472.00		249,874.00	
Less Direct Participant Obligations 7/1/18-9/30/18		Less Direct Participant Obligations 7/1/18-9/30/18		Less Direct Participant Obligations 7/1/18-9/30/18	
(7,387.28)		-		(7,387.28)	
Less Career Center Operations 7/1/18-9/30/18		Less Career Center Operations 7/1/18-9/30/18		Less Career Center Operations 7/1/18-9/30/18	
(175,397.98)		(145,181.06)		(320,579.04)	
Balance at end of 1st Quarter 9/30/18		Balance at end of 1st Quarter 9/30/18		Balance at end of 1st Quarter 9/30/18	
275,297.86		444,711.91		720,009.77	

Jan 17 - Mar 17

Apr 17 - June 17

July 17 - Sep 17

Oct 17 - Dec 17

Jan 18 - Mar 18

Apr 18 - June 18

July 18 - Sep 18

Extra

Total through Sep. 2017

\$ 19,856.00

\$ 100,000.00

\$ 100,000.00

\$ 100,000.00

\$ 100,000.00

\$ 100,000.00

\$ 100,000.00

\$ 100,153.77

\$ 720,009.77

YOUTH - LWDA BUDGET PROJECTIONS FOR 16-17

Prepared 2/10/17 as of 1/31/17

OUT-OF-SCHOOL YOUTH & WORK EXP- (Minimum 75%)		REMAINING BALANCE FOR IN-SCHOOL YOUTH		TOTAL	
Carryover to New Yr OSY & Work Experience	1,179,707.97	Carryover to New Year ISY	103,286.26	Carryover	1,282,994.23
Youth Contract Carryover OSY	(107,549.20)				(107,549.20)
Youth Contract Work Exp Carryover	(350,297.18)				(350,297.18)
Balance at end of PY15-16 6/30/16	721,861.59	Balance at end of PY14-15 6/30/15	103,286.26	Balance at end of PY15-16 6/30/16	825,147.85
Less Direct Participant Oblig 7/1/16-9/30/16	(76,687.18)	Less Direct Participant Oblig 7/1/16-9/30/16	(11,336.87)		(88,024.05)
Less Career Center Oper 7/1/16-9/30/16	(133,597.74)	Less Career Center Oper 7/1/16-9/30/16		Less Career Center Oper 7/1/16-9/30/16	(133,597.74)
Less Career Center Oper 7/1/16-9/30/16 (Work Exp)	(33,968.49)	Less Career Center Oper 7/1/16-9/30/16 (Work Exp)		Less Career Center Oper 7/1/16-9/30/16 (Work Exp)	(33,968.49)
Balance 9/30/16	477,608.18	Balance 9/30/16	91,949.39	Balance 9/30/16	569,557.57
Plus new allocation				Plus new allocation	
Less Direct Participant Oblig 10/1/16-12/31/16		Less Direct Participant Oblig 10/1/16-12/31/16		Less Direct Participant Oblig 10/1/16-12/31/16	
Less Career Center Oper 10/1/16-12/31/16	(143,171.35)	Less Career Center Oper 10/1/16-12/31/16		Less Career Center Oper 10/1/16-12/31/16	(143,171.35)
Less Career Center Oper 10/1/16-12/31/16 (Work Exp)	(56,049.00)	Less Career Center Oper 10/1/16-12/31/16 (Work Exp)	-	Less Career Center Oper 10/1/16-12/31/16 (Work Exp)	(56,049.00)
Balance 12/31/16	278,387.83	Balance 12/31/16	91,949.39	Balance 12/31/16	370,337.22
Transfer In-School Youth Balance		Transfer In-School Youth Balance			
Less Direct Participant Oblig 1/1/17-3/31/17	(18,166.29)	Less Direct Participant Oblig 1/1/17-3/31/17		Less Direct Participant Oblig 1/1/17-3/31/17	(18,166.29)
Less Career Center Oper 1/1/17-3/31/17	(133,865.59)	Less Career Center Oper 1/1/17-3/31/17	-	Less Career Center Oper 1/1/17-3/31/17	(133,865.59)
Less Career Center Oper 1/1/17-3/31/17 (Work Exp)	(56,191.69)	Less Career Center Oper 1/1/17-3/31/17 (Work Exp)	-	Less Career Center Oper 1/1/17-3/31/17 (Work Exp)	(56,191.69)
Balance 3/31/17	70,164.26	Balance 3/31/17	91,949.39	Balance 3/31/17	162,113.65

