

MEMORANDUM OF UNDERSTANDING

BETWEEN

Northwest Tennessee Workforce Board

AND

Local Workforce Development Area 12 Comprehensive One-Stop Center Partners (as listed below)

Margaret Prater

prater@nwtworks.org

Individual designated by the Local Workforce Board Chair to lead MOU negotiations

Email address

Not applicable

Impartial individual designated by the Local Workforce Board Chair to lead annual budget negotiations

Email address

1. CONVENING OF THE PARTIES TO MOU (WIOA SEC. 121(C)(1)) (Tennessee MOU/IFA Instructions Page 4)	
<ul style="list-style-type: none"> • <i>List the required partner providing services in the local area</i> • <i>List the partner agency providing services of each required partner</i> 	
REQUIRED PARTNERS AS PARTIES TO MOU	ENTITY ADMINISTERING PROGRAM TYPED NAME
Title I: Adult, Dislocated Worker, Youth	Dyersburg State Community College; Workforce Essentials, Inc.
Title II: Adult Education and Family Literacy	Henderson County Schools; HopeWorks
Title III: Employment Programs under Wagner-Peyser	TN Department of Labor & Workforce Development
Unemployment Insurance	TN Department of Labor & Workforce Development
Trade Readjustment Assistance (TRA)	TN Department of Labor & Workforce Development
Trade Adjustment Assistance (TAA)	TN Department of Labor & Workforce Development
Job Counseling, Training, Placement Services for Veterans	TN Department of Labor & Workforce Development
Migrant and Seasonal Farmworkers	Tennessee Opportunity Program
Community Services Block Grant (CSBG)	NW TN Economic Development Council; Delta Human Resource Agency
Senior Community Services Employment Program (SCSEP)	NW TN Human Resource Agency; TN Community Services Agency; Meritan, Inc.
Second Chance (Reentry)	No programs available in LWDA 12
Title IV: Rehabilitation Services	TDHS, Vocational Rehabilitation Program
TANF	Workforce Essentials, Inc.
Parties to the MOU	NAME
LWDB Chair	Jimmy Williamson
LWDA Chief Local Elected Official	Mayor Gary Reasons

TDLWD Regional Director		Kristie Bennett (WP, UI, TRA, TAA, and Veterans programs)
Title I - Vice President for Workforce Development		Margaret Prater
Title II - Adult Education District Coordinator (Henderson Co. Schools)		Stewart Stanfill
Title II - Adult Education District Coordinator (HopeWorks)		Jacob Shock
TDHS, Vocational Rehabilitation Program		Kevin R. Wright
Migrant and Seasonal Farmworkers Director		Alisha Walker
CSBG / NW TN Economic Development Council		Don Ridgeway
CSBG NW TN Delta Human Resource Agency		Adrienne McGarity
SCSEP - TN Community Services Agency		Tom McWherter
SCSEP - Meritan, Inc. / NW TN Development District		Melanie Keller / John Bucy
TANF - Workforce Essentials, Inc. President		Marla Rye
OTHER PROGRAMS OFFERED IN THIS LOCAL AREA AS PARTIES TO MOU		IF MARKED YES, ENTITY ADMINISTERING PROGRAM
Department of Human Services	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	N/A
TCAT/Tennessee Reconnect	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Included as Perkins Partners
Job Corps	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	N/A
Youth Build	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	N/A
Housing and Urban Development Employment and Training Activities	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	N/A
Perkins/Post-Secondary Career & Technical Education	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Dyersburg State Community College; TCAT Paris, McKenzie, Newbern, Ripley, & Covington
ADDITIONAL PARTNERS AS PARTIES TO MOU		ENTITY ADMINISTERING PROGRAM
Native American Programs		Native American Indian Association of TN

2. PURPOSE AND SCOPE OF MOU (Tennessee MOU/IFA Instructions Page 5) If additional space is needed, please include an attachment referencing this section.

- Describe the general purpose and scope of the “umbrella” MOU

The purpose of this MOU is threefold, with the overall goal being to ensure efficiency within the local One-Stop Service Delivery system:

- 1) To establish cohesiveness and define the mutually agreed upon roles and responsibilities of each Partner in regards to service delivery, sharing of resources, and financial responsibilities;
- 2) To ensure that all individuals seeking services at 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 LWDA 12 American Job Centers and the consortia partners for the appropriate services and activities.

The scope of services outlined in this MOU follows Workforce Services Division Policy #7 regarding Service Integration and functional alignment wherein Tennessee’s One-Stop 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; and
- 4) To participate in joint planning of this MOU, plan development, and modification of activities to accomplish the following:
 - Accessibility of the Partners' applicable services to customers through the One-Stop Service Delivery system
 - Participation in the operation of the One-Stop Service Delivery system, consistent with the terms of the MOU and requirements of authorized laws
 - All Partners and staff are adequately cross-trained as a result of their participation in capacity building and staff development activities
 - Continuous partnership building by requiring inclusion of all Partners involved in the One-Stop System
 - Continuous adaption to state and federal guidelines
 - Responsiveness to local and economic conditions, including employer needs
 - Meet common data collection and reporting needs via Jobs4TN
 - Involvement in special grant and/or pilot projects that impact a Partner's shared staffing resources
 - Co-branding through inclusion of "AJC identified" or "American Job Center" on any joint products, programs, activities, services, facilities, and materials used by the combined Partnership of the System

3. VISION FOR THE SYSTEM (Tennessee Combined State Plan Section II(b)) (Tennessee MOU/IFA Instructions Page 5) If additional space is needed, please include an attachment referencing this section.

- *Describe the shared vision and commitment of the local board and required partners to a high-quality local workforce delivery system (vision must be consistent with Federal, State, regional, and local planning priorities, as well as the Governor's Guidelines)*
- *Describe which aspects of the vision are currently in place*
- *Outline the steps to be taken and the general timeline for how required partners will implement any aspects of the vision that are not yet in place*

The vision of the local workforce development board (LWDB) and required partners is for Northwest Tennessee to be 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. To achieve this vision, the board and partners strive to develop a quality workforce system to meet the needs of area employers and job seekers by:

- 1) Increasing the skills and knowledge of Northwest Tennesseans to meet the needs of employers now and in the future;
- 2) Creating career pathways from high school, postsecondary education / training to the workforce; and
- 3) Eliminating duplication and leveraging dollars to provide more opportunities to existing job seekers and the emerging workforce.

Aspects of the vision currently in place include:

- 1) The Regional Planning Council, which includes members of the core partners as well as other partners, identifies regional and local in-demand and emerging sectors using available labor market data, strategy meetings, and other data gathering methods. Workforce efforts are then focused on identified sectors through services available through AJC partners, such as the development of career pathways in manufacturing and healthcare.
- 2) The LWDB's Business Services standing committee guides the Business Services Team in implementing effective methods of gathering and understanding employers' feedback, such as an employer survey, participation in various business organizations, and various methods of conducting outreach to local employers. The information gathered through such efforts has led to the implementation and / or expansion of such programs and initiatives as NCRC testing, job profiling, ACT Work Ready Communities, OJT, and IWT.
- 3) Members of the Business Services Team conduct outreach in order to educate employers on the

services available through the AJC designed, with employers' input, to meet their needs and support talent development.

4) Coordination between training institutions, funding sources, the LWDB, and employers to ensure:

(a) training is available for in-demand occupations in the local area,

(b) current and prospective students are aware of various resources for funding training, including those offered by the partner programs, and

(c) resources are leveraged through co-enrollment and referrals in order to eliminate duplication.

5) Sector studies have been completed and career pathways developed for both the healthcare and manufacturing sectors, which help guide the focus of initiatives such as the Labor and Education Alignment Program (LEAP) and Jail2Job program. Both initiatives incorporate the Manufacturing Skills Standards Council's Certified Production Technician training, allowing high school students and inmates at a local jail respectively to earn valuable skills before entering or reentering the workforce.

While all aspects of the vision are already in place, the partners agree to enhance efforts by:

1) Expanding existing streamlining efforts among Title I staff across West Tennessee to include all partner programs. For instance, common intake processes and forms will be considered for implementation throughout the region.

2) Continuing weekly meetings of both on-site and off-site partners for each AJC in the region to ensure continued communication, coordination, and leveraging of resources.

4. MOU DEVELOPMENT (Tennessee MOU/IFA Instructions Page 5) If additional space is needed, please include an attachment referencing this section.

