



18 January 2019

Deniece Thomas, Assistant Commissioner  
Tennessee Department of Labor & Workforce Development  
Workforce Services Division  
220 French Landing Drive, Floor 4B  
Nashville, TN 37243

Dear Mrs. Thomas,

Accompanying this cover page are the 1) PY 18-20 Regional Plan for the East Tennessee Workforce Region and 2) PY 18-20 Local Plan for the East Tennessee Local Workforce Development Area. The transmission of these plans, submitted electronically to the email address [workforce.board@tn.gov](mailto:workforce.board@tn.gov), occurs through sixteen (16) separate emails:

- Email 1 of 16: PY 18-20 Regional Plan for East Tennessee Region Part 1
- Email 2 of 16: PY 18-20 Regional Plan for East Tennessee Region Part 2
- Email 3 of 16: PY 18-20 Local Plan for ETLWDA Part 1
- Email 4 of 16: PY 18-20 Local Plan for ETLWDA Part 2
- Email 5 of 16: Local Plan Attachments A-B
- Email 6 of 16: Local Plan Attachments C-D
- Email 7 of 16: Local Plan Attachment E Part 1
- Email 8 of 16: Local Plan Attachment E Part 2
- Email 9 of 16: Local Plan Attachment E Part 3
- Email 10 of 16: Local Plan Attachment E Part 4
- Email 11 of 16: Local Plan Attachments F-G
- Email 12 of 16: Local Plan Attachment H
- Email 13 of 16: Local Plan Attachment I Part 1
- Email 14 of 16: Local Plan Attachment I Part 2
- Email 15 of 16: Local Plan Attachment I Part 3
- Email 16 of 16: Local Plan Attachments J-L

While it is my hope that these documents are in compliance with directives from your office, the staff to the Local Board looks forward to working with your staff to address any shortcomings that may be uncovered in your review.

Sincerely,

Bill Walker, executive director  
ETLWDB

ETLWDA is projected to create in excess of 37,378 job openings between 2017 and 2022. Forecast data indicates that middle-skill jobs are increasing as a share of total employment in all parts of the state and nation, including the ETLWDA and East Tennessee Region, through 2022. All of the targeted industry clusters displayed in the graphic above offer middle-skill wages. Yet, a key concern with middle-skill jobs in the ETLWDA and the East Tennessee remains maintaining a needed supply of workers. One forecast suggests retirement risk is high in the ETLWDA region. The national average for employees on the cusp of retiring in an area this size is 341,755 people 55 and older. One forecast suggests there exists in the area the potential of 387,060 employees aged 55+ in the region.

This datum suggests an array of issues that, of necessity, are now in the forefront of workforce challenges facing both the East Tennessee Local Workforce Development Area and the East Tennessee Region. Understanding how to maneuver through a workforce in flux while maintaining knowledge transfer and optimizing the transfer of knowledge are emerging as key needed responses to ongoing demographic and technology changes. National, state, regional, and local workforce development professionals must not only begin to recognize but also adopt methods to ameliorate the deleterious effects of identified impediments to sustained economic growth.

ETLWDA, in conjunction with local and regional partners and stakeholders, has identified five key strategies for promoting economic development in the area. They include

- Address employers' needs on a regional basis
- Develop regional staff training, including cross-training of staff
- Refine regional communications and extend services through technology
- Build linkages with school systems and training providers and address work-based issues on a regional basis
- Work with transportation providers to expand options

### **Objective III: Increase employer engagement with the workforce development system**

The East Tennessee Local Workforce Development Area is home to approximately 57,147 business establishments. These businesses are widely distributed across industries and firm size, as demonstrated in the area's reputation for economic diversity. 36.7% of the enterprises fall within the smallest size class (1-4 employees); 26.4% of the enterprises employ 5-9 employees. Over 95% of the enterprises employ 49 or fewer employees. Still, there exists solid representation of larger size classes of business: 709 companies employ between 50 and 499 workers, while 68 companies employ in excess of 500 employees.

Fifty key industry and regional leaders were interviewed spring 2016. Complementing these interviews were additional, subsequent interviews with area business and industry leaders conducted in conjunction with the development of the East Tennessee Workforce Region Transitional Plan. These in-depth interviews offered highly current and engaged insights into workforce challenges for industries and their critical workforce challenges. Topics involved special emphasis on hiring trends, difficult-to-fill positions, separation and retirement trends, background on difficulties in hiring and retention, involvement with the relevant workforce development and education systems, and overall training needs of firms and organizations.

ETLWDA values the business assets that exist within the area and understands the critical role they play in the success of the local service delivery area. The Business Services Team, working from the AJC, has provided workforce investment services to business since the inception of WIA; its work continues under WIOA. The unit consists of an experienced group of business service representatives who initiate and build relationships with local business contacts to ensure that employer needs are heard, understood, reported to the Board, and fulfilled. The team functions as a clearing house for business assistance. In the event a business indicates it is having difficulty in a particular area—e.g., retraining tenured employees to operate new equipment—business services team members act as business advocates in providing training based through a host of workforce development tools, including but not limited to, crafting incumbent worker grants for eligible businesses.

