

# **STRATEGIC PLAN**

**2020 - 2022**



## NETLWDB STRATEGIC PLAN EXECUTIVE SUMMARY

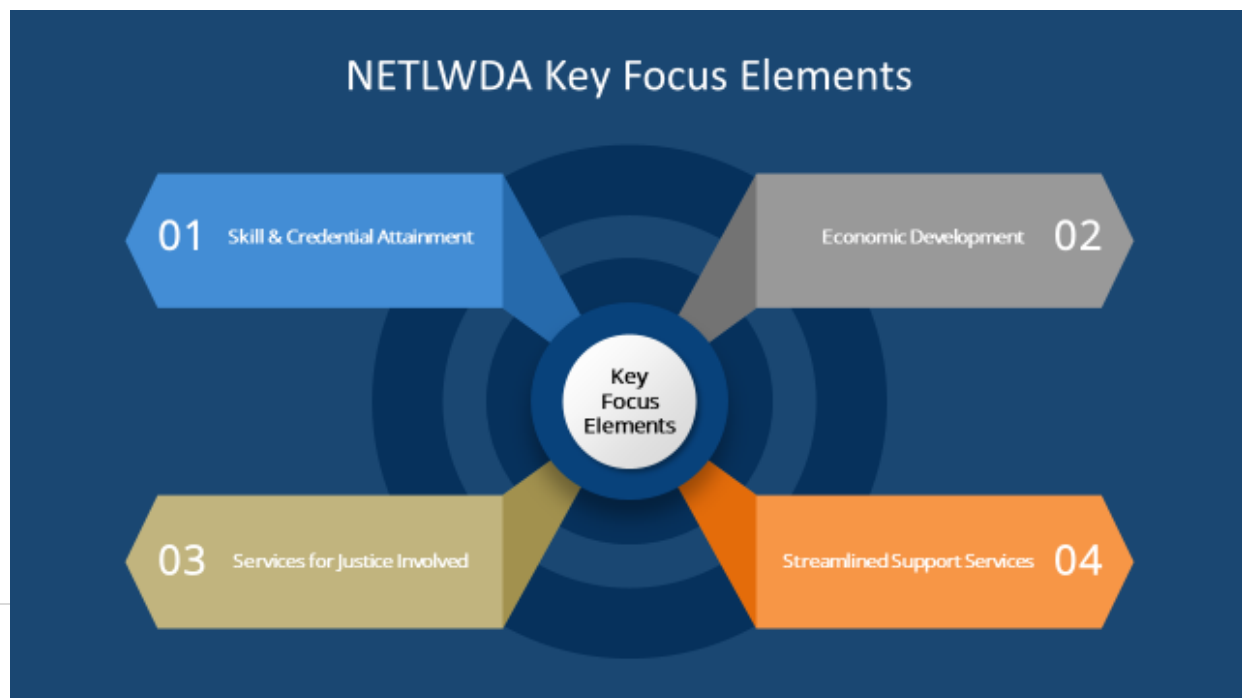
The Northeast Tennessee Local Workforce Development Board (NETLWDB) serves the eight counties of Carter, Greene, Hancock, Hawkins, Johnson, Sullivan, Unicoi and Washington. This eight county area, known as the Northeast Tennessee Local Workforce Development Area (NETLWDA), borders Virginia and North Carolina. The NETLWDB and its American Job Center (AJC) system is a recognized expert in the Northeast region's workforce development efforts. The NETLWDB, the Local Elected Official Consortium and all staff are dedicated to the development of a workforce system that supports business, industry, and all levels of employers and job seekers.

**Mission** – The Northeast Tennessee Local Workforce Development Board promotes the economic vitality of the region by providing a collaborative system that meets the talent needs of business, industry and the workforce.

**Vision** – Northeast Tennessee is a globally competitive region where business and industry continue to have a qualified, diverse workforce and individuals have career opportunities in a prosperous and sustainable regional economy.

The NETLWDB is a hub for gathering and disseminating information about the Local Workforce Development Area's (LWDAs) labor market and business' employment needs. The NETLWDB and its partners are convening groups of businesses, collaborating with education and training providers, and researching, cultivating, and funding innovative solutions for workforce challenges. The NETLWDB's AJC system incorporates a streamlined workforce training and employment delivery system that seeks to increase business prosperity by supplying highly-skilled workers. The focus on business, industry and the health of our local economy will promote economic success for individuals and our communities.