- Fully describe the process and efforts of the Local Workforce Development Board and required partners to negotiate the MOU
- Confirm whether all required partners participated in negotiations
- Explain the process to be used if consensus on the MOU is not reached by partners
- Please provide dates of partner meetings that specifically discussed the MOU

To negotiate the MOU, the LWDB followed the below process

- 1) Preliminary Review, 12/6/16: MOUs developed during the 2014 planning cycle were reviewed and upcoming changes to the MOU process were discussed at a required partners meeting.
- 2) Notification of Partners, 3/17/17: An email was sent by the LWDB Executive Director to the required partners with the MOU guidance and templates received from the TDLWD along with steps to take by 3/31/17 towards completion of the MOU.
- 3) Partial Draft MOU Submitted by Partners, by 3/31/17: Required partners were asked to submit requested information to the LWDB Executive Director's designee.
- 4) Partial Draft MOU Submitted to Partners, 4/6/17: The LWDB Executive Director's designee emailed a preliminary partial draft of the MOU to all partners for review prior to the MOU negotiations meeting.
- 5) Preliminary Negotiations Meeting, 4/10/17: Required partners met to review the partial draft MOU.
- 6) Revised Draft MOU Submitted to Partners, 4/11/17: The LWDB Executive Director's designee emailed a preliminary partial draft of the MOU to all partners for review and submission of additional information.
- 7) Final Negotiations Meeting, 5/9/17: Required partners met to review the revised draft MOU and budget information.
- 8) Signatures Obtained, by 5/31/17: The Final Draft was distributed for signatures and submitted to TDLWD, with signatures, by 5/31/17.

During the negotiations, all required partners offering services in LWDA 12 participated in negotiations. If the partners fail to reach a consensus on the MOU, the process to resolve the dispute is described in Section 4 Attachment.

5. NAME AND LOCATION OF COMPREHENSIVE ONE-STOP CENTER(S) (Tennessee MOU/IFA Instructions Page 5) If additional space is needed, please include an attachment referencing this section.

- Provide the name and address of the comprehensive one-stop center(s) in the local service delivery system
- Where applicable list the designated affiliated sites or specialized centers
- Define any other operating titles that the local area assigns to each center
- Describe how outreach will be conducted in towns in the local area without an AJC
- Describe the local area's plans for the Mobile American Job Center

Note: The information provided in this section must match the Tennessee Development of Labor and Workforce Development listings

Local workforce development area (LWDA) 12 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 LWDA seeks additional funding through grant opportunities.

There are two comprehensive centers:

Carroll County	Dyer County
Tennessee American Job Center - Huntingdon	Tennessee American Job Center - Dyersburg
470 Mustang Drive	439 McGaughey Street
Huntingdon, TN 38344	Dyersburg, TN 38024

There are nine affiliate centers, one in each of the remaining counties:

Benton County	Crockett County
Tennessee American Job Center - Camden	Tennessee American Job Center - Alamo
60 North Church Avenue	331 South Bells Street
Camden, TN 38320	Alamo, TN 38001

Gibson County
Tennessee American Job Center - Humboldt
2500 Central Avenue
Humboldt, TN 38343

Henry County
Tennessee American Job Center - Paris
55 Jones Bend Road Extended
Paris, TN 38242

Lake County
Tennessee American Job Center - Tiptonville
217 Church Street
Tiptonville, TN 38079

Lauderdale County
Tennessee American Job Center - Ripley
301-C Lake Drive
Ripley, TN 38063

Obion County
Tennessee American Job Center - Union City
204 S. Second Street
Union City, TN 38261

Tipton County
Tennessee American Job Center - Covington
877-B Highway 51 North
Covington, TN 38019

Weakley County
Tennessee American Job Center - Dresden
135 South Poplar Street, Suite B
Dresden, TN 38225

AJCs may also be referred to as one-stop centers.

While brick-and-mortar AJCs are valued for cost effectiveness, availability of resources to customers, and visibility in the community, LWDA 12 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 area and transportation barriers. In order to bring the services to the people, the TDLWD's Mobile AJC is utilized to serve remote areas and individuals who are unable to commute to one of the AJCs in the region. An LWDA staff member has been assigned to coordinate with the Mobile AJC staff to ensure staff from the LWDA attend Mobile AJC events, providing customers with access to all AJC services. The implementation of "street teams" has also enhanced services in areas without an AJC. 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. LWDA 12's use of Skype for "face-to-face" interactions with various one-stop partners and / or employers also allows customers in affiliate sites and access points to virtually receive one-stop services typically only offered onsite at the comprehensive centers. Jobs4TN 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.

In order to maximize services to populations with barriers, agencies serving these populations are targeted for outreach efforts such as distribution of marketing materials, participation in events, such as those involving "street teams" or the Mobile AJC, and invitations to participate in AJC events and strategy meetings. Such agencies may include Adult Education, Department of Human Services, Health Department, Housing Authorities, Head Start programs, and Boys & Girls Clubs. The AJC displays marketing materials for core and community partners, and provides materials to be displayed at the partners' sites. Social media accounts are also used to connect with customers and other agencies and inform them of the services available through the AJC. The Business Services Team conducts rapid response meetings in order to serve workers dislocated through closures or layoffs. Outreach to unemployment claimants regarding AJC services is also conducted via email when contact information is available. The Target Populations committee of the local workforce board provides guidance for reaching and serving such populations.

6. DESCRIPTION OF COMPREHENSIVE ONE-STOP SERVICES (WIOA Sec. 121(c)(2)(A)(i)) (Final Rules § 678.500(b)(1)) (Tennessee MOU/IFA Instructions Page 5) If additional space is needed, please include an attachment referencing this section.

- Complete a local service matrix (Attachment II) illustrating local methods of service delivery which includes:
 - *Career services to be provided by each required partner in each comprehensive one-stop center*
 - *Other programs and activities to be provided by each required partner*
 - *Method of delivery for each service provided by each required partner (e.g., staff physically present, cross-trained staff, direct linkage technology)*
- In the spaces provided below:
 - *In the introductory paragraph of this section, describe the required partners' combined commitment to integration and "manner in which the services will be coordinated and delivered through the system" (§ 678.500(b)(1))*
 - *In the spaces below designated for each required partner, describe each partner's commitment to coordinated service delivery and explain how the local service matrices illustrate that commitment*
 - *For each required partner below, describe the location(s) at which services of each required partner will be accessible*

The AJC strives to provide integrated service delivery by aligning staff by functional teams and providing cross-training on all programs and services offered in the AJC by the various partners. The Welcome Function is predominantly a shared responsibility among partner staff in the Center, but on occasion, staff are hired to fulfill the duties of this function. Those serving in the Welcome Function warmly greet customers entering the AJC and offer an evaluation of service need to identify the services to offer to customers in order to best meet their needs. Each customer is encouraged to register for Jobs4TN, and customers in need of other basic career services, such as labor exchange services, provision of labor market information, or other self-directed or minimally staff-involved services, are typically served by the staff person assigned to the Welcome Function. Customers identified as needing eligibility determination or individualized career services are referred to on-site partners via a warm hand-off. For partners not located full-time in the Center, a spreadsheet (attached) is maintained with contact information for all of the required partner programs offering services in the area including the following information as available: agency name, contact person, address, phone and fax numbers, e-mail address, and website. This spreadsheet allows for partners to easily connect and communicate via referral and / or electronic connection. In order to offer a "warm hand-off," staff at the AJC will connect with the off-site partner staff while the customer is at the AJC in order to ensure the desired services are delivered. A referral form has been developed for recording and tracking referrals between partners.

Staff serving in the Welcome Function coordinate with staff in the Career Development Team and Business Services Team in order to seamlessly deliver career services to all customers. All of the core partners have staff who serve as members of the Career Development and / or Business Services Function, whether on-site or off-site by referral or electronic connection. Each program provides a valuable service and all are connected to reach the desired outcome for the customer. While Career Development Team members focus on performing individualized career services such as skills assessments, developing Individual Employment Plans (IEPs), and case management, the Business Services Team focuses on developing positive relationships with employers in order to identify and address their human resource needs. Staff members are also cross-trained to allow for streamlined services and reduced duplication.

Finally, staff at the AJC have a brief morning meeting to discuss shared resources and services that might benefit both current and prospective customers. This collaboration encourages more co-enrollment of participants between programs, further reducing duplication, enhancing services, and maximizing individual program funding. The use of e-mail, social media, and other technologies such as Skype to convey information to partner staff and customers enhances service delivery and increases Center efficiency, thus potentially expanding the customer pool. Additionally, staff stay current on partner programs through periodic Consortium meetings between the leadership of the core partner programs, quarterly Regional Planning Council meetings, and various staff trainings and / or meetings.