Customer service is a hallmark of ETLWDA operations; the business services team uses the Virtual One Stop (VOS) system to record business visits, requests for assistance, and services provided. This platform allows workforce development professionals at the local and state levels to track not only the number and type of services provided but also the services most often requested by business customers.

Employers in need of industry-specific skills often have difficulty locating workforce candidates with specific skills sets. The Business Services Team has a clear understanding of the training models employed in the area and the East Tennessee Region, and as a result, can respond quickly to employer's hiring challenges by providing information on approved training providers; customized, short- and long-term workshops; or other tailored training interventions. Team

members are able to discuss the advantages of on-the-job training, incumbent worker training, pre-apprenticeship, apprenticeship, and work-based learning as a way to solve the immediate hiring needs and to equip a job candidate or tenure employee with skills to the specifications of the employer.

Business Services Team members will continue to meet regularly and to strategize with employers, educators, and apprenticeship and work-based learning representatives from each of the targeted industry clusters identified in ETLWDA in order to identify current and future education, training, and retention needs. Working with representatives of the TN Department of Economic and Community Development as well as other relevant organizations, the Business Services Team is able to design intervention strategies, or organize services, that make the difference between a business staying open or closing its doors. Because of their unique understanding of the area's businesses, team members serve as the Rapid Response arm of ETLWDA.

Employers form an active component of educating and training workers; a number of businesses and industries in the area include incumbent worker training grants, internships and apprenticeships as a means to foster interest and experience in potential and tenured workers. Employers point to the numerous ways that they are increasingly introducing young persons to jobs, including but not limited to school tours of facilities, job-shadowing opportunities, employer guest speakers in schools, and innovative class projects aim at increasing interest in high demand occupations. Projections for employment by industry between 2018 and 2023 in ETLWDA indicate a net increase in almost all major industries. Projected top growing industries, each with more than 4,000 jobs projected to be added between 2018-2023, include manufacturing, accommodation and food services, administrative and support and waste management, health care and social assistance, and retail trade.

Industry job growth projections for the next five years for other ETLWDA in-demand career sectors include:

- professional, technical, and scientific job growth of 2,700.
- construction and building trades job growth of 1,300.
- transportation, distribution, and logistics job growth of 1,250.

Several industries with a broad range of occupational and earnings potential are set to expand employment through 2023 include sales and related fields; transportation and material moving; healthcare; technical, office, and administrative support; and management.

In December 2018, 45 percent of all ETLWDA job openings listed in the Virtual One Stop CRM platform occurred in three major industry sectors: accommodations and food services, retail trade, and healthcare and social assistance.

**Objective IV: Expand programs of study that bring together a sequence of career-focused courses that start in high school and extend through college**

The educational infrastructure of the ETLWDA addresses the leading industry sets of the area. Approximately 115,000 students are enrolled in postsecondary institutions and programs with nearly 20,000 annual completers. Enrollment in K-12 education tops 320,000 across the region.

The Board for the Local Workforce Development Area collaborates with educators, AJC partners, and training providers to ensure learners can obtain and make effective use of career pathway information. ETLWDA utilizes graphic career ladder representations for the targeted industry sectors in region. These graphic representations enable customers to research career pathways, possible employment opportunities, and minimum qualifications and wage scales.

The graphic career pathways representations are disseminated to AJC partners, regional partners, and local stakeholders including secondary and postsecondary education enterprises. Additionally, they are used with all job seeking customers—adult, dislocated workers, and youth—during the establishment of customers' individual service strategies. The career pathways graphics are also posted prominently throughout all twelve American Job Centers in the East Tennessee LWDA.

Three members of the East Tennessee Local Workforce Development Board represent high school and post-secondary education and training. Each participates in policy development through active participation in Board committee work and each serves as a voting member of the board.

In partnership with Tennessee Colleges of Applied Technology campuses at Harriman, Knoxville, Jacksboro, Oneida, and Morristown, and Tennessee Community Colleges including Pellissippi State Technical and Community College, Roane State Community College, and Walters State Community College, the Board is able to leverage WIOA funding in order to offer training that meets the demands of the local workforce. The Board fosters collaboration between technical and community colleges and approved training programs through MOUs and other formal mechanisms and will continue to examine the use of contracted training programs to facilitate the timely enrollment of customers in postsecondary

institutions that often have long waiting lists for customers wishing to enroll in training programs that prepare them for entry into in high-demand occupations and career sectors.

The Board has strong labor membership that plays a key role in directing WIOA initiatives in the development of career pathways for individuals looking for careers in unionized occupations. An extended discussion addressing the Board's emphasis on pre-and regular apprenticeship and OJTs is presented earlier in the next section, Objective V.