internal budget
Funds can be moved
as needed

YOUTH - LWDA BUDGET PROJECTIONS FOR 16-17

Prepared 2/10/17 as of 1/31/17

OUT-OF-SCHOOL YOUTH & WORK EXP- (Minimum 75%)		REMAINING BALANCE FOR IN-SCHOOL YOUTH		TOTAL
Beginning Balance 3/31/17	70,164.26	Beginning Balance 3/31/17	91,949.39	Beginning Balance 3/31/17
Plus new allocation 4/1/17		Plus new allocation 4/1/17		Plus new allocation 4/1/17
Transfer In-School Youth Balance		Transfer In-School Youth Balance		
Less Direct Participant Oblig 4/1/17-6/30/17	(9,354.50)	Less Direct Participant Oblig 4/1/17-6/30/17	-	Less Direct Participant Oblig 4/1/17-6/30/17
Less Career Center Oper 4/1/17-6/30/17	(132,069.20)	Less Career Center Oper 4/1/17-6/30/17	-	Less Career Center Oper 4/1/17-6/30/17
Less Career Center Oper 4/1/17-6/30/17 (Work Exp)	(56,371.00)	Less Career Center Oper 4/1/17-6/30/17 (Work Exp)	-	Less Career Center Oper 4/1/17-6/30/17 (Work Exp)
Salaries & Benefits	11,100.00	Salaries & Benefits	(11,100.00)	Salaries & Benefits
Balance 6/30/17	809,955.56	Balance 6/30/17	129,611.39	Balance 6/30/17
Less Direct Participant Oblig 7/1/17-9/30/17	(5,515.30)	Less Direct Participant Oblig 7/1/17-9/30/17	(732.00)	Less Direct Participant Oblig 7/1/17-9/30/17
Less Career Center Oper 7/1/17-9/30/17	(132,069.20)	Less Career Center Oper 7/1/17-9/30/17	-	Less Career Center Oper 7/1/17-9/30/17
Less Career Center Oper 7/1/17-9/30/17 (Work Exp)	(56,371.00)	Less Career Center Oper 7/1/17-9/30/17 (Work Exp)	-	Less Career Center Oper 7/1/17-9/30/17 (Work Exp)
Salaries & Benefits	11,100.00	Salaries & Benefits	(11,100.00)	Salaries & Benefits
Balance 9/30/17	627,100.06	Balance 9/30/17	117,779.39	Balance 9/30/17
Transfer In-School Youth Balance		Transfer In-School Youth Balance		
Less Direct Participant Oblig 10/1/17-12/31/17	(132,069.20)	Less Direct Participant Oblig 10/1/17-12/31/17	-	Less Direct Participant Oblig 10/1/17-12/31/17
Less Career Center Oper 10/1/17-12/31/17	(56,371.00)	Less Career Center Oper 10/1/17-12/31/17	-	Less Career Center Oper 10/1/17-12/31/17
Less Career Center Oper 10/1/17-12/31/17 (Work Exp)	11,100.00	Less Career Center Oper 10/1/17-12/31/17 (Work Exp)	(11,100.00)	Less Career Center Oper 10/1/17-12/31/17 (Work Exp)
Salaries & Benefits		Salaries & Benefits		Salaries & Benefits
Balance 12/31/17	449,759.86	Balance 12/31/17	106,679.39	Balance 12/31/17
Less Direct Participant Oblig 1/1/18-3/31/18	(2,789.80)	Less Direct Participant Oblig 1/1/18-3/31/18	(732.00)	Less Direct Participant Oblig 1/1/18-3/31/18
Less Career Center Oper 1/1/18-3/31/18	(132,069.20)	Less Career Center Oper 1/1/18-3/31/18	-	Less Career Center Oper 1/1/18-3/31/18
Less Career Center Oper 1/1/18-3/31/18 (Work Exp)	(56,371.00)	Less Career Center Oper 1/1/18-3/31/18 (Work Exp)	-	Less Career Center Oper 1/1/18-3/31/18 (Work Exp)
Salaries & Benefits	11,100.00	Salaries & Benefits	(11,100.00)	Salaries & Benefits
Balance 3/31/18	269,629.86	Balance 3/31/18	94,847.39	Balance 3/31/18
Plus new allocation 4/1/17		Plus new allocation 4/1/17		Plus new allocation 4/1/17
Transfer In-School Youth Balance		Transfer In-School Youth Balance		
Less Direct Participant Oblig 4/1/18-6/30/18	-	Less Direct Participant Oblig 4/1/18-6/30/18	-	Less Direct Participant Oblig 4/1/18-6/30/18
Less Career Center Oper 4/1/18-6/30/18	(132,069.20)	Less Career Center Oper 4/1/18-6/30/18	-	Less Career Center Oper 4/1/18-6/30/18
Less Career Center Oper 4/1/18-6/30/18 (Work Exp)	(56,371.00)	Less Career Center Oper 4/1/18-6/30/18 (Work Exp)	-	Less Career Center Oper 4/1/18-6/30/18 (Work Exp)
Salaries & Benefits	11,100.00	Salaries & Benefits	(11,100.00)	Salaries & Benefits
Balance 6/30/18	1,018,775.66	Balance 6/30/18	132,509.39	Balance 6/30/18
Beginning Balance 3/31/17	162,113.65	Beginning Balance 3/31/17	91,949.39	Beginning Balance 3/31/17
Balance 6/30/18	1,151,285.05	Balance 6/30/18	132,509.39	Balance 6/30/18