Title I (Adult, Dislocated Worker and Youth) –

Title I provides a variety of educational and training activities to eligible individuals based on the needs of the individual and in coordination with partner programs to prepare participants for employment in in-demand occupations. Services are available on-site at all eleven AJCs in the LWDA, and are accessible to off-site partners through various methods. For instance, off-site partners may call or e-mail Title I staff to make referrals and may utilize the referral form developed by Title I staff as described in Section 8 below. Title I staff also maintain a spreadsheet (attached) for use by all partners containing relevant contact information for making referrals. The system's website also features a contact form that partners or customers may use to contact a Title I staff person for more information about services available through the AJC. Partners and customers may also send a message to Title I staff through the system's Facebook page. Marketing materials are made available at all AJCs.

Title II (Adult Education and Family Literacy) –

Adult Education provides HiSet preparation and testing services. HopeWorks manages adult education programs through direct linkage with two AJCs in LWDA 12 in Lauderdale and Tipton counties, with classes being offered at the Tipton County location when feasible. Henderson County Schools manage adult education programs in District 7 through direct linkage with the remaining nine AJCs in LWDA 12 with co-locating of staff, when feasible, at the comprehensive centers in Dyersburg and Huntingdon, and classes being offered in Humboldt when possible. An electronic presence of off-site staff for referrals will be available within the counties of Benton, Crockett, Henry, Lake, Obion, and Weakley County AJCs. Marketing materials are made available at all AJCs.

Title III (Employment Services under Wager-Peyser) –

Title III offers outreach and labor exchange activities for individuals and employers. Job seekers register at the front desk Kiosk / Jobs4TN.gov to begin the process of a job search activities such as entering a resume and their skills into Jobs4TN so they may be identified by companies who are hiring. Staff are available on-site at the AJCs in Dyersburg and Huntingdon. Services are available at the nine affiliate sites through direct linkage using phone, email, or Jobs4TN.gov. Partner staff on-site in the affiliate centers are cross-trained to provide both job seekers and employers assistance in accessing and utilizing the features of Jobs4TN. Employers may submit job orders to staff in any of the eleven AJCs for posting to Jobs4TN. Marketing materials are made available at all AJCs.

Unemployment Insurance (UI) –

Partner staff working on-site at all eleven AJCs are cross-trained to provide meaningful assistance for UI. This includes assisting customers in using Jobs4TN.gov to complete claims, weekly certifications, and utilizing the live chat feature, or using lwdsupport.tn.gov/hc/en-us to submit and track help desk tickets. Fax machines are also available at the AJCs to allow customers to submit needed information to the TDLWD State office if necessary. A Title I staff member also serves as the Rapid Response Coordinator for the local area and coordinates with partners to provide assistance to employers and affected employees through Rapid Response services. Additionally, Title I and Title III staff are responsible for recording these services in Jobs4TN by entering activities into the individual's or employer's account. Marketing materials are made available at all AJCs.

Job Counseling, Training and Placement Services for Veterans –

In accordance with U.S. Code, Title 38, veterans and “covered persons” are provided the Priority of Service and Veterans preference on all job opportunities and qualified training programs available through the AJC. Notification of priority of service for Veterans is posted at each center. For Veterans with significant barrier(s) to employment, intensive services are available. Veterans services are available on-site at the AJC in Dyersburg. Other partner staff on-site in the affiliate centers and the comprehensive center in Huntingdon are cross-trained to provide self-identified Veterans with the Military Services Form to determine if a referral to Veterans services is appropriate. Veterans services are accessible through direct linkage via phone or email, and Veterans services staff are able to meet with customers on-site at these offices if needed.

Trade Readjustment Assistance –

Companies contact the TRA unit to file a TRA claim. Trade claims are tracked via Jobs4TN.gov website. TRA services are available on-site at the AJC in Dyersburg. Other partner staff on-site in the affiliate centers and the comprehensive center in Huntingdon are cross-trained to assist in identifying job seekers who may qualify for TRA to determine if a referral to TRA services is appropriate. TRA services are accessible through direct linkage via phone or email, and TRA staff are able to meet with customers on-site at these offices if needed. TRA claimants will contact the TRA/TAA representative at the AJC for an appointment to discuss TRA services.

Trade Adjustment Assistance (TAA) –

TAA petitions are available online at www.dolta.gov. TAA services are available on-site at the AJC in Dyersburg. Other partner staff on-site in the affiliate centers and the comprehensive center in Huntingdon are cross-trained to assist in identifying job seekers who may qualify for TAA to determine if a referral to TAA services is appropriate. TAA services are accessible through direct linkage via phone or email, and TAA staff are able to meet with customers on-site at these offices if needed. TAA claimants will contact the TAA representative at the AJC for an appointment to discuss the following services; re-employment services, job search allowance, relocation allowance, and training. Claimants interested in training are referred to Title I for assessment and testing. In addition, applicants are referred to Tennessee College of Applied Technology (TCAT) and or State School representative for assistance.

Migrant & Seasonal Farmworkers –

The program's main objective is to conduct outreach to and assessment of low income farmworkers in order to assist those who qualify with job training and placement services as listed in the local service matrices. Marketing materials are made available at all AJCs.

Services are accessible at all 11 AJCs in the local area through direct linkage and cross-training of partner staff. For instance, Title I staff screen applicants for farmwork backgrounds in order to determine if a referral can be made. Migrant & Seasonal Farmworkers staff may also meet with potential clients on-site at the AJC if necessary.

National Farmworker Jobs Program (NFJP) –

The program's main objective is to conduct outreach to and assessment of low income farmworkers in order to assist those who qualify with job training and placement services as listed in the local service matrices. Marketing materials are made available at all AJCs.

Services are accessible at all 11 AJCs in the local area through direct linkage and cross-training of partner staff. For instance, Title I staff screen applicants for farmwork backgrounds in order to determine if a referral can be made. NFJP staff may also meet with potential clients on-site at the AJC if necessary.

Community Service Block Grant (CSBG) –

CSBG services are available via direct linkage by phone or email. Marketing materials are made available at all AJCs. Northwest TN Economic Development Council has service centers that serve low-income households in Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Obion, and Weakley counties with CSBG, TEFAP (Temporary Emergency Food Program or commodity foods), and LIHEAP (Low Income Home Energy Assistance Program or "energy assistance"). The Head Start/Early Head Start Program serves all counties in LWDA 12. Other services include emergency assistance with utilities, rent or mortgage, intake and referral, outreach and needs assessment, and case management for employment/self-sufficiency.

Senior Community Services Employment Program (SCSEP) –

SCSEP services are available via direct linkage by phone or email. SCSEP provides low income individuals 55 and older who have poor employment prospects with subsidized, part-time, community service work based training. Participants train an average of 20 hours per week in a variety of community service activities at non-profit and public facilities, including the AJC. SCSEP also assists its customers in utilizing AJC services such as computer classes, interview classes, and resume assistance. Marketing materials are made available at all AJCs.

Title IV (Rehabilitation Services) –

The Vocational Rehabilitation Program provides a variety of services to eligible individuals with disabilities based on the rehabilitation needs of the individual in accordance with their aptitudes, abilities, capabilities and interests and as identified on an Individualized Plan for Employment to prepare for or advance in competitive integrated employment. VR collaborates with AJC partners, community rehab service providers, educational institutions and employers. VR services are directly accessible through co-location at AJCs and from local VR offices.

DHS/TANF –

DHS is committed to addressing poverty and creating cycles of success. The Two-Generation Approach requires intentional focus on the success of the children and adults in their lives simultaneously and places the family on a better path towards economic security when the needs of the family are addressed holistically. This approach includes an emphasis on education, economic supports, health and well-being, and social capital. This goal shall be achieved in the context of assisting individuals and families eligible for TANF ("Clients") in meeting program participation requirements. WorkForce Essentials, Inc. shall provide Employment and Case Management Services with a focus on empowering families eligible for TANF on a course to achieve economic stability based on the four (4) core component activities of the Two-Generation Approach, which focuses on the holistic success of the children and adults: (1) education, (2) economic supports, (3) health and well-being, and (4) social capital. TANF services are available on-site at all 11 AJCs.

Second Chance (Reentry) –

Services are not available in LWDA 12.

HUD Employment and Training Activities –

Services are not available in LWDA 12.

Job Corps –

Services are not available in LWDA 12.

YouthBuild –

Services are not available in LWDA 12.