WIOA Title II service provider—Adult Education—is a core partner of the American Job Center with services co-located in all Comprehensive AJC and two affiliate AJC in the ETLWDA. Job seeking customers who have not earned a secondary credential or who have language barriers are referred through warm handoffs by AJC partners to adult education for academic services, workplace, literacy, English language acquisition, integrated civics instruction, and/or test preparation.

In an effort to increase opportunities for at-risk youth to transition into postsecondary education and careers, the Board operates out-of-school youth programs. The out-of-school youth program currently utilizes a service delivery method operating out of all twelve American Job Centers in the area.

**Objective V: Increase work-integrated learning**

The ETLWDA, its AJC partners, and the East Tennessee Workforce Development Region have identified thirty-four strategies for connecting the un-and underemployed to work-based learning opportunities. These strategies will be further refined in subsequent local and regional partner meeting during PYs 2018-2021.

The Board will focus attention on interweaving its fiscal and programmatic resources with educators that have existing pre- and registered apprenticeships programs as a strategy for connecting a pipeline of talent to formal apprenticeships programs and immediate job opportunities. In addition, it will make a concerted effort to ensure this approach to apprenticeship is sound and informed by all parties critical to successful outcomes. Continuing education and on-the-job training opportunities will be addressed with business customers as a possible solution for overcoming specific basic skills deficiencies, e.g., math or language barriers, that often limit an individual's access to well-paying jobs. The Board, with assistance and guidance from local and regional partners, stakeholders, and business and industry, will continue to lay the foundation for this critical work, establish models based on best practices, and report tangible outcomes

**TN State Strategic Vision and Goals**

**Education and Workforce Development Goal: Create a more seamless path from high school, post-secondary education or training to the workforce.**

**Objective I: Leverage resources, including WIOA statewide and local funding and other non-WIOA funds and partnerships across departments and programs to aid in developing more seamless paths**

The ETLWDB is guided by two policies that promote seamless pathways from education to placement in the workforce: a Training Policy and an Individual Training Account Policy. Both Board-approved policies promote wise investment of training dollars and serve to direct job seeking customers to occupations that promote economic self-sufficiency.

**Objective II: Improve the availability and quality of career and education guidance for students of all ages in high school and post-secondary institutions**

Mentioned earlier and again here, career pathways is a proactive approach to bridging the skills gaps that exist between job seekers and the knowledge, skills, and abilities of high-demand, high skills occupations. ETLWDA WIOA Title I, II, III, and IV service providers use a career pathways approach in counseling and preparing customers for success in post-secondary and career endeavors.

Additionally, the Board is staffed with two members representing high school career and technical education and one member representing post-secondary education. In spring 2019, the Board will send a team to Johnson City to witness Career Quest, an event sponsored by the Northeast Development District aimed at increasing awareness of technical occupations among high school aged career and technical education students. The mission of the team will be to bring back ideas to replicate a Career Quest day in one county in ETLWDA for the program year 2019-2020.

**TN State Strategic Vision and Goals**

**Conservative Fiscal Leadership Goal: Eliminating duplication and leveraging dollars to provide more opportunities to existing job seekers and the emerging workforce**

**Objective I: Improve job search and placement services for unemployed and underemployed workers**

The twelve AJCs in ETLWDA utilize a host of job search and placement tools and services for the un-and underemployed job seeker customer including but not limited to:

- enrolling job seekers in Jobs4TN and making available Internet-enabled computers in the AJC Resource Room for job seekers to conduct job searches;
- offering assistance for job seekers who wish to learn how to utilize Jobs4TN to full effect, learn basic computer skills, craft a new or polish an existing resume, practice interviewing skills, receive guidance on completing a FAFSA application, understand through assessment and interpretation how their career interests and aptitudes collide, and improve upon or build soft skills.

**Objective II: Establish cost-effective co-investment models across government funding streams and other funding streams.**

Two recently developed workforce development service delivery plans serve to meet the goal of conservative fiscal leadership by not only promoting the elimination of duplicate services and but also leveraging WIOA funding across core partners as well as other workforce agencies in ETLWDA and the East Tennessee region. One, the Local Plan for ETLWDA and the other, the East Tennessee Workforce Region Plan, were developed with the active participation of sixty workforce leaders in the region.

The alignment of the AJC staff into functional teams promotes conservative fiscal practices. Core and required partners are cross trained to ensure efficient and effective delivery of workforce development services to business and job seeking customers. Examples of the functional alignment integrated into the operation of the ETLWDA AJCs include

- Vocational Rehabilitation counselors are vital in affording people with disabilities the opportunity to participate in, and reap the benefits of, the programs and activities of the American Job Center (AJC). The local VR staff works alongside the AJC Disability Resource Coordinator to make available appropriate auxiliary aids and services when needed. They also provide training on assistive aids to Resource Room staff members so they can possess the knowledge needed to assist with individuals' job search and placement;
- WIOA Title I, II, and III personnel assist in staffing the Resource Room in Comprehensive AJCs; and
- American Job Center required partners, including a VR representative, will be engaged to form an interagency council that will coordinate with the one-stop Operator in executing tasks including but not limited to:
  - engaging all partners in a service plan,
  - creating a regular feedback loop,
  - using, interpreting, and sharing data,
  - designing and delivering continuous improvement strategies and activities for services performed.