The NETLWDA's local plan was prepared in accordance with guidance published by the Tennessee Department of Labor and Workforce Development (TDLWD). The local plan serves as a roadmap for developing, aligning, and integrating NETLWDA service delivery strategies and support the State's workforce development vision, which is to increase the competitive position of Tennessee business through the development of a high skilled workforce. The Tennessee Combined State plan provides background on the relationship between the State plan, regional plans and local plans. The State plan's four key elements are directly reflected in the NETLWDA's local plan and include:



- Improving skills and credential attainment by expanding vocation education and workforce development programs;
- Supporting regional and rural economic development strategies;
- Enhancing services and opportunities for justice-involved citizens; and
- Streamlining the delivery of supportive services in workforce development by collaborating with key agencies and organizations.

The following graphic illustrates the NETLWDB’s strategic goals roadmap that aligns with the state’s focus areas and strategic goals:



To ensure that the public has adequate opportunity to provide public comment on local policy and operations and promote community engagement, the NETLWDB followed the planning timeline as outlined in the chart below:

LOCAL PLAN TIMELINE	
Notice of Public Comment submitted to all local newspapers	6/11/2020
Local Plan posted on NETLWDB website for public comment period	6/11/2020
NETLWDB Local Plan comment deadline	6/26/2020
Review of Public Comments	TBD

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# Northeast Tennessee Local Workforce Development Board Strategic Plan

The Northeast Tennessee Local Workforce Development Board (NETLWDB) is the catalyst for bringing together the resources of its community, working together with its strategic partners to leverage these resources to continue its creation of a comprehensive workforce system more responsive to the needs of its priority and targeted industry sectors and those individuals looking for work. The NETLWDB realizes that today's workforce system is fluid and dynamic. The ever-changing workforce environment demands that the NETLWDB supports targeted industry sectors with the knowledge that occupations in-demand often cross-cut multiple sectors. This requires agility and responsiveness to meet the demands of local employers.

Working with strategic partners, community leaders and stakeholders, the NETLWDB maintains ongoing communications with the targeted industries, monitors their growth and success, and addresses their needs for services and critical resources. The NETLWDB will continue to evaluate the labor market to determine the skill gaps, gaps in training activities, and critical demands for labor, both current and emerging. The NETLWDB will be the lead in identifying opportunities to expand the delivery of services and the access to available business resources and services that support growth and development. The NETLWDB is committed to strategically leveraging and integrating all workforce partner and stakeholder resources to cultivate demand driven skill attainment that meets the evolving needs of business and accelerates the upward mobility of the labor force.

## Operating Systems and Strategies

*A. Provide a description of the one-stop delivery system in the LWDA including the roles and resource contributions of the one-stop partners.*

The NETLWDA's one-stop delivery system is a quality-focused, employer-driven, customer-centered system tailored to meet the needs of the local and regional economies. It is designed to increase access to, and opportunities for, employment, [Adult Education](#), [post-secondary education](#), training, and support services that individuals need to succeed in the labor market, particularly those with barriers to employment. It aligns workforce development, education, and economic development programs with local and regional economic development strategies to meet the needs of employers, and provides a comprehensive, accessible and high-quality one-stop centers that connect them with the full range of services available in their communities, whether they are looking to find jobs, obtain basic educational or occupational skills, earn a postsecondary certificate or degree, obtain guidance on how to make career choices, or are businesses and employers seeking skilled workers. The AJCs strive to create opportunities for individuals at all skill and experience levels and provides career services that motivate, support and empower. Services are integrated and delivered according to individual or business needs and not specifically according to program focus. The NETLWDA AJC system is comprised of core and other community partnerships, both on-site and through individual community resources that provides mutual assistance. The design of our AJCs allows for services to be provided functionally rather than by individual programs. The local AJC system maintains integrated case management that utilize the Jobs4TN/VOS system.