Perkins/Post-Secondary Career & Technical Education–

Tennessee's Community and Technical Colleges play an integral role in the economic growth of our State. From providing short-term training programs to customized, long-term initiatives, these colleges have developed innovative strategies to meet the workforce training needs of local, regional and State employers. As recipients of funding under the Carl D. Perkins Career and Technical Education Act, these institutions strive to develop more fully the academic, career, and technical skills of students who elect to enroll in career and technical education programs. These institutions coordinate with AJC partners to conduct one or more "Manufacturing Days" at high schools in each of the eleven counties annually. These events are conducted in partnership with local education institutions and businesses to assist students in understanding all aspects of an industry, providing them with career guidance, and preparing them for high skill, high wage, or high demand occupations leading to self-sufficiency. DSCC and the TCATs also work with AJC partners to engage local employers in assisting in developing programs and to apply for programs to be added to the eligible training provider list.

TCAT/Tennessee Reconnect–

As Perkins recipients for Career & Technical Education, the TCATs in the local area participate in the same activities as described in the "Perkins/Post-Secondary Career & Technical Education" section above. All Perkins services are offered through direct linkage and / or cross-training of AJC staff, who may assist customers in going online to complete an admissions application or other required paperwork.

7. PROCUREMENT OF ONE-STOP OPERATOR (Tennessee Memorandum Guidelines for One- Stop Operator Procurement) (Tennessee MOU/IFA Instructions Page 6) If additional space is needed, please include an attachment referencing this section.

- *Name the procured one-stop operator – (this information will be amended once the One-Stop Operators have been procured). The following bullet points should be explained in this section*
- *Describe the functions and scope of work of the one-stop operator as defined in the Request for Proposal or as planned for the competitive procurement process*
- *Assure that the one-stop operator will not perform any of the proscribed functions (§ 678.620(b)) to avoid a conflict of interest*

Note: One-stop operator designation takes effect July 1, 2017 (§ 678.635)

In order to select an operator for the one-stop system in the local area, consistent with WIOA Sections 107(d)(10) and 121(d) and the Workforce Services Policy regarding One-Stop Delivery and Design System, paragraph (D) of the Local Board Responsibilities section, and in accordance with the Regional Planning Council, the LWDB, with the agreement of the chief elected officials for the local area, shall designate or certify one-stop operators as described in section 121(d)(2)(A). 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, issued a Request for Proposals (RFP) on May 16, 2017 with proposal responses due by 4:00 pm on June 15, 2017. Public notice was provided through both print media and electronic means, with potential bidders being notified of the release by email. Proposals received shall be reviewed by a committee approved by the Board and CEOs and will 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 to deliver the services described in the Scope of Work, which clearly articulates the role of the operator in accordance with §678.620(a).

To further avoid a conflict of interest in accordance with §678.620(b)(1), the functions and scope of work of the operator as detailed in the RFP, do not include the following functions, which will continue to be

performed by the LWDB: Convene system stakeholders to assist in the development of the local plan; prepare and submit local plans (as required under sec. 107 of WIOA); be responsible for oversight of itself; manage or significantly participate in the competitive selection process for one-stop operators; select or terminate one-stop operators, career services, and youth providers; negotiate local performance accountability measures; or develop and submit a budget for activities of the Local WDB in the local area.

Since the LWDB has elected to conduct the procurement process for the one-stop operator, and therefore will not serve in a dual-role of both LWDB and operator, the above named functions shall continue to be conducted by the LWDB, not the selected operator. In accordance with §678.620(b)(2), in the event that an entity selected to serve as the operator in future procurement processes also serves a different role within the one-stop delivery system and performs some or all of these functions when acting in its other role, sufficient firewalls and conflict of interest policies and procedures will be developed according to the specifications in § 679.430 for demonstrating internal controls and preventing conflict of interest.

The purpose of the RFP is to identify and fund one entity to coordinate service delivery of the core and required American Job Center partners and service providers in the two comprehensive centers and nine affiliate centers in LWDA 12 beginning July 1, 2017. All services provided by the operator will conform to the Coordinate, Observe, Report, Evaluate services model. The role of the Operator is further defined through guidance provided in TDLWD WIOA Workforce Services Regional and Local Planning Policy as:

- 1) Oversee management of One-Stop Centers and service delivery
- 2) Evaluate performance and implement required actions to meet performance standards
- 3) Evaluate various customer experiences
- 4) Ensure coordination of partner programs
- 5) Act as liaison with the LWDB and One-Stop Center
- 6) Define and provide means to meet common operational needs
- 7) Oversee full implementation and usage of all State systems by the local area
- 8) Design the integration of systems and coordination of services for the site and partners
- 9) Manage fiscal responsibility for the system or site
- 10) Plan and report responsibilities
- 11) Write and maintain a business plan
- 12) Market One-Stop Center services
- 13) Facilitate the sharing and maintenance of data; primarily the site, with emphasis on the state system
- 14) Integration of available services and coordination of programs for the site with all partners

In regards to Section 8 below, the local one-stop operator's role and responsibilities for coordinating referrals among required partners (§678.500(b)(3)) include:

- Inspire others and lead change; demonstrate extremely high levels of professionalism, integrity, and collaboration; and enhance and develop partnerships. Further, the operator will be required to coordinate with the leadership of all required partners
- Coordinate services with the LWDB's affiliate and/or identified access points to assure that required partners are apprised of AJC and community services for referral of customers.
- Maintain and update a digital and hard copy listing of all partner programs, including a brief description of service and contact information to assure that all staff in the AJC have up-to-date information for referral of customers.

In the Section 6 and 8 Attachment and in the spaces in Section 8 below designated for each required partner, each partner has listed the other programs to which it will make referrals, the method(s) of referral to each partner, and the means of tracking referrals. Referrals are made by all partners based on the initial evaluation of each individual's service needs using methods such as written, electronic, or phone referrals. Methods of referrals strive towards a coordinated and integrated approach to common intake procedures, career services, business services, and data sharing among partners.

8. REFERRAL PROCESS (WIOA Sec. 121 (c)(2)(A)(iii)) (Tennessee MOU/IFA Instructions Page 6). If additional space is needed, please include an attachment referencing this section.

- *In the spaces provided below, address all of the following:*
 - *In the introductory paragraph of this section, describe local one-stop operator's role and responsibilities for coordinating referrals among required partners (§678.500(b)(3))*
 - *In the spaces below designated for each required partner, each partner must list the other programs to which it will make referrals and the method(s) of referral to each partner; for example, in the Title I box, Title I will list all other programs to which it will refer clients and the method(s) of referral for each*
 - *Identify the method of tracking referrals*

Note: Local areas must be as specific as possible when describing the differences in referral methods between partner programs. DOL has expressed concern about this area in the past.

Note: See Introductory Paragraph in Section 7 Above

Title I (Adult, Dislocated Worker and Youth) –

Title I staff will refer to all participating partners using any of the means detailed in the Section 8 Attachment. Referrals to on-site partners will be made using a warm hand-off. In order to track the referrals made amongst partners, a referral form has been developed and all partners are encouraged to utilize the form. The form may be completed electronically and emailed or faxed to partners who are not available on-site at the AJC, and the receiving agency is asked to complete and return the form. Title I staff track the referrals made by following-up with the customer and / or agency monthly if the form is not returned to ensure services are provided to the customer, if not provided while the customer is at the AJC.

Title II (Adult Education and Family Literacy) –

District 7 Adult Education (Henderson County Schools) will make referrals to appropriate stakeholder agencies as listed in the Section 8 Attachment whenever a barrier to success is identified by our students or staff. Formal referrals will be made to these agencies through emails and calls and follow-up will be conducted as needed. HopeWorks makes referrals to training providers and other AJC partners as needed by the customer. Referrals are tracked by maintaining a sign-in list for organized activities and by asking customers by whom they were referred to HopeWorks.

Title III (Employment Services under Wager-Peyser) –

Referrals to on-site partners are made using a warm hand-off and staff may also utilize the referral form developed by the Title I staff. Referrals are also made via electronic connection through Jobs4TN.gov website, to include partners located outside the American Job Center (AJC), and for a means of tracking for participant progress. Title III staff also track the referrals made by following-up with the customer and / or agency monthly if the form is not returned to ensure services are provided to the customer, if not provided while the customer is at the AJC.

Title IV (Rehabilitation Services) –

The Vocational Rehabilitation Program (VR) may make referrals to any available partner program to meet the rehabilitation needs of eligible individuals. Referrals may be made using the established AJC standard or by email phone or other appropriate method. The local service matrix illustrates the collaboration between VR and the partners to ensure the best use of resources in providing services to customers. VR tracks referrals using specific referral codes and an electronic case management system.