The efforts cited above improve opportunities and programming leading to customers' economic self-sufficiency and support the goal of providing cost effective access to individuals who have barriers to success in employment, including individuals with disabilities.

xxxiii. See New Plan Element for Workforce and Corrections Partnership at end of this document.

**PERFORMANCE**

- xxxiv. The role, actions, and commitment of the ETLWDB to remain a high performing board, consistent with the factors developed by the State Board, include but are not limited to
- Continuing to be a high performer with business services, sector partnerships, career pathways, and work-based learning
  - Expanding an already vibrant program of delivery of workforce development goods and services to justice-involved individuals
  - Participating in and advancing regional workforce development service delivery models
  - Establishing new affiliate and specialized workforce centers in order to serve currently under-served populations
  - Supporting the implementation of a virtual one-stop system and thereby growing the number of individuals accessing AJC services
  - Dedicating more funding to shared and leverage infrastructure, integrated staffing models, and expanding use of technology in order to invest more money in customer-facing services
  - Maintaining fiscal integrity in its use of WIOA Title I funding

- Maintaining a high level of compliance with TDLWD reporting requirements
- Participating in an opioid interdiction program coordinated by the TDLWD grant
- Adopting data-driven decision-making to identify best practices in service delivery models

xxxv. Projected local service levels are seen in the table below.

WIOA Target Group	Projected Services Levels PY 2018-2019
Adult	625
Dislocated Worker	1300
Youth	500

Service levels for the remaining years in the Plan will be determined and reported in subsequent years.

xxxvi. These performance targets are indicative of the drive towards delivery of an integrated, jobs-driven, demand-focused menu of services to the area's job seekers, workers, and employers. These performance targets are representative of the projected level of service. The local area's progress towards these targets and the WIOA core performance information for each of the Titles (I, II, III, IV, V) is reported to the Local Board at each meeting. Consistent with language found in the Combined State Plan and WIOA section 116(b)(2)(A), the local area has successfully negotiated with the State regarding the East Tennessee Local Workforce Development Area's agreed upon performance targets for PY 2018 and PY 2019 as reflected below.

ADULT		
Federal Performance Indicator	Agreed upon outcome PY 18	Agreed upon outcome PY 19
Employment Rate 2nd Quarter After Exit	83.0%	83.5%
Employment Rate 4th Quarter After Exit	83.0%	83.5%
Median Earnings 2nd Quarter After Exit	\$6,633	\$6,650
Credential Attainment within 4 Quarters After Exit	58.0%	59.0%
Measurable Skill Gains		
DISLOCATED WORKER		
Federal Performance Indicator	Agreed upon outcome PY 18	Agreed upon outcome PY 19
Employment Rate 2nd Quarter After Exit	81.0%	82.0%
Employment Rate 4th Quarter After Exit	81.0%	82.0%
Median Earnings 2nd Quarter After Exit	\$6,900	\$7,000
Credential Attainment within 4 Quarters After Exit	68.5%	69.0%
Measurable Skill Gains		
YOUTH		
Federal Performance Indicator	Agreed upon outcome PY 2018	Agreed upon outcome PY 2019
Employment or Ed. Enrollment Rate 2nd Quarter After Exit	79.0%	79.5%

Employment or Ed. Enrollment Rate 4th Quarter After Exit	75.0%	76.0%
Median Earnings 2nd Quarter After Exit	NA	NA
Credential Attainment within 4 Quarters After Exit	70.0%	72.0%
Measurable Skill Gains		

xxxvii. Please see table above for levels of performance for WIOA common measures.