YOUTH EXPENDITURES

LW12P151YOUTH16 - ENDING 6/30/16						
	OSY		ISY		Work Exp	
6/30/2016	\$ 535,592.40	100%	\$ 1,009.74	0%	\$ 211,516.83	39%
9/30/2016	\$ 703,312.98	98%	\$ 12,346.61	2%	\$ 272,369.78	38%
12/31/2016	\$ 694,650.62	97%	\$ 23,612.99	3%	\$ 304,152.26	42%
1/31/2017	\$ 695,321.55	96%	\$ 29,648.69	4%	\$ 304,152.26	42%
LW12P161YOUTH17 - ENDING 6/30/17						
	OSY		ISY		Work Exp	
6/30/2016	\$ 90,026.81	100%	\$ -	0%	\$ -	0%
9/30/2016	\$ 192,862.26	100%	\$ -	0%	\$ 23,861.88	12%
12/31/2016	\$ 406,592.35	100%	\$ -	0%	\$ 87,304.71	21%
1/31/2017	\$ 462,853.49	100%	\$ -	0%	\$ 136,583.10	30%



Department of
**Labor & Workforce
Development**

January 6, 2017

Dr. Karen Bowyer, President
Dyersburg State Community College
Local Workforce Development Area 12
1510 Lake Road
Dyersburg, TN 38024

Dear Dr. Bowyer,

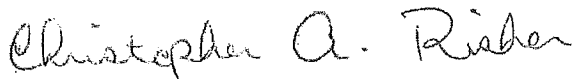
Staff from the Tennessee Department of Labor and Workforce Development (TDLWD) will conduct an on-site review of the following contracts Dyersburg State Community College, Local Workforce Development Area 12 (LWDA 12), has with TDLWD. The review will begin with an entrance conference on February 6, at 11:30 a.m. The contract list includes the following:

Service Provided	Contract Number	Contract Period	Contract Max. Liability
Adult	LW12P151ADULT16	7/01/15 - 6/30/17	\$96,724.00
Adult	LW12F161ADULT16	10/01/15 - 6/30/17	\$1,060,619.00
Adult	LW12P161ADULT17	7/01/16 - 6/30/18	\$153,582.00
Adult	LW12F171ADULT17	10/01/16 - 6/30/18	\$1,047,271.00
Dislocated Worker	LW12P151DSLWK16	7/01/15 - 6/30/17	\$144,753.00
Dislocated Worker	LW12F161DSLWK16	10/01/15 - 6/30/17	\$797,799.00
Dislocated Worker	LW12P161DSLWK17	7/01/16 - 6/30/18	\$154,903.00
Dislocated Worker	LW12F171DSLWK17	10/01/16 - 6/30/18	\$821,247.00
Youth	LW12P151YOUTH16	4/01/15 - 6/30/17	\$1,152,812.00
Youth	LW12P161YOUTH17	4/01/16 - 6/30/18	\$1,204,009.00
Rapid Response	LW12F151IWRSP15	1/01/15 - 12/31/15	\$70,203.00
Rapid Response	LW12P142DWRSP15	8/10/15 - 6/30/16	\$72,819.00
Rapid Response	LW12F152APRSP15	10/01/15 - 6/30/16	\$17,422.50
Rapid Response	LW12F153APRSP15	11/22/15 - 1/31/17	\$20,100.00
Rapid Response	LW12P141FTRSP15	8/10/15 - 6/30/17	\$177,780.00
Rapid Response	LW12F161DWRSP16	7/01/16 - 6/30/17	\$25,332.00
Statewide Activities	LW12F151NCSWA15	10/01/15 - 6/30/16	\$45,455.00