Unemployment Insurance (UI) –

Partner staff working on-site at all eleven AJCs are cross-trained to provide meaningful assistance for UI using Jobs4TN.gov and/or lwdsupport.tn.gov/hc/en-us. Fax machines are also available at the AJCs to allow customers to submit needed information to the TDLWD State office if necessary. On-site staff receive written, electronic, or phone referrals to assist customers with UI. Referrals are also made via electronic connection through Jobs4TN.gov website, to include partners located outside the American Job Center (AJC), and for means of tracking.

Job Counseling, Training and Placement Services for Veterans –

Customers with SBEs are referred to any partner who can assist them with becoming job-ready. Referrals will be made to all other participating partners, as listed in the Section 8 Attachment, when there is a need for that service. These referrals will be made by phone or email, or warm hand-off for on-site partners. Referrals are also made via electronic connection through Jobs4TN.gov website, to include partners located outside the American Job Center (AJC), and for a means of tracking for participant progress. Follow-ups are made by phone each month with the customer.

Trade Readjustment Assistance –

Trade affected workers are first referred to the TRA Unit for eligibility determination. If eligible, a claim is taken by the claims agent and the customer is referred back to the AJC for assistance with job search or training opportunities. Referrals are made via electronic connection through Jobs4TN.gov website, to include partners located outside the American Job Center (AJC), and for a means of tracking for participant progress. Follow-ups are completed with customers weekly.

Trade Adjustment Assistance (TAA) –

Referrals for Trade-affected workers are made to TAA staff for assessment and testing if the worker is interested in training opportunities. The TAA staff then refers the customer to Title I or Title II staff for CASAS and/or TABE testing. Referrals are made via electronic connection through Jobs4TN.gov website, to include partners located outside the American Job Center (AJC), and for a means of tracking for participant progress. Follow-ups are also done daily with on-site staff as needed.

Migrant & Seasonal Farmworkers –

Every customer who makes contact with this program, whether they qualify or not, is always referred to the AJC for services that may be able to receive. Contact is made with customers referred by the AJC and effort made to determine if they may be served by the program.

Referrals are made to all other partners as listed in the Section 8 attachment. To track referrals, staff will utilize the method of tracking referrals as developed by the Title I staff.

National Farmworker Jobs Program (NFJP) –

Every customer who makes contact with this program, whether they qualify or not, is always referred to the AJC for services that may be able to receive. Contact is made with customers referred by the AJC and effort made to determine if they may be served by the program.

Referrals are made to all other partners as listed in the Section 8 attachment. To track referrals, staff will utilize the method of tracking referrals as developed by the Title I staff.

Community Service Block Grant (CSBG) –

Customers can be referred via phone call, e-mail or face-to-face contact with county staff at service centers. Customers in need of any agency services will be assessed for eligibility through the application intake process. NWTNEDC can provide host placement opportunities for customers who need their community service time and works with partners to coordinate any services, training, or needs.

Senior Community Services Employment Program (SCSEP) –

SCSEP refers clients to the AJCs and receives referrals from the AJC in the form of a phone call or email, including the Title I referral form. With the completion of the referral form by both parties, it is understood the customer has been taken care of. Referrals are made to all other partners as listed in the Section 8 attachment. Meritan's SCSEP staff will utilize the agency's network of community partners and the LINC 211 system to link customers with other agencies.

DHS/TANF –

WorkForce Essentials, Inc. (WFE) utilizes an electronic referral system via an internal database known as Salesforce that generates a client referral to the designated partner. The referrals are followed by personal contact with the partner by a WFE Staff Member. Follow-up is conducted through personal contact of the partner and documented in Salesforce and the DHS state system of record ACCENT. Referrals are made to all other partners as listed in the Section 8 attachment.

Second Chance (Reentry)–

Not available in LWDA 12.

HUD Employment and Training Activities –

Not available in LWDA 12.

Perkins/Post-Secondary Career & Technical Education–

DSCC and the TCATs in the local area refer students to AJC partners as listed in the Section 8 attachment for educational assistance opportunities and other services by providing them with the telephone number, email, and AJC address. Staff may also utilize the referral form and method of tracking referrals as developed by the Title I staff in addition to making follow-up contacts with students and prospective students in accordance with each institution's policies.

Job Corps –

Not available in LWDA 12.

YouthBuild –

Not available in LWDA 12.

TCAT/Tennessee Reconnect–

As Perkins recipients for Career & Technical Education, the TCATs in the local area participate in the same activities as described in the "Perkins/Post-Secondary Career & Technical Education" section above.

9. PHYSICAL ACCESSIBILITY (WIOA Sec. 121 (c)(2)(A)(iv)) (WIOA Final Rules §678.500(b) (4)) (Tennessee MOU/IFA Instructions Page 6) If additional space is needed, please include an attachment referencing this section.

Describe how—through specific examples and commitments—required partners will assure the physical accessibility of the comprehensive one-stop center(s), including the following:

- *The comprehensive one-stop center's layout supports a culture of inclusiveness*
- *Access to public transportation is available within reasonable walking distance*
- *The location of a dedicated parking lot, with parking lot spaces closest to the door designated for individuals with disabilities*

An entrance of each AJC is wheelchair accessible, and are marked by the universal accessibility sign. Dedicated parking spaces are available with parking spaces closest to the door and / or ramp designated for individuals utilizing wheelchairs in accordance with ADA guidelines. At the comprehensive center in Dyersburg, a push-button door is available at the entrance of the building, and an adjustable computer desk is able to accommodate individuals utilizing wheelchairs. At the affiliate centers and the comprehensive center in Huntingdon, a doorbell is available for individuals needing assistance in opening the door to the center. Compliance with ADA requirements is ensured when locating to new buildings or when repairs are needed. An Equal Opportunity poster is displayed at each center and a Grievance brochure outlining the steps to file a complaint is made available. Signage regarding the availability of Language Line for interpretation services is also posted in each AJC. Staff also participate in an annual nondiscrimination/EO/disability awareness training to ensure the center supports a culture of inclusiveness.

Perhaps the greatest barrier for many AJC customers is the lack of transportation. While mass public transportation is not available in LWDA 12, individuals needing transportation assistance may utilize transportation services available through various community agencies such as Northwest TN 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. In order to enhance the provision of transportation and other supportive services, the Regional Planning Council ensures the sharing of best practices for possible replication. Additionally, through collaboration with programs offering supportive services LWDA 12 will also maximize customers' access to services not available through the AJC. For example, 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, are also utilized to assist customers in obtaining needed services.

In order to assure the continued physical accessibility of the comprehensive one-stop centers, the required partners will:

- 1) Ensure compliance with ADA requirements when locating to a new building or when repairs are needed;
- 2) Maintain the above named accommodations, or ones similar, and others on an as-needed basis;
- 3) Offer referrals to provide customers with a comprehensive set of services, including accommodations;
- 4) Maintain an Equal Opportunity Officer for the LWDA to ensure compliance with all appropriate legislation and regulation; and
- 5) Provide training to staff on a routine basis.

10. PROGRAMMATIC ACCESSIBILITY (WIOA Sec. 121 (c)(2)(A)(iv)) (WIOA Final Rules §678.500(b)(4)) (Tennessee MOU/IFA Instructions Page 7) If additional space is needed, please include an attachment referencing this section.

- *Describe how the comprehensive one-stop center provides access to all required career services in the most inclusive and appropriate settings for each individual participant*
- *Describe specific arrangements and resources available to assure that individuals with barriers to employment, including individuals with disabilities, can access available services and how outreach will be conducted to these groups (§678.500(b)(4). Include Mobile American Job Center information.*
- *Explain how services will be provided using technology that is actually available and in accordance with the “direct linkage” requirement under WIOA*

Note: Provide as much specificity as possible for each partner program

Until an Operator is selected through a competitive procurement, the LWDB has designated a Consortium of a minimum of three of the core partners, including Title I, Title III, and a minimum of one other core partner, to serve as the Operator for the AJC. As the Operator, the Consortium is responsible for designing and implementing quality services to all AJC customers. The Career Services standing committee of the LWDB also provides guidance for enhancing services while the Target Populations committee develops methods to identify and recruit target populations, such as the outreach efforts and coordination with the Mobile AJC described in Section 5 above. With high unemployment and poverty rates, and low educational attainment in the area, the AJC serves many customers experiencing barriers to employment. Typically served through the Welcome Function and / or Career Development Function, these customers often need staff assistance in order to address barriers such as lack of transportation, childcare, healthcare, education, and/or work ethic to become self-sufficient. Given the many needs of populations with barriers, staff in the AJC must be knowledgeable of partner programs and community resources and be prepared to help customers in utilizing these services, including ensuring accessibility and providing reasonable accommodations.