**TECHNICAL REQUIREMENTS AND ASSURANCES**

- xxxix. The contractor for WIOA Title I services in the ETLWDA, Mid Cumberland Human Resource Agency, fully utilizes the State’s Virtual One Stop (VOS) customer relations management platform to manage WIOA Title I customer data including intake and case management functions.
- xl. The ETLWDB will work with its WIOA Title I contractor to facilitate access to services provided through the one-stop delivery system. Mid Cumberland HRA has established best practices and specialized staff training for effectively serving job seekers and employers in rural and/or remote areas that are often accompanied by high poverty and limited transportation. Best practices for expanding the outreach of the American Job Center will include but not be limited to the following: 1) operating twelve (12) comprehensive or affiliate American Job Centers within the sixteen county ETLWDA, 2) expanding the number of specialized AJC locations (currently three in the area) to seven to include an access point in the four counties not currently served by a bricks and mortar AJC, 3) operating listening tours in each county to determine unmet needs in workforce service delivery, 4) recruiting staff with local and institutional knowledge who have lived similar experiences as the customers of the ETLWDA, 5) implementing specialized training for all AJC partner staff on means of assisting individuals of diverse geographic populations with unique challenges and barriers, 6) using the Mobile Career Coach (MCC): scheduling regular visits of the MCC in remote and rural areas, 7) leveraging the Jobs Access Reverse Commute (JARC) federal funding available through the East Tennessee Human Resource Agency to provide job seekers free transportation to an American Job Center, 8) participating in a ZenDesk pilot proposed by the TDLWD, and 9) expanding current comprehensive outreach and service delivery efforts to justice-involved customers.
- xli. Sections J and M of the CONTRACT FOR SERVICES BETWEEN THE EAST TENNESSEE HUMAN RESOURCE AGENCY ACTING AS AGENT OF THE EAST TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD AND MID CUMBERLAND HUMAN RESOURCE AGENCY UNDER THE WORKFORCE INNOVATION AND OPPORTUNITY ACT stipulate how the contractor will comply with WIOA §188. The ETLWDA EO Officer is responsible for local monitoring and assurance of compliance with WIOA §188 Non-discrimination and Equal Opportunity Regulations. Regular communication among AJC partners helps to form a secure basis that enables the workforce services delivery system to fulfill its obligations under §188. Further, cross training of customer-facing staff is implemented so that AJC partners will have awareness of each other’s basic services and can provide accurate information and guidance to all customers. A copy of the WIOA Title I contract between the Board and Mid Cumberland HRA accompanies this Plan as Attachment H.
- xlii. The Memorandum of Understanding between the ETLWDB and its American Job Center partners describes how local service providers will carry out the requirements for integration of and access to the entire set of services available in the local one-stop system, with respect to efforts that will enhance the provision of services to individuals with disabilities. A copy of the MOU accompanies this Plan as Attachment I.
- xliii. The Chief Elected Local Official, in consultation with the Local Elected Officials of the ETLWDA, has identified the East Tennessee Human Resource Agency as the fiscal agent for the ETLWDA. All procurement transactions for the ETLWDA shall be conducted in a manner that provides, to the maximum extent possible, for open and free competition. Policies and procedures governing procurement shall ensure that goods and services are obtained in an effective and efficient manner, consistent with the provisions of applicable federal, state, and local laws, rules, and regulations.  
Solicitation invitations and Requests for Proposal packages shall be sent to all potential services providers, as appropriate, according to the type of goods and services being sought. Notice of solicitation of RFPs shall be

published in local newspapers as well as being posted on the fiscal agent's website. Service providers in the sixteen county ETLWDA will be given priority as appropriate. Additionally, efforts will be made to utilize small businesses and minority-owned enterprises.

The ETLWDB shall empanel subject matter experts to review all proposals received in response to the solicitation. Such panel will, upon completion of its review, make a resolution to the full Board for action. All selected bidders will be required to participate in negotiations with the Executive Director, the Fiscal Agent, and, when warranted, select members of the Board and/or the Chief Local Elected Official. The award of any contract or agreement shall be contingent on available funding and the satisfactory completion of negotiations. Unsuccessful bidders will be notified in writing, within thirty days, of the final decision. A copy of the fiscal agent's procurement policy is seen in Attachment E.