NETLWDB's AJC partner roles and resources are articulated in the local Memorandum of Understanding (MOU). This MOU details the roles and responsibilities of each NETLWDA AJC partner in the creation of a seamless customer-focused service delivery network that integrates service delivery across programs. The NETLWDA umbrella MOU follows TDLWD policy guidance to ensure that all Partners clearly understand their respective roles and responsibilities related to both service delivery and financial responsibilities. The MOU includes defined sharing of Partner resources in the Infrastructure Funding Agreement (IFA) with the overall goal to ensure efficiency system-wide. NETLWDA Partners agree to develop and continuously improve the AJC system in order to meet the

needs of employers, workers, and job seekers, including those with significant barriers to employment and those participants with disabilities. (See *Partner Roles & Resource Contributions Attachment A*)

- *Identify career services and other program services to be provided by location, including the location (address) at which services are accessible.*

The NETLWDA provides the core workforce development programs through the AJC system, providing Adults, Dislocated Workers and Youth with skills training, job search assistance, support services, career counseling, case management, work experience and placement services. The NETLWDA AJC delivery system is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of our local and regional economies. These services are available through the Comprehensive and Affiliate locations. Career services may be provided in three different sets of activities: (1) basic career services that must be made available to all individuals seeking services in the AJC system; (2) individualized career services that must be made available if deemed appropriate and considered to be necessary for WIOA Title I eligible adults and dislocated workers to obtain and retain employment; and (3) follow up services available to adult and dislocated workers after unsubsidized employment is attained. In the development of the Memoranda of Understanding (MOU), each NETLWDA Partner expressly agreed to the use the prescribed TDLWD process to achieve integration of program and service goals of the WIOA within their specific programmatic regulations and guidelines. All NETLWDA AJC locations are open Monday – Friday from 8:00 – 4:30. The following table identifies the NETLWDA’s AJC locations, **partners and services provided by county**:

County	Carter	Greene	Hancock	Hawkins	Johnson	Sullivan	Unicoi	Washington
Center Type	Affiliate AJC	Affiliate AJC	Affiliate AJC	Affiliate AJC	Affiliate AJC	Comprehensive AJC	Affiliate AJC	Comprehensive AJC
Address	386 Hwy 91 Elizabethton	128 Serral Drive Greeneville	1861 Main Street Sneedville	3815 Hwy 66S, Suite 4 Rogersville	222 W. Main Street Mountain City	1140 E Center Street Kingsport	201 E. Main Avenue Erwin	2515 Wesley Street Johnson City
Function/ Partner	Welcome Function; Title I Adult, Dislocated Worker, Youth; TANF, RESEA; SNAP E&T	Title I Adult, Dislocated Worker, Youth; TANF, RESEA; SNAP E&T <b>Adult Education</b>	Title I Adult, Dislocated Worker, Youth; SNAP E&T	Title I Adult, Dislocated Worker, Youth; SNAP E&T	Title I Adult, Dislocated Worker, Youth; SNAP E&T	Welcome Function; Title I Adult, Dislocated Worker, Youth; Title II AEFLA; Title III Wagner Peyser; Title IV Vocational Rehabilitation; TANF; Veteran; TAA/TRA; RESEA; SNAP E&T <b>Adult Education Job Corps</b>	Title I Adult, Dislocated Worker, Youth; SNAP E&T	Welcome Function; Title I Adult, Dislocated Worker, Youth; Title II AEFLA; Title III Wagner Peyser; Title IV Vocational Rehabilitation; TANF; Veteran; TAA/TRA; RESEA; SNAP E&T; Job Corps <b>Adult Education</b>

Welcome Function (Basic Career Services). The AJC staff serving in the Welcome Function are responsible for ensuring that every new job seeker has access to Basic Career Services. Services may include eligibility determination for WIOA; outreach; intake and orientation to information for all AJC services; initial assessment; labor exchange services; provision of labor market information; access to the resource room; access and information for other programs and services; labor market employment statistic information; and ETPL performance information. The Welcome Function is a shared function between all AJC Partners located in the Comprehensive AJCs. The Welcome Function includes the entry point, resource room, self-directed activities, and basic staff-assisted services. Individuals are checked in via VOS greeter to determine priority of service, determine reasons for the visit, service needs, and to track customer flow. Basic career services do not require enrollment into the WIOA program. AJC staff provide a balance of traditional labor exchange services with the added electronic

access through Jobs4TN for Labor Market Information and business services to assist local business and industry.