Statewide Activities	LW12F161IWSWA16	1/04/16 - 12/31/16	\$75,000.00
Statewide Activities	LW12P151NCSWA16	7/01/16 - 6/30/17	\$205,000.00
Re-employment Service & Eligibility Assessment	LW12F151RESEA16	7/15/15 - 12/31/15	\$181,170.00
Re-employment Service & Eligibility Assessment	LW12P161RESEA17	4/01/16 - 3/31/17	\$192,800.00
Supplemental Nutrition Assistance Program	LW12F161QSNAP16	2/15/16 - 9/30/16	\$124,679.00
Wagner Peyser	LW12P141WP32516	1/01/16 - 6/30/17	\$72,975.00

Prior to the on-site review, we will be requesting needed information from Ms. Prater and her staff. When this information is requested, we will indicate which critical pieces of information are needed as soon as possible. A member of my staff will also confirm all arrangements, prior to the start of the on-site review. If you have any questions, please contact me at (615) 741-6537.

Sincerely,



Christopher A. Risher, CFE
Director of Internal Audit

cc: Margaret Prater, LWDA 12
Jimmy Williamson, LWDA Board Chairperson
The Honorable Gary Reasons, Crockett Co. Mayor
Sterling van der Spuy, TDLWD
James Roberson, TDLWD
Nicholas Bishop, TDLWD
Ryan Allen, TDLWD
Ivan Greenfield, TDLWD

NO

FINDINGS!

BY-LAWS FOR THE

NORTHWEST TENNESSEE WORKFORCE BOARD LOCAL WORKFORCE DEVELOPMENT AREA 12

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ARTICLE I

Name & Establishment

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

ARTICLE II

Location

§ 2.1 Location: The principal office of the Board shall be located at 313 West Cedar Street in Dyersburg, Tennessee, 38024. The Board may have such other offices, either within or without the State of Tennessee, as the Board of Directors may designate or as the affairs of the Board may require.

ARTICLE III

Mission and Purpose

§ 3.1 Mission and Purpose of the Board: The purpose of this body is to provide policy guidance and exercise oversight with respect to activities under the Workforce Innovation and Opportunity Act of 2014 (WIOA) (or subsequent federal law) in partnership with the units of local government for LWDA 12. The Board is organized and shall be operated exclusively for charitable, scientific, literary and educational purposes. This Board supports WIOA activities that ~~increase the employment, retention, and earnings of participants, and increase attainment of recognized postsecondary credentials by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance the productivity and competitiveness of the Nation.~~ **develop a quality workforce system to meet the needs of area employers and job seekers, so that Northwest Tennessee is an area where business and industry thrive based on the availability of a skilled workforce and a robust talent pipeline, and where increasing wealth fuels prosperous communities and a high quality of life.**