Reasonable accommodations are provided for all aspects of a customer's experience in the AJCs, such as during application/registration for, and provision of, aid, benefits, services, and training. Accommodations are made according to the individual's need in order to ensure that he / she receives equal benefits from the program or activity, will be able to compete fairly in educational work settings, and in general, to have an equal opportunity. If needed, documentation of the individual's need for accommodations is obtained and maintained in a separate, secure location. In order to inform customers of the accommodations available, the following tag-line, or one similar, is included on all recruitment brochures and other outreach materials including print, newspaper ads, television, and radio commercials produced by the local workforce development board: "EOE. Auxiliary aids and services available upon request. TDD# 731-286-8383."

Accommodations available, detailed in the Section 10 attachment, include a large keyboard and calculator, a trackball mouse, ZOOM software for individuals with visual impairments, Language Line for interpretation or translation services, extended time and readers for the National Career Readiness Certificate, large-print and Spanish Registrant Handbooks, and IntelliKeys keyboards. JAWS software, which reads aloud what's on the computer screen and gives the user a unique set of intelligent tools for navigating and accessing web pages and all screen content for individuals with visual impairments, is also available at the comprehensive center in Dyersburg. The system maintains a TDD/TTY number for all centers, 731-286-8383, and a TDD/TTY phone is available at the comprehensive center in Dyersburg, as well as in six of the affiliate centers. Interpretive machines are made available if needed and referrals are made for additional services not offered in the AJC. Furthermore, in partnership with DRS, a braille is available for the blind, interpreters for the deaf will be provided through the Jackson Council for Independent Living, and accessibility evaluations will be done at the STAR Center.

In accordance with the "direct linkage" requirement under WIOA, services are provided using technology available at the AJCs. For instance, the use of Skype for "face-to-face" interactions with various partners and / or employers also allows customers in affiliate sites and access points to virtually receive one-stop services typically only offered onsite at the comprehensive centers. Jobs4TN 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. On-site and off-site partners also routinely make referrals via phone or email, or to Jobs4TN.gov for the unemployment insurance program. Information regarding AJC services is also made available on the system's website and social media pages. The Mobile AJC and Title I "Street Teams" also provide access to services.

All partners agree that they will not discriminate in their employment practices or services on the basis of gender, gender identity and/or expression, age, race, religion, national origin, disability, veteran's status, or on the basis of any other classification protected under state or federal law. Partners assure that they have policies and procedures in place to address these issues, which have been disseminated to their employees and otherwise posted as required by law, and are in compliance with all applicable state and federal laws and regulations regarding these issues.

11. DATA SHARING AND COLLECTION (Tennessee MOU/IFA Instructions Page 7) If additional space is needed, please include an attachment referencing this section.

- Describe how core program partners will share data and information and will collaborate to assure that all common primary indicators of performance for the core program partners in the local area will be collectively achieved
- Provide assurances that participants' Personally Identifiable Information (PII) will be kept confidential
- In each description, cite specific examples of required partners demonstrating a commitment to integration in the local area
- Describe the collection of data across programs
- Describe how Jobs4TN will be utilized and incorporated

NOTE: Partners are encouraged to seek clarification from their respective core partner state agency and/or data staff

The management information system used to case manage participants for the programs listed below is the Jobs4TN system. Each AJC also utilizes the Greeter feature to track the number of customers using the AJC. Using this system for the majority of WIOA programs will allow programs to share information and reduce duplication of data entry. Information needed to calculate all common indicators of performance will reside in this system. Reports can be generated and shared with program staff to ensure that performance targets will be met. The State office has held core partner meetings and has established performance groups that will routinely meet and report out all core partner performance. This approach will allow all partners to share concerns and keep a close eye on performance as a system. TANF and Vocational Rehabilitation will use other case management systems but all WIOA partners will work to share information across these systems in order to better serve participants.

Title I: Adult, Dislocated Worker, Youth
Title II: Adult Education and Family Literacy
Title III: Employment Programs under Wagner-Peyser
Unemployment Insurance
Trade Readjustment Assistance (TRA)
Trade Adjustment Assistance (TAA)
Job Counseling, Training, Placement Services for Veterans
Migrant and Seasonal Farmworkers
Community Services Block Grant (CSBG)
Senior Community Services Employment Program (SCSEP)
Second Chance (Reentry) - not currently available in LWDA 12

Each employee is required to sign a user agreement stating that personally identifiable information is to be kept confidential and only used for the purpose of job duties. In addition, the TDLWD has memorandum of understandings with core partners in which participant information is shared. The TDLWD also has signed WRIS and FEDES agreements which govern participant wage records and their use. A signed confidentiality agreement is required by any employee or contractor stating they have read and acknowledge all protocols within the WRIS and FEDES agreement. The TDLWD will be maintaining written procedures detailing approaches for use of wage data to ensure that the information is only given to authorized personnel and used for only authorized purposes. TDLWD will also ensure that all wage data is maintained and destroyed in a timely manner using appropriate methodologies.

Parties to the MOU agree to work cooperatively to share data to the extent necessary and as permitted or required by applicable statutes or regulations. Additionally, partners further agree that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partners acknowledge that the execution of this MOU, by itself, does not function to satisfy all of these requirements. All data, including customer PII, collected, used, and disclosed by partners will be subject to the following:

- 1) Customer PII will be properly secured in accordance with the agency's policies and procedures regarding the safeguarding of PII.
- 2) Customer data may be shared with other programs, for those programs' purposes, within the

American Job Center network only after the informed written consent of the individual has been obtained, where required.

3) Customer data will be kept confidential, consistent with applicable Federal and State privacy laws and regulations, such as but not limited to 20 CFR Part 603, 45 CFR Section 205.50, 20 USC 1232g and 34 CFR part 99, and 34 CFR 361.38, as well as any applicable State and local laws and regulations.

4) Collection and use of any information, systems, or records that contain PII and other personal or confidential information will be limited to purposes that support the programs and activities described in this MOU and will comply with applicable law.

5) Access to software systems and files under the respective partner's control that contain PII or other personal or confidential information will be limited to authorized staff members who are assigned responsibilities in support of the services and activities described herein and will comply with applicable law. Each partner expressly agrees to take measures to ensure that no PII or other personal or confidential information is accessible by unauthorized individuals.

All AJC and partner staff should be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, and shall share data across programs as appropriate. For instance, DSCC uses Banner as its student information and financial recording and reporting information system. Title I employees are also DSCC employees and have access to the needed information in this system. PII security is very important to DSCC and PII is not distributed through email or campus mail. Staff at DSCC only have access to information required for their job needs, including Title I staff.

Title I staff also work with financial aid and other staff members at DSCC and TCATs within the LWDA to complete needs assessments or other instruments to let Title I staff know, for example, how much need is to be paid by Title I on behalf of a student. Both Title I and TAA staff also coordinate with various training providers to obtain transcripts and other documentation of students' progress in their selected training programs. AJC partners also routinely share information in order for partners to make eligibility determinations and coordinate services. Examples of sharing of such information include:

1) Title I staff routinely obtain information from DHS and TANF partners to verify receipt of benefits to establish eligibility for various Title I programs.

2) Title I, TANF, and Rehabilitation Services staff routinely coordinate services to ensure customers' needs are met. For instance, if a customer is co-enrolled in Title I and TANF, and receiving transportation assistance through TANF, the Title I program deducts the amount received through TANF from the Title I transportation stipend.

3) Various partners often serve as training sites for SCSEP participants and coordinate with program managers to ensure participants' training needs are met. SCSEP asks the Host Agency to sign an agreement to assist the participants in learning skills to prepare them for the workforce, and also asks the host agency supervisors to provide feedback on how the participants are working out and if there are skills that need to be worked on.

12. COST SHARING OF SERVICES (WIOA Sec. 121 (c)(2)(A)(ii)) (WIOA Final Rules §678.755 and §678.760) (Tennessee MOU/IFA Instructions Page 7) If additional space is needed, please include an attachment referencing this section.