- xliv. During PY 2017-2018, Local Workforce Development Areas 2, 3 and 4—portions of which are now combined into the East Tennessee Local Workforce Area—each attained the 40% goal of Minimum Participant Cost Rate (MPCR). Working with WIOA Title I contractor Mid Cumberland HRA, the ETLWDB will leverage labor market information provided through Jobs4TN to help determine information such as in-demand labor fields, unemployment rates, and additional occupational data such as wages and occupational outlook potential. These data points are used not only to assist customers in finding adequate career paths but also determine an acceptable number of clients to be served through core programs. From this process flows a plan of service focusing on annual expectations for enrollments, exits, and other target performance numbers that exceed negotiated federal and state minimums. Once an annual service plan is crafted, individual baselines that exceed performance targets are set with each employee in order to ensure all measures, including the MPCR, are met or exceeded. Monitoring, using dashboards, report cards, and VOS reports supports the year-long effort of tracking MPCR to a minimum of 50%.
- xlvi. The ETLWDB designs programs based on its unique understanding of the regional workforce needs to ensure it funds the most relevant and effective workforce service delivery network. It is the intent of the Board to avoid transfer of funds between budget line items, yet, this is occasionally necessary in order to deploy unspent funds in one area to unmet needs in another. During PY 2017-2018, LWDA 4 found it necessary to move \$300,000.00 from its dislocated worker budget to its adult budget to meet obligations for service delivery by its then WIOA contractor. With the joining of three distinct former LWDA's into the new ETLWDA, it is difficult at this writing to determine an exact amount—or percentage of funds—that may be subject to transfer. Yet, early budget projections indicate that a request to transfer an amount—not to exceed \$1,000,000.00—from Dislocated Worker funds to Adult funds may be requested prior to 1 June 2029. Expenditures are monitored monthly and reported to the Board quarterly.
- xlvii. The Board, with input from its staff, may authorize the request to TDLWD to transfer funds between budgets in PY 2018-2019, and the request will follow standard operating procedures through the Grants4TN platform.
- xlvi. ETLWDA features a well-established business services team populated by WIOA core partners and lead by staff to the Board. This team meets monthly, and time is dedicated in each month's agenda to plan outreach to area employers regarding the availability of incumbent worker training funds. In addition to the funds provided by the TDLWD and specifically earmarked for incumbent worker training grants, the ETLWDB may reserve and use not more than 20% of Title I funds allocated to the local area to pay for the Federal share of the cost of providing training through a training program for incumbent workers.
- xliv. The ETLWDA may reserve and use not more than 10% of Title I funds allocated to the local area to provide transitional jobs including but not limited to time-limited work experience for customers with barriers to employment. Designed to assist individuals enter and maintain unsubsidized employment, transitional jobs are combined with supportive services. The Board will work with its WIOA Title I contractor to identify transitional job opportunities.
  - i. Please see Attachment I for an overview of how all local service providers will carry out the requirements for integration of and access to the entire set of services available in the local one-stop system.
  - ii. The members of the East Tennessee Local Workforce Board sit for Title VI training at the Board's annual meeting, according to Board Bylaws, in August. Staff to the Board sit for Title VI training at East Tennessee Human Resource Agency's annual meeting held in November. WIOA Title I contractor staff sit for Title VI training in December. A copy of the training tool used with the Board accompanies this Plan as Attachment F.



**NEW PARTNERSHIP ELEMENT: RE-ENTRY**

Three local workforce areas, combined in October 2018 to create the ETLWDA, have successful histories in working with justice-involved individuals. Of note:

- From 2010-2012, former LWDA 4 staff has been delivering soft skills training and career services as well as occupational assessment services in seven TDOC facilities including the Morgan County Correction Facility, Bledsoe County Correction Facility, Turney Center, Tennessee Prison for Women, Charles Bass Correctional Complex, and two West Tennessee State Prison locations.
- Beginning in 2016 and continuing now, former LWDA 3 staff has been working in Knox County Chancery Court with individuals appearing before the Child Support Court. Additionally, AJC staff worked with TDOC staff from the Knoxville Community Reporting Center to provide workforce development services onsite for reentry candidates.

- i. The East Tennessee Local Workforce Development Board will provide seamless, integrated, and evidence-based workforce development goods and services to justice involved individuals in the sixteen county workforce service delivery network. In its formative stages, in PY 2018-2019, a local partnership consisting of, but not limited to, the following enterprises will work together to meet this goal: East Tennessee Local Workforce Development Board, Tennessee Department of Labor and Workforce Development, Tennessee Department of Corrections, Tennessee Board of Regents, University of Tennessee Center for Industrial Services, East Tennessee Human Resource Agency, Mid Cumberland Human Resource Agency, sheriff offices of Anderson, Blount, Campbell, Knox, and Scott counties, and Better Made Trailers.
- ii. Moving forward, the ETLWDB will target new opportunities for expanding its outreach to and success with justice-involved individuals by involving new partners in addition to those in the bulleted list above. A sampling of services offered to justice-involved individuals includes basic and intensive career services, job placement, work experience, and follow-up. Additional counseling, including but not limited to financial management and budgeting, transportation, child care, medical/dental care, and legal assistance, will be offered in appropriate instances. A full description of training and supportive services is seen in Attachments B and C.
- iii. Available census data for justice-involved individuals in the East Tennessee Local Workforce Development Area follows.

ETLWDA Census of Justice Involved Individuals	
Individual Type	Number Identified and Source
Offender status and enrolled in WIOA Title I	59 identified in VOS
Felony Inmate Admissions FY 2018	2,590 identified by TDOC
Morgan County Correction Facility population	1,500 identified by MCCX Warden Mike Parris

- iv. Justice-involved customers will be afforded basic and intensive WIOA career services and supplementary services listed in Section ii above. Additionally, ETLWDB’s experiences and successes with over 1,000 individuals in its *Alternatives to Incarceration*, a program ETLWDB maintains in Anderson County Detention Facility, can be replicated across the sixteen county area. In this program, additional support services for justice-involved customers include but are not limited to food, shelter, and clothing.
- v. Records maintained and extracted from VOS indicate a total of 138 justice-involved individuals—adults, youth, and dislocated workers—receiving WIOA services between July 2016 and December 2018 across the East Tennessee Grand Division.
- vi. Partners list in i-ii above, and additional partners as they are identified, will meet twice annually for the purposes of sharing best practices, identifying unmet workforce development needs facing the population, and refining service delivery. Additionally, the ETLWDB will develop cooperative agreements relative to reentry and workforce development efforts with mental health and recovery programs to create a holistic approach and seamless approach to service delivery for this population.
- vii. Please see Section i above for a listing of partners and stakeholders currently engaged in the ETLWDA.
- viii. Ten planned initiatives with existing and prospective partners follows on the next pages.
1. TCAT Behind the Bars: Beginning January 2019, the ETLWDB, Mid Cumberland HRA, TDOC, and TBOR will establish a dual enrollment/dual certification training program in welding technology at the existing Morgan