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

ARTICLE IV

Functions of Local Board

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

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

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

- B. **SELECTION OF YOUTH PROVIDERS.**—Consistent with section 123, the local board—
 - (i) shall identify eligible providers of youth workforce investment activities in the local area by awarding grants or contracts on a competitive basis (except as provided in section 123(b)), based on the recommendations of the youth standing committee, if such a committee is established for the local area under subsection (b)(4); and
 - (ii) may terminate for cause the eligibility of such providers.
 - C. **IDENTIFICATION OF ELIGIBLE PROVIDERS OF TRAINING SERVICES.**—Consistent with section 122, the local board shall identify eligible providers of training services in the local area.
 - D. **IDENTIFICATION OF ELIGIBLE PROVIDERS OF CAREER SERVICES.**—If the one-stop operator does not provide career services described in section 134(c)(2) in a local area, the local board shall identify eligible providers of those career services in the local area by awarding contracts.
 - E. **CONSUMER CHOICE REQUIREMENTS.**—Consistent with section 122 and paragraphs (2) and (3) of section 134(c), the local board shall work with the State to ensure there are sufficient numbers and types of providers of career services and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities) serving the local area and providing the services involved in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities.
- (11) **COORDINATION WITH EDUCATION PROVIDERS.**—
- A. **IN GENERAL.**—The local board shall coordinate activities with education and training providers in the local area, including providers of workforce investment activities, providers of adult education and literacy activities under title II, providers of career and technical education (as defined in section 3 of the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2302)) and local agencies administering plans under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741).
 - B. **APPLICATIONS AND AGREEMENTS.**—The coordination described in subparagraph (A) shall include—
 - (i) consistent with section 232—
 - I. reviewing the applications to provide adult education and literacy activities under title II for the local area, submitted under such section to the eligible agency by eligible providers, to determine whether such applications are consistent with the local plan; and
 - II. making recommendations to the eligible agency to promote alignment with such plan; and
 - (ii) replicating cooperative agreements in accordance with subparagraph (B) of section 101(a)(11) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)), and implementing cooperative agreements in accordance with that section with the local agencies administering plans under title I of that Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f)), with respect to efforts that will enhance the provision of services to individuals with disabilities and other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.
 - C. **COOPERATIVE AGREEMENT.**—In this paragraph, the term “cooperative agreement” means an agreement entered into by a State designated agency or State designated unit under subparagraph (A) of section 101(a)(11) of the Rehabilitation Act of 1973.
- (12) **BUDGET AND ADMINISTRATION.**—
- A. **BUDGET.**—The local board shall develop a budget for the activities of the local board in the local area, consistent with the local plan and the duties of the local board under this section, subject to the approval of the chief elected official.
 - B. **ADMINISTRATION.**—
 - (i) **GRANT RECIPIENT.**—
 - I. **IN GENERAL.**—The chief elected official in a local area shall serve as the local grant recipient for, and shall be liable for any misuse of, the grant funds allocated to the local area under sections 128 and 133, unless the chief elected official reaches an agreement with the Governor for the Governor to act as the local grant recipient and bear such liability.

- II. DESIGNATION.—In order to assist in administration of the grant funds, the chief elected official or the Governor, where the Governor serves as the local grant recipient for a local area, may designate an entity to serve as a local grant subrecipient for such funds or as a local fiscal agent. Such designation shall not relieve the chief elected official or the Governor of the liability for any misuse of grant funds as described in subclause (I).
- III. DISBURSAL.—The local grant recipient or an entity designated under subclause (II) shall disburse the grant funds for workforce investment activities at the direction of the local board, pursuant to the requirements of this title. The local grant recipient or entity designated under subclause (II) shall disburse the funds immediately on receiving such direction from the local board.
- (ii) GRANTS AND DONATIONS.—The local board may solicit and accept grants and donations from sources other than Federal funds made available under this Act.
- (iii) TAX-EXEMPT STATUS.—For purposes of carrying out duties under this Act, local boards may incorporate, and may operate as entities described in section 501(c)(3) of the Internal Revenue Code of 1986 that are exempt from taxation under section 501(a) of such Code.
- (13) ACCESSIBILITY FOR INDIVIDUALS WITH DISABILITIES.— The local board shall annually assess the physical and programmatic accessibility, in accordance with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), of all one stop centers in the local area.

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

ARTICLE V

Membership and Committees

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

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

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

§ 5.2 Standing Committees: The Board may designate and direct the activities of standing committees to provide information and to assist the Board in carrying out activities authorized in this section. Such standing committees shall be chaired by 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 **Career Center** 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 Technology related to **Career American Job Center Services**; Selection of Operators and providers; and Coordination with education providers as outlined in Section 4.1. This committee also supports the Career **Center 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.

- (2) ~~An~~ **The Employer Business** Services Committee will be responsible for activities related to the Workforce research and regional labor market analysis and Employer engagement functions as outlined in Section 4.1. Additionally, this committee will support the Business Services Team in providing employers with opportunities to identify potential workers, assess skill gaps, and facilitate training of employees to meet employer needs.
- (3) The Target Populations Committee will be responsive to the provision of services to individuals with particular service needs, such as veterans, youth ages 16-24, individuals with a disability, dislocated workers, offenders, and others with barriers to employment. In keeping with the requirements for the Accessibility function of the Board outlined in Section 4.1 (13), this committee shall annually assess the physical and programmatic accessibility of all one stop centers in the local area, in accordance with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).
- (4) The Promising Practices Committee will lead local workforce development efforts in the functions related to Career pathways development by aligning the employment, training, education, and supportive services that are needed by individuals. This committee will lead efforts in Proven and promising practices identification in meeting the needs customers of the Career Center system and disseminating this information to the Board. This committee will also support the ~~Public Information and Planning~~ **Outreach and Advancement** staff in seeking supplemental grant funds to support workforce development efforts in LWDA 12.
- (5) ~~An~~ **The** Executive Committee shall have the authority to supervise and manage the affairs 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 chairperson 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 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; Convening, brokering, and leveraging stakeholders; Program oversight; Negotiation of local performance accountability measures; and Budget and administration.
- (6) When deemed necessary or appropriate the chairperson of the Board shall have the authority to appoint temporary or ad hoc committees, including the chairperson of said committee, for the purpose of special projects.