- *To complete this section, see the Individual AJC Budget Template instruction sheet – Attachment IV*
- *For the purposes of this section (12), only provide a narrative explanation of cost sharing services*

The operating budget of the one-stop service delivery system is the financial plan to which the one-stop partners, CLEOs, and LWDB in the local area have agreed in this MOU that will be used to achieve the goal of delivering services in the local area. To achieve this, each partner completed a budget for each AJC per the TDLWD Workforce Services MOU / IFA Guidance. These individual budgets were then consolidated into a master budget that consists of costs that are specifically identified in the statute (Section 12 Attachment).

Infrastructure costs, defined in WIOA sec. 121(h)(4), include non-personnel costs such as:

- 1) Rental of facilities.
- 2) Utilities and maintenance.
- 3) Equipment (including assessment-related and assistive technology).
- 4) Technology to facilitate access to the One-Stop, including planning and outreach activities.
- 5) Costs of the use of the common AJC identifier such as signage and supplies.

Additional costs include:

- 1) Applicable career services as described in WIOA sec. 134(c)(2).
- 2) Shared operating costs and shared services, described in WIOA sec. 121(i), that are related to the operation of the one-stop delivery system, but do not constitute infrastructure costs, such as initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, referrals to partners, and business services. These costs may include personnel expenses for shared Welcome Function staff.
- 3) Direct costs, as described in 2 CFR 200.413, including costs identified specifically with a particular final objective, such as a federal award, or other internally or externally funded activity, or that can be directly assigned to such activities relatively easily with a high degree of accuracy (i.e. Title I Individual Training Accounts).

In accordance with WIOA Section 121(h), the following programs offering services in LWDA 12 are required to contribute to infrastructure costs per the TDLWD Workforce Services MOU / IFA Guidance:

- 1) WIOA Title I Adult, Dislocated Worker, and Youth
- 2) WIOA Title II Adult Education and Literacy
- 3) WIOA Title III Wagner Peyser
- 4) Title IV Vocational Rehabilitation
- 5) Activities authorized under Title V of the Older Americans Act of 1965
- 6) Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006
- 7) Chapter 2 of Title II of the Trade Act of 1974
- 8) Chapter 41 of Title 38, United States Code
- 9) Employment and training activities carried out under the Community Services Block Grant Act
- 10) Programs authorized under State unemployment compensation laws
- 11) Part A of Title IV of the Social Security Act

Actual costs will be billed rather than estimates or budgeted amounts. The one-stop operating budget will be periodically reconciled against actual costs incurred and adjusted accordingly. This reconciliation will ensure that the budget reflects a cost allocation methodology that demonstrates how infrastructure costs are charged to each partner in proportion to the partner's use of the one-stop center and relative benefit received.

To determine each partner's expected contribution to infrastructure costs, LWDA 12 utilized the Infrastructure Funding Agreement (IFA) template provided by the TDLWD (Section 12 Attachment). As agreed upon by the partners, the contribution per partner is based on three items: (1) Full-Time Equivalent (FTE), (2) Square Footage, and (3) Number of Customers Served. The IFA includes the below information in order to identify each partner's contribution:

- 1) A listing of all partners present in the local area
- 2) Whether the partners are physically located within an AJC or accessible through direct linkage
- 3) The infrastructure, additional, shared-direct, and direct costs of all partners and centers
- 4) The allocation base for all costs
- 5) The number of staff, weekly staff hours, office payment ratio, and number of offices for each partner
- 6) The assigned square footage for each partner and the square footage shared amongst partners
- 7) The number of customers served by partner programs through the comprehensive centers
- 8) Direct costs by center
- 9) Total partner contributions by allocation base
- 10) Total partner contributions by cost category

13. DURATION/AMENDMENT/APPEAL PROCEDURES (WIOA Sec. 121 (c)(2)(A)(v)) (WIOA Final Rules §678.500(b) (5)) (Tennessee MOU/IFA Instructions Page 8) If additional space is needed, please include an attachment referencing this section.

Describe the duration of the MOU

Describe amendment procedures, including annual negotiation of infrastructure and shared system costs to address the following:

- *The amount of notice a partner agency must provide the other partners to make amendments*
- *The procedures for informing other partners of the pending amendment*
- *The circumstances under which the local partners agree the MOU must be amended*
- *The procedures for amending the MOU to incorporate the final approved budget on an annual basis*
- *The procedures for terminating the MOU or a specific partner's participation in the MOU*
- *The process for resolving any disputes that evolve after the agreement is reached*
- *The appeals process for any disputes that evolve after the agreement is reached*
- *Process must follow the directives in WIOA678.500(b)(5)*

NOTE: Ensure the MOU reflects the most recent date as amendments are approved

The duration of this MOU shall commence July 1, 2017 and expire either in three years, or upon amendment, modification, or termination.

Amendment / Modification:

All modifications must be in writing and approved by the LWDB. When a partner wishes to modify the MOU, the partner must first provide written notification thirty (30) days in advance of the proposed change to the LWDB Chair (or designee) and outline the proposed modification(s). Upon notification, the LWDB Chair (or designee) must ensure that discussions and negotiations related to the proposed modification take place with Partners in a timely manner and as appropriate. Amendment or modification of the MOU only requires the parties to review and agree to the elements of the MOU that changed. Depending upon the type of modification, this can be accomplished through email communications of all the Parties. If the proposed modification is extensive and is met with opposition, the LWDB Chair (or designee) may need to call a meeting of the Parties to resolve the issue. Upon agreement of all Parties, a modification will be processed. If determined that a Partner is unwilling to agree to the MOU modification, the LWDB Chair (or designee) must ensure that the dispute resolution process described in the Section 4 Attachment is followed. All decisions resulting from the execution of the dispute resolution process shall be considered final.

The LWDB Chair (or designee) must immediately circulate the MOU modification and secure partner signatures within four (4) weeks. The modified MOU will be considered fully executed once all signatories have reviewed and signed. The modification may be signed in counterparts, meaning each signatory can sign a separate document as long as the LWDB Chair (or designee) acquires signatures of each party and provides a complete copy of the modification with each party's signature to all the other parties.

If the modification involves substitution of a party that will not impact any of the terms of the agreement, it can be accomplished by the original party and the new party entering into an MOU that includes the LWDB, wherein the new party assumes all of the rights and obligations of the original party. Upon execution, the LWDB Chair (or designee) presents the agreement as a proposed modification to the MOU.

Annually, the infrastructure and shared system costs will be reviewed annually and re-negotiated as necessary to amend the MOU to incorporate the final approved budget. To accomplish this, partners will follow the below process:

- 1) Notification of Partners: The LWDB Executive Director (or designee) will notify all parties in writing that it is necessary to review the infrastructure and shared system costs and will provide all applicable documents along with a timeline for the review process.
- 2) Preliminary Review: All parties will be provided sufficient time to review the document(s) and raise any questions or concerns regarding any proposed changes to the budget.

- 3) Negotiations Meeting: The LWDB Executive Director (or designee) will arrange for all parties to meet if deemed necessary by any of the parties, or an electronic meeting may be held if appropriate.
- 4) Revised Draft Budget: The LWDB Executive Director (or designee) will submit a revised draft budget based on discussions at the negotiations meeting, and additional formal or informal meetings as needed, to all parties for review and final comments.
- 5) Final Review and Comment: All parties will review the final revised draft budget and submit comments to the LWDB Executive Director (or designee) by the specified deadline.
- 6) Signatures Obtained: The final draft budget will be routed to all parties for signatures by the LWDB Executive Director (or designee).

Failure to reach agreement on infrastructure costs will result in application of a state funding mechanism per 20 CFR 678.730, in which case the Governor, through assistance of the State Workforce Development Board, will make the final determination of each required partner's proportionate share of infrastructure costs. Per the TDLWD's TN WIOA Infrastructure Cost Sharing Guidelines for LWDAAs, any required partner may appeal the Governor's determination, in writing via registered mail, no later than the 21st day from the date of receipt of the notice of denial or revocation, on the basis of a claim that the determination is inconsistent with (1) the proportionate share requirements of 20 CFR 678.735(a) or; (2) the cost contribution caps described in 20 CFR 678.735(c) and 678.738.

Other circumstances in which the MOU may be amended include to amend the name of the procured One-Stop Operator.

Termination:

Any party may request to terminate its inclusion in this MOU by following the modification process identified in the Modification Process section above. In the event of termination, the parties to the MOU must convene within thirty (30) days after the breach of the MOU to discuss the formation of the successor MOU. At that time, allocated costs must be addressed.