Skills/Career Development Function (Individualized Career Services). The NETLWDA AJC staff serving in the Skills/Career Development Function determine eligibility and outreach/intake; perform skills assessments; determine skill levels and service needs for adults and dislocated workers; provide labor exchange services; develop Individual Employment Plans; arrange for case management; identify support needs; group and/or individual counseling and mentoring; short-term pre-vocational services; and internships and work experiences that are linked to career pathways in addition to [Adult Education and Literacy training](#). This Function arranges for and provides soft skills training, workforce preparation activities, financial literacy services, out- of-area job search assistance, English language acquisition and integrated education and training programs. Job seekers are required to be registered in the Jobs4TN System (VOS) and may or may not be enrolled in Title I services, contingent upon availability of resources. Access to education and training is provided to those with barriers to employment and/or disabilities. Follow-up services must be provided as appropriate for participants who are placed in unsubsidized employment after the first day of employment.

Business Services Function. The AJC staff involved in the Business Services Function are responsible for building positive relationships with employers, identifying opportunities to address their human resource needs, and designing services and products to assist employers in meeting their needs. This Function coordinates with AJC staff and partners to actively recruit and refer qualified job candidates. The NETLWDB collaborates with the Business Services Team (BST) to identify local employer needs for on the job training, customized training, incumbent worker training, transitional jobs, etc. Business Services include business outreach and development; standard and customized recruitment and referrals for job vacancies primarily for targeted business and industry; job candidate qualification review; provision of economic, business and workforce trends; on-the-job training, and work experience; and referral to community services. The BST includes additional stakeholders and partners such as Economic & Community Development representatives.

The NETLWDB, in coordination with Rapid Response activities, provides business services to area employers in order to help them manage reductions in force. The NETLWDB may also provide other business services and strategies that meet the workforce investment needs of area employers, in accordance with partner programs' allowable activities, statutory requirements and consistent with Federal cost principles. The Mobile AJC is utilized as an access point. NETLWDA is responsive to service needs of all eight counties to ensure that access is available to AJC services. (*See Partner Core, Basic, and Individual Career Services Attachment B*)

- *Explain how the AJCs provide all required or relatable services of customers based on their respective need(s) and a customer centered design.*

The NETLWDB actively works to increase access to and opportunities for the employment, training, and support that individuals need to succeed and advance in the labor market inclusive of those with barriers to employment. The NETLWDB strives to align workforce development, education and economic development within regional economic development strategies which meet the needs of local, regional and state employers and provides a high-quality workforce development system while ensuring that career services are provided in the most inclusive and appropriate settings and accommodations. The AJCs provide access to career services by the collaboration and coordination of Workforce partners using the MOU, [which specifies the services and processes to be used. See attachment Q, MOU, Local Service Matrix, pages 40 – 42.](#) All centers provide on-demand access to multiple career services through Jobs4TN.gov.

Meaningful access and adaptation for customers with disabilities is ensuring that the premises, programs, and resources are fully accessible and available. Access and adaptation allows for effective and meaningful participation in AJC system supports and services. The AJC Certification process

ensures that service delivery models and physical and programmatic accessibility are in accordance with WIOA Section 188 and ADA and services are available to job seekers with disabilities in terms of equality with all other persons. The NETLWDA OSO participates in technical assistance training to ensure customer centered design and incorporates additional resources to assist customers with disabilities in the AJC's. In addition to assistive technologies, staff provide large print workshop materials for visually impaired customers and partner with the National Federation of the Blind to have the menu of services transcribed and printed in Braille.

The NETLWDA OSO plans and schedules the Mobile American Job Center for local community events and outreach opportunities such as recruitment and hiring events. NETLWDA OSO has been proactive in providing technical assistance training to ensure customer centered design and has incorporated additional resources to assist individuals with disabilities and English language learners in the AJC's. For example, staff provide large print workshop materials for visually impaired customers and have converted the AJC menu of services to Spanish for non-English speaking customers. Staff training ensures meaningful access to all customers by incorporating the principles of, for example, flexible space usage; the use of pictorial, written, verbal, and tactile modes to present information for customers with disabilities and English language learners; and providing recommendations to the NETLWDB for necessary accommodations and adequate space for the use of assistive devices and adaptive technologies.