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

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

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

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

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

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

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

ARTICLE VI

Officers

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

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

§ 6.3 Board Chairperson: The Chairperson of the Board shall

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

§ 6.4 Vice-Chairperson: The Vice-Chairperson shall

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

(6) perform such other duties as from time to time may be assigned by the Chairperson of the Board.

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

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

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

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

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

ARTICLE VII Meetings

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

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

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

§ 7.4 Participation in Meetings: Each regular Board member, shall be entitled to one (1) vote on any matter properly submitted for a vote to the Board. The affirmative vote of a majority of the members present at a meeting, at which a quorum is present, shall be the act of the Board, except as may otherwise be specifically provided by law, by the Charter, or by these By-laws. Members of the Board absent from any meeting shall be permitted to vote at such a meeting by written proxies. The members of the Board, or any committee designated by the Board, may

participate in a meeting of the Board, or of such committee, by means of conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear one another; and participation in a meeting pursuant to this provision shall constitute presence in person at such meeting. The members shall be furnished a copy of the minutes of the meetings of the Board prior to the next regularly scheduled meeting.

§ 7.5 Open Meeting Requirement; All meetings and actions of the Board must comply with the Tennessee Open Meeting Act, Tenn. Code Ann. 8-44-101 *et seq.*

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

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

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

ARTICLE VIII

Staff to the Board

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

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

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

ARTICLE IX

Amendment of the By-Laws

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

ARTICLE X

Conflict of Interest

§ 10.1 Conflict of Interest: Board members and members of Standing Committees shall adhere to the following in regard to conflict of interest- WIOA Sec. 102 (b)(2)(E)(i) and Sec. 107 (h)(1)(2). A Board member may not vote on **or participate in any decision-making regarding** any matter that would provide direct financial benefit to the member, ~~or~~ 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) A Board members shall avoid even the appearance of a conflict of interest. Prior to taking office, Board members must provide to the Board Chair a written declaration of all substantial business interests or relations they, or their immediate families, have with all businesses or organizations that have received, currently receive, or are likely to receive contracts or funding from the Board. Such declarations shall be updated annually or within 30 days of changes in business to reflect any changes in such business interests or relationships. The Board shall appoint an individual to timely review the disclosure information and advise the Local Board Chair and appropriate members of potential conflicts. **Board members shall recuse themselves from official board duties if they are involved in a conflict of interest.**
- (2) Prior to a discussion, vote, or decision on any matter before the Board, if a member, or a person in the immediate family of such member, has a substantial interest in or relations to a business entity, organization, or property that would be affected by any official Board action, the member shall disclose the nature and extent of the interest or relationship and shall abstain from discussion and voting on or in any other way participate in the decision on the matter. **Board members shall seek the opinion of the Board if there are any doubts whether specific situations involve a conflict of interest.** All abstentions shall be recorded in the minutes of the Board meeting and be maintained as part of the official record.
- (3) It is the responsibility of the Board to monitor the potential conflict of interest and bring it to the Board's attention in the event the member does not make a self-declaration.
- (4) The Board shall ensure that the Board, its members or its employees do not directly control the daily activities of its workforce service providers, **its workforce system partners, or its contractors.**
- (5) Board members or their organizations may receive services as a customer of a local workforce service provider.
- (6) **Board members shall not accept bribes, kickbacks or any gift, rebate, money or anything of value whatsoever, or any promise, obligation or contract for future reward, compensation, property or item of value, including intellectual property, for the purpose or result of causing detriment to another and/or bringing about some benefit to oneself or others.**
- (7) **The Board shall select or designate an organization to perform duties related to WIOA such as developing a written agreement with the Board and Local Elected Official, which shall clarify how the organization will carry out its multiple responsibilities while demonstrating compliance with WIOA, corresponding regulations, relevant Office Management and Budget circulars, and with the Workforce Services Policy - WIOA (Conflict of Interest Policy), minimize fiscal risk, and develop appropriate steps within the single entity performing multiple functions.**
- (8) **In the event the Board is selected as a One-Stop Operator, through a competitive process conducted by a third party, the Board shall establish sufficient "firewalls" and conflict of interest policies and procedures consistent with the Workforce Services Policy - WIOA (Conflict of Interest Policy). The Board shall also ensure that all new staff members and providers are informed about this policy, and that appropriate staff members are familiar with it and its requirements in order to prepare state or local plans and the conflict of interest policy.**
- (9) **The Board shall also ensure training concerning internal conflicts of interest for any entities directly involved with making assessments and determining the eligibility of participants. Documentation of training must be maintained and made available for review and audit purposes.**