This MOU will remain in effect until the end date specified in the Effective Period section shown above unless:

- 1) All parties mutually agree to terminate this MOU prior to the end date.
- 2) Federal oversight agencies charged with the administration of WIOA are unable to appropriate funds or if funds are not otherwise made available for continued performance for any fiscal period of this MOU succeeding the first fiscal period. Any party unable to perform pursuant to MOU due to lack of funding shall notify the other parties as soon as the party has knowledge that funds may be unavailable for the continuation of activities under this MOU.
- 3) WIOA is repealed or superseded by subsequent federal law.
- 4) Local area designation is changed under WIOA.
- 5) A party breaches any provision of this MOU and such breach is not cured within thirty (30) days after receiving written notice from the LWDB Chair (or designee) specifying such breach in reasonable detail. In such event, the non-breaching party(s) shall have the right to terminate this MOU by giving written notice thereof to the party in breach, upon which termination will go into effect immediately.

14. RENEWAL PROVISIONS (WIOA Sec. 121(c)(2)(A)(v)) (WIOA Final Rules §678.500(b)(6)) (Tennessee MOU/IFA Instructions Page 8) If additional space is needed, please include an attachment referencing this section.

Provide the process and timeline in which MOU will be reviewed, including:

- *Explain the renewal process, which must occur at a minimum of every three years*
- *Describe the required renewal process if substantial changes occur before the MOU's three-year expiration date*

NOTE: Ensure the MOU reflects the most recent date as renewals are approved

Renewal of an MOU requires all parties to review and agree to all elements of the MOU and resign the MOU. Substantial changes, such as changes in one-stop partners, or a change due to the election of a new CEO, will require renewal of the MOU. Non-substantive changes to the MOU, such as minor revisions to the budget or adjustments made due to the annual reconciliation of the budget, do not require renewal of the MOU.

To renew the MOU, either at the end of the three-year period or if substantial changes occur before the MOU's three-year expiration date, the parties to this MOU agree to follow the below process:

- 1) Notification of Partners: The LWDB Executive Director (or designee) will notify all parties in writing that it is necessary to renew and execute the MOU and will provide all applicable policies and preceding MOU documents, as applicable, including a timeline for the renewal process.
- 2) Preliminary Review: All parties will be provided sufficient time to review the existing MOU to identify potential changes and submit them to the LWDB Executive Director (or designee) prior to the negotiations meeting.
- 3) Negotiations Meeting: The LWDB Executive Director (or designee) will arrange for all parties to meet to review the draft MOU and proposed changes within thirty (30) days of the notification.
- 4) Revised Draft MOU: The LWDB Executive Director (or designee) will submit a revised draft MOU based on discussions at the negotiations meeting, and additional formal or informal meetings as needed, to all parties for review and final comments within thirty (30) days following the negotiations meeting.
- 5) Final Review and Comment: All parties will review the revised draft MOU and submit comments to the LWDB Executive Director (or designee) within fourteen (14) days.
- 6) Signatures Obtained: The final draft MOU will be routed to all parties for signatures by the LWDB Executive Director (or designee) within forty-five (45) days of the release of the revised draft MOU.

The LWDB Chair (or designee) will ensure the MOU reflects the most recent date as renewals are approved.

15. ADDITIONAL LOCAL PROVISIONS (OPTIONAL) (WIOA Sec. 121(c)(2)(B)) (WIOA Final Rules §678.500(c)) (Tennessee MOU/IFA Instructions Page 8) If additional space is needed, please include an attachment referencing this section.

No additional local provisions have been identified.

16. ADDITIONAL PARTNERS (WIOA Sec. 121 (b)(2)) (Tennessee MOU/IFA Instructions Page 8) If additional space is needed, please include an attachment referencing this section.

The Native American Indian Association (NAIA) of Tennessee, administering WIOA Native American programs in TN, has been included as an additional partner to the MOU. NAIA offers individuals who are Native American Indian (or a descendant), Native Hawaiian, or an Alaska Native AND unemployed or underemployed, services that can help them get the skills needed to enter a rewarding career in one of today's high-growth, in-demand fields. NAIA offers classroom training assistance to help cover the cost of tuition, books, supplies, and fees. Individuals receive one-on-one career counseling and needs assessment to determine any additional services NAIA may provide. Upon completion of training, NAIA also provides job search and placement assistance.

17. OTHER CONTRIBUTIONS (TEGL 16-16) (Tennessee MOU/IFA Instructions Page 8) If additional space is needed, please include an attachment referencing this section.

- *Describe contributions made to the one-stop system through other avenues, such as donations made by a non-partner entity*
- *Document third party in kind contributions made to supplement the operation of the American Job Center*

No contributions have been made to the one-stop system by non-partner entities.

18. NON-DISCRIMINATION & EQUAL OPPORTUNITY (WIOA Section 188) (Tennessee MOU/IFA Instructions Page 9) If additional space is needed, please include an attachment referencing this section

- *Describe how all partner staff will comply fully with all non-discrimination requirements*

The parties to this MOU agree that they will comply fully with the non-discrimination and equal opportunity provisions of: (1) Workforce Innovation and Opportunity Act Section 188, (2) Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq), (3) Nontraditional Employment for Women Act of 1991, (4) Civil Rights of 1964 Title VI (as amended), (5) Rehabilitation Act of 1973 Section 504 (as amended), (6) Age Discrimination Act of 1967 (as amended), and (7) Education Amendments of 1972 Title IX (as amended). Parties must also adhere to requirements imposed by, or pursuant to, regulations implementing these laws – including but not limited to 29 CFR 37-38.

All partners agree that they will not discriminate in their employment practices or services on the basis of gender, gender identity and/or expression, age, race, religion, national origin, disability, veteran's status, or on the basis of any other classification protected under state or federal law. Partners assure that they have policies and procedures in place to address these issues, and that such policies and procedures have been disseminated to their employees and otherwise posted as required by law. All partners will also cooperate with compliance monitoring that is conducted to ensure that all AJC programs, services, technology, and materials are physically and programmatically accessible and available to all. Additionally, staff members will be trained to provide services to all, regardless of range of abilities, mobility, age, language, learning style, or comprehension or education level.

In accordance with the WIOA Final Rules, the decision as to which entity will be responsible for ensuring accessibility to the One-Stop Service Delivery system is ultimately the LWDB's to make.

19. PRIORITY of SERVICE (TDLWD Veteran Priority of Service Policy) (WIOA Section 134(c)(3)(E) (Tennessee MOU/IFA Instructions Page 9) If additional space is needed, please include an attachment referencing this section

- *Describe how each partner staff will comply with the priority of service requirements set forth in the Veteran Priority of Service Policy as well as priority of service outlined in WIOA section (c)(3)(E)*

All parties to this MOU certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service for qualified U.S. Dept. of Labor job training programs, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the Title I Adult program, as required by 38 U.S.C. sec. 4215 and its implementing regulations and guidance, and WIOA sec. 134(c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low income individuals, basic skills deficient youth, and English language learners.

The LWDA's priority of service policy is posted within the AJCs and on the system's website. Veterans or their eligible spouses are identified at the point of entry into the AJC through the Virtual One-Stop (VOS) Greeter or in registering on Jobs4TN/VOS. Individuals identifying as a veteran or eligible spouse are asked to complete Military Service Form LB-1118. In accordance with the TDLWD Veteran Priority of Service Policy, any individual self-identifying as a veteran or eligible spouse is provided immediate priority in the delivery of TDLWD-funded employment, training, and placement services, excluding those that require a commitment, such as classroom training, by the partner staff administering the service.

20. AUTHORITY AND SIGNATURES (WIOA Final Rules §678.500(d)) (Tennessee MOU/IFA Instructions Page 10) If additional space is needed, please include an attachment referencing this section.

- *Include a statement that the individuals signing the MOU have authority to represent and sign on behalf of their program under WIOA*

By signing his / her name below, the signatory certifies he / she has read the information contained within this MOU and its attachments and all questions have been discussed and answered satisfactorily.

Additionally, signing this document certifies the signatory's understanding of the terms outlined herein and agreement with the:

- 1) MOU,
- 2) Operating Budget, and
- 3) Infrastructure Funding Agreement (IFA)

By signing this document, the signator certifies that he / she has the legal authority to bind the respective agency the terms of the above named documents, and that this MOU expires either:

- a) In three years, or
- b) Upon amendment, modification, or termination.

21. ATTACHMENTS (Tennessee MOU/IFA Instructions Page 11)

- **Services Matrix - Attachment II**
- **Individual AJC Budget Template – Attachment III**
- **Individual AJC Budget Instructions – Attachment IV**