- *Provide information regarding the OSO and describe the methods for coordinated service delivery between OSO and Partners.*

The NETLWDB OSO's primary role is to coordinate multiple AJC Partners and service providers throughout the eight counties to assure functional alignment of services and management of operational resources. The OSO assists with the implementation of and fulfillment of the MOU with NETLWDA Partners. The OSO is responsible for processes to ensure that all individuals receive appropriate, timely, and effective Career Service and performs continuous improvement activities to achieve high level service quality and exceptional customer service. The NETLWDB's OSO acts as liaison between the NETLWDB (Executive Director) and the AJC system and for marketing AJC services in coordination with NETLWDB and its Staff. The OSO is responsible for meeting common operational needs (e.g. training, technical assistance, additional resources, etc.) and for facilitating the sharing of data, as appropriate.

The OSO participates in all regional and local partner quarterly meetings to ensure an integrated customer flow and provides reports to the NETLWDB staff and Board. *Partners have opportunities and are encouraged to provide input during quarterly meetings and OSO continuous improvement survey.* The OSO reports on integration of systems and alignment activities at partner meetings and upon request from the NETLWDB. The OSO facilitates regular AJC partner staff meetings, works with partner leadership to determine appropriate staff assignments and reports, and collaborated with all partners to re-design customer flow and intake processes to ensure efficiency and to enhance customer experience in each AJC. All partner staff meetings include training on partner services to ensure that all staff are familiar with partner programs, increasing staff expertise and efficiency. *The OSO submits monthly reports to the Board outlining details of partner activities, staff training, events held, enrollment levels, customer services provided, and numerous other points of service provision.* The NETLWDA OSO will not perform any of the functions that might be an actual or perceived conflict of interest.

- *Name of the procured One-Stop Operator.*

The NETLWDA OSO is currently provided by the sub-recipient East Tennessee State University (ETSU), Applied Social Sciences Research Lab College of Arts & Sciences.

- *Describe the functions and scope of work of the OSO.*

The following items are the other required duties of the OSO:

1. Manage Daily AJC Operations:

To ensure that all AJCs are operating in an effective and efficient manner, the OSO must:

- Manage daily operations in coordination with WIOA fiscal agent for the lease, utilities and other activities to support the center;
- Manage AJC hours of operation; and
- Ensure that every AJC in the LWDA is physically and programmatically accessible to individuals with disabilities.

2. Ensure Coordination of Partner Programs within the AJC System:

To ensure all required services are provided in the AJC system the OSO must:

- Maintain a list of all partner programs, to include a brief description of services available by each partner within each AJC;
- Monitor partner adherence to the MOU and report MOU changes to the LWDB;
- Convene **quarterly** partner meetings to discuss and share general information, address areas of concern, best practices, and technical assistance and local program updates;
- Convene **quarterly** partner meetings in local counties determined schedule to discuss and share local career center traffic and activities **and reports to the Board monthly**;
- Ensure compliance with all federal, state and local regulations and policies;
- Make core services available; and
- Design an integrated system to coordinate referrals across the AJC system.

3. Evaluate the Customer Experience:

To ensure seamless service delivery within the AJC system, the OSO must:

- Hire and supervise “shared” staff in the welcome function, if applicable;
- Develop a plan to ensure adequate staffing within the AJC, to include cross-training of partner program staff;
- Ensure priority of service is given to targeted populations;
- Ensure that basic services are available (orientations, labor market information, resource room);
- Improve AJC operations by analyzing: Traffic counts; Customer sign-ins to according to each partner program; Registration of job seekers; Compliance with data validation; and Evaluation of equal opportunity and customer complaints;
- Market OSO services in coordination with the LWDB; and
- Assure appropriate AJC branding and logos are included in all marketing materials and presentations.

4. Evaluate Negotiated Performance Measures:

To report on how well the AJC system is meeting negotiated performance measures the OSO must:

- Write a plan to address how the AJC system will support the Local and Regional Plans;
- Facilitate maintenance and sharing of data within Jobs4TN;
- Report monitoring and compliance using Jobs4TN on topics such as performance metrics and cost per participant;
- Reporting to LWDB on operations, performance and continuous improvement recommendations; and
- Make available other activities and programs carried out under their program direction or authorizing law.

5. Functional Leader

The OSO must perform the following functions along with functional team leads.