ARTICLE XI

Compliance with Law

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

- (1) Comply with all applicable Tennessee statutes and regulations including, but not limited to, the governing procurement standards or regulations for the LWDA, Sunshine Law, and the State Travel Regulations;

- (2) Comply with Workforce Innovation and Opportunity Act of 2014 (WIOA) and other appropriate regulations, as well as, policies and directives from the Tennessee Department of Labor and Workforce Development and the State Workforce Board.

ARTICLE XII

Rules of Order

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

SIGNATURES

Approved as signed by:

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

Date

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

Date

Dr. Karen Bowyer, Secretary
1510 Lake Road
Dyersburg, TN 38024
731-286-3300
bowyer@dsc.edu

Date

Process for One-Stop Operator Selection for LWDA 12 (Approved 2-22-17)

In accordance with the Agreement between the Consortium of Local Elected Officials for Local Workforce Development Area 12 and the Northwest Tennessee Workforce Board the following process will be utilized for the Selection of the One-Stop Operator:

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

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

2.3.2 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.

The NWTNWB Executive Committee and Consortium of Local Elected Officials met to review TDLWD, USDOL and related guidance and:

- 1. Determined the Board will conduct the procurement process.**
- 2. Established a maximum of \$75,000 funding available for the One-Stop Operator**
- 3. Established a timeline for the procurement process to meet implementation deadline of July 1, 2017**
- 4. Authorized DSCC as fiscal agent/Administrative Entity to develop the Request for Proposal.**

Proposed Timeline – DSCC Fiscal Agent/Administrative Entity Releases RFP

February 23	Board shares One-Stop Operator guidance and maximum funding with American Job Center partner agencies and seeks comments, including declaration of any conflict of interest via email OSORFP@nwtntworks.org
February 28	Executive Committee Reports to Northwest TN Workforce Board
March 6	AJC Partner comments due
March 9	Executive Committee considers comments of AJC Partners
March 13	Request for Proposal Released
March 27	Intent to Apply due from potential bidders via OSORFP@nwtntworks.org Questions due from potential bidders via OSORFP@nwtntworks.org
March 31	Questions answered via OSORFP@nwtntworks.org
May 1	Request for Proposal Response Due at 4:00 p.m. (may be mailed or delivered to 313 W Cedar, Dyersburg, TN or emailed to OSORFP@nwtntworks.org Bidder is responsible to assure that proposal is received on time.
May 6	Copies of proposals distributed to Board Review Committee
May 17	Executive Committee Meeting to review and make recommendation of One-Stop Operator
May 23	Northwest TN Workforce Board Meeting vote on recommendation of Executive Committee
June 1	Letter of Authority issued to One-Stop Operator to incur up to 5% costs during contract negotiations and approval.
July 1	Contract fully executed and services to begin

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

Board Members Present:

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

Board Members via Conference Call:

Kristie Bennett	Gayanne Williams	Mary Jones
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Local Elected Officials:

Kenny McBride	Benny McGuire	Gary Reasons	Chris Young
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Staff Members Present

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

Guest:

Ronnie Gunnels	Robin Sealy
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Welcome and Introduction:

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

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

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

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

Board Standing Committee Reports:

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

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

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

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

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

WIOA Updates:

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

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

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

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

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

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

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

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

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

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

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

The following agreements were approved by the Committee:

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

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

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

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

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

There was no further business and the meeting adjourned.

Respectfully submitted,
Kimberly Simpson