County Correction Facility classroom and laboratory. The course is one year in length and will meet NCCER standards as well as TCAT Oneida/Huntsville standards. This is a competency-based course of study; detainees may be given credit for prior learning upon review and evaluation by the TCAT instructor.

*Baseline levels of service: 40 per year.*

2. MCCX Specialized One-Stop Center: The ETLWDB and TDOC have forged an agreement to offer the following five workforce development services to TDOC detainees at the Morgan County Correction Facility (MCCX): assist in job readiness and job search activities; train TDOC employees in AJC services, referral methods, locations, and hours of operation; develop and underwrite training services for MCCX detainees; build capacity in job placement for TDOC clients; and identify best practices and calculate return-on-investment in anticipation of statewide roll-out.

*Baseline levels of service: 1,500 customers*

3. MCCX Work Release Center: Because of the initiatives outlined in 1 and 2 above, TDOC has committed to locating a 300-person work release center at Morgan County Correction Facility. This center will implement a three-phase approach to preparing inmates for sustainable employment at the time of their release from prison. ETLWDB, in conjunction with its WIOA Title I career service provider Mid Cumberland HRA, will provide workforce development services within the work release center. Additionally, ETLWDB will promote work release opportunities to employers in counties contiguous to Morgan County. Still to be resolved is the issue of transporting inmates enrolled in Stage Three of the work release program—actual work outside the walls of the prison. ETLWDB has initiated discussions with the East Tennessee Human Resource Agency to explore the possibility of using ETHRA buses for roundtrip transportation of work release customers to their work sites.

*Baseline level of service: 300 annually*

NOTE: This new, expanded focus is an expansion of a decade-long workforce development outreach to MCCX inmates. Current service levels exceed 300 inmates annually.

4. TRICOR Initiative: The ETLWDB executive director, in conjunction with TRICOR management, has developed a referral form for use by TRICOR client-facing employees who wish to refer a TRICOR customer, upon release, to an American Job Center. In this effort, the WIOA Title I contractor has not only identified one case specialist in each AJC to serve as a single-point-of contract for reentry candidates but also conducted cross training among AJC partners to effectively greet and direct reentry candidates who enter the AJC to an appropriately training employee. See Attachment J.

*Baseline level of service: undetermined*

5. Local Jail and Day Reporting/Community Resource Center Outreach: Current job readiness, job search activities, and other workforce development services (federal bonding information, etc.) being delivered in local county jails and Day Reporting Centers in Anderson, Blount, and Knox counties will be expanded to three additional counties in the ETLWDA in PY 2018-2019.

*Baseline level of service: 150 annually*

NOTE: Since 2015, workforce development practitioners under WIA/WIOA have served over 1,000 incarcerated inmates in the Anderson County Detention Facility. Additionally, since 2011, workforce development practitioners under WIA/WIOA have provided occupational assessment services to approximately 150 inmates detained in the Blount County Detention Center.

6. Training for ETHRA Probation and Community Corrections Officers: The East Tennessee Human Resource Agency operates its Community Corrections Program in all sixteen counties in the ETLWDA and its Misdemeanor Probation Services in eleven of the area's counties. Workforce development practitioners will increase its collaboration with this agency in order to provide a full-array of workforce services to reentry candidates. Services may include but are not limited to referral to a convenient AJC, dissemination of portfolios containing master job applications, a list of most-often-asked interview questions with suggested answers, sample resumes, tax credit and bonding information for employers, a statewide directory of American Job Centers.

*Baseline level of service: 200 annually*

7. Collaboration with Progressive Sentencing Incorporated (PSI): This for-profit entity, with thirteen offices statewide and two offices in the ETLWDA, works with misdemeanor reentry candidates in preparing them for sustainable employment. Local workforce practitioners will examine the possibility of entering into an Agreement with PSI to provide workforce development services to its clients.

*Baseline level of service: 25 annually*

8. Transportation Services: The ETLWDB is working with ETHRA Transportation Department to introduce its *Job Access Reverse Commute (JARC)* program to reentry candidates. JARC, a federally funded grant program, provides, at no cost to the traveler, round trip travel on ETHRA busses for not only job search activities but also conveyance to and from work for eligible individuals. Individuals who are not eligible may still ride ETHRA busses for a minimal cost.