- Create staffing plans that provide adequate office coverage at all times, including in a manner that allows fair and equitable opportunity for time off;
- Coordinate staff vacations/leave with formal supervisors to ensure adequate coverage by AJC staff;
- Coordinate with Team Leads to ensure staff are cross-functionally trained
- Design a room-scheduling system for workshops and meetings;

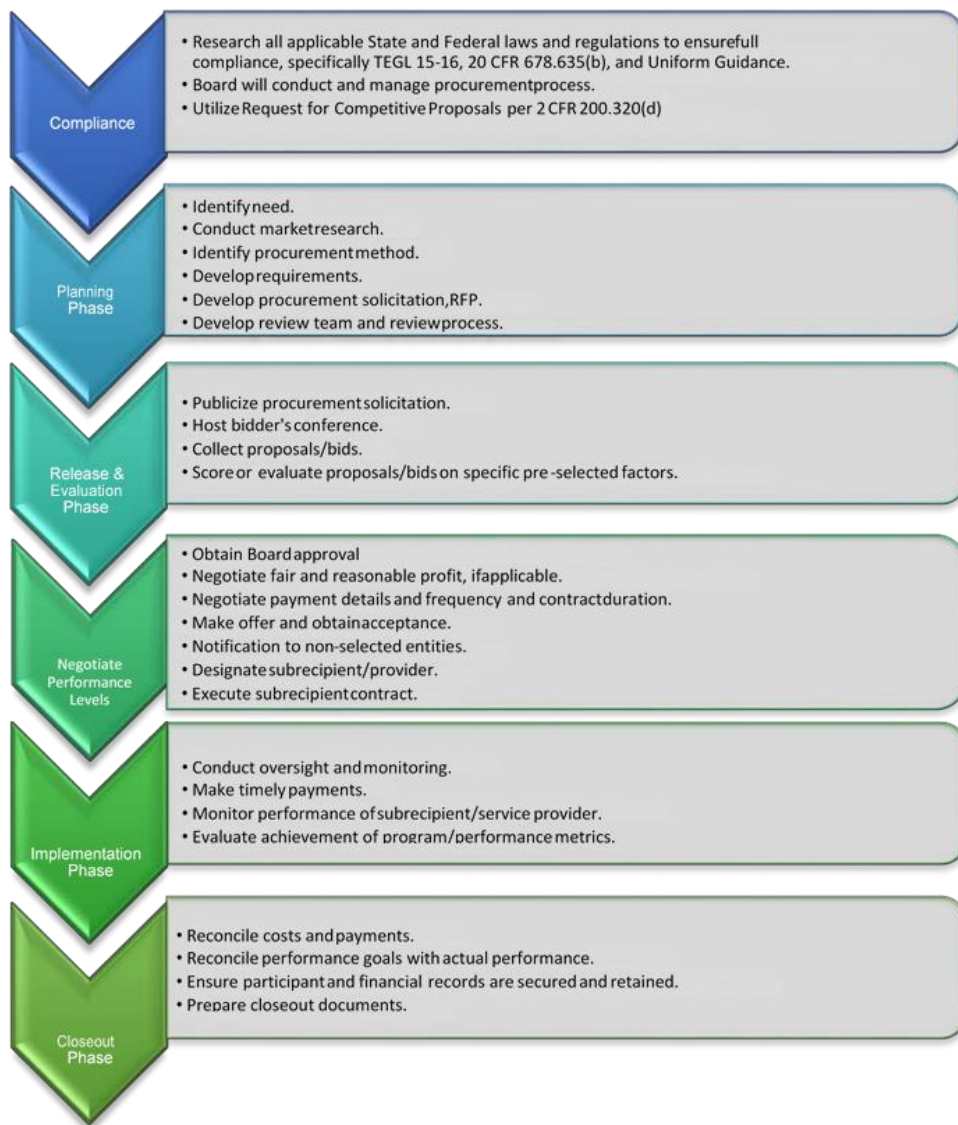


- Approve posted informational signs;
- Ensure that all staff members present a professional and positive image; and
- Ensure that consistent communication procedures are followed.

• Describe how the One-Stop Operator was procured.

The NETLWDB and AB&T observed the process for competitive selection of OSO and Title I Career Service Provider by Request for Proposal (RFP). The RFP process is designed to ensure that the competitive procurement process is conducted in an open and transparent manner. NETLWDB/AB&T strives to ensure use of fair selection procedures to promote competition. The factors used to evaluate proposals/bids are applied and tabulated in an objective manner.

The following graphic outlines the LWDA’s procurement process:



Describe the local OSO’s role and responsibility for coordinating referrals among required partners.

The NETLWDA OSO’s role and responsibility in coordinating referrals among required Partners is to facilitate cross training of staff on