*Baseline level of service: 100 annually*

9. Outreach to County Probation Offices: ETLWDB, in conjunction with its WIOA Title I contractor, will convene introductory meeting with county probation offices—adult and juvenile—in each of the sixteen counties in the area for the purpose of orienting probation officers with the AJC workforce development service delivery system. There exists currently a linkage between the Knox County probation office and the Knox County AJC. This linkage may serve as a model for expansion across the area.

*Baseline level of service: unknown at this time*

10. Training and Enhanced Supportive Services: The provision of training in high demand occupations that reflect regional sector strategies/career ladders, augmented with supportive services, to eligible justice-involved customer is essential to surmounting the barriers formerly incarcerated individuals face in securing sustainable employment. The ETLWDB is committed to providing suitable training and essential supportive services to WIOA-eligible justice-involved customers. Please see the ETLWDB Training and Supportive Services polices in Attachment B and C.

*Baseline level of service: 125 annually*

- ix. Ex-offenders face substantial barriers to employment. While some barriers are psychological, attitudinal, and social in nature, others involve key economic/financial barriers, education, skill deficiencies, lack of familial and community support, and court ordered and restitution payments. Taken together, these barriers prevent justice-involved individuals from creating an effective job search and finding self-sufficient employment.
- x. Per WIO, services will be provided to those with the greatest needs identified through the AJC intake process and partner referral.
- xi. Plans are underway to partner with parole and probation officers to ensure the proper timing of services during pre-release and to ensure that the individuals receive their services that ensure success. Prior to release, the career services staff can obtain information about the individual including educational attainment, previous work history, existing and transferrable skills, and career goals.
- xii. Staff training for customer-facing employees takes into account services to justice-involved individuals; intake and case management standard operating procedures are addressed in regularly-scheduled cross-training among AJC partner staff. Staff may also learn of prior education and training experience of justice-involved individuals through the use of the TRICOR Referral form (Attachment J), or case records provided by releasing institutions or parole and probation officers.
- xiii. Business Services Team will communicate to employees regarding benefits including but not limited to WOTC, Federal Bonding, and other job placement tools and enterprises that serve the justice-involved individual.
- xiv. The region adheres to sector strategies for job placement amongst all customer populations including re-entry candidates. The ETLWDB has conducted a detailed assessment of major industry clusters and associated occupations. These clusters represent both the largest sectors and those identified as targets for attention by workforce development and economic development organizations throughout the region and a host of industry associations and other stakeholder groups. For the ETLWDA, these clusters include manufacturing; business services; professional, scientific, information, and technical services; healthcare and social assistance; and transportation, distribution, and logistics, hospitality, accommodations, and food services; construction and building trades. The illustration on page thirteen provides a graphic representation of the correlation of the targeted job clusters in the ETLWDA with those identified in the State Plan, the Innovation Valley plan, and the East Tennessee regional plan.
- xv. Identification of training needs, development of training programs, and regular training for varied stakeholders, including WIOA Title I-IV staff, staff to the Board, and Board members will be ongoing.

- xvi. As partnerships are developed during meeting and planning events, sector-supported occupations will be communicated to partners, stakeholders, CBOs, and the general public. Identification and engagement of employers, industry sector partnerships, and labor/management partnerships willing to hire justice-involved individuals will be accomplished through several means. The ETLWDB will be responsible for outreach efforts to stakeholders regarding the initiative to hire justice-involved customers. Outreach efforts may include but are not limited to announcements at Board meetings; email to employers, especially those currently receiving incumbent worker training grants and those receiving these grants in the past; working with the career services provider to schedule justice-involved job fairs; working with current employers who hire justice-involved individuals in order to maintain a pipeline of job candidates, and working with the East Tennessee Development District to ensure LEOs are informed about services for re-entry candidates
- xvii. Communication between workforce and corrections partners will be critical to success in the re-entry effort. A regional Cooperative Agreement that establishes the workforce/corrections partnership will detail shared case management best practices and condition in order to maximize the partner synergies for best performance.
- xviii. Career specialists will include parole and probation representatives in all correspondence related to workforce services including training, employment plans, assessments, supportive services, and job placement.
- xix. Partners to the MOU between the ETLWDB and AJC partners may participate at some level to provide services to justice-involved individuals e.g., Perkins may assist in TN Reconnect. As outlined in the MOU, workforce professionals will work with government entities, education institutions, and CBOs to provide peer support, housing, transportation, food, family reunification, and other supportive and direct services. Referrals through warm handoffs will be made, tracked, and reported.

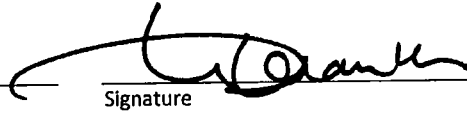
Signatory:

By my signature below, I certify that I have read and approved the Local Plan for the East Tennessee Local Workforce Development Area and the Grand East Tennessee Regional Plan.

Chief Elected Local Official East Tennessee Local Workforce Development Board

Title

Terry Frank  
Printed Name

  
Signature

1-14-19  
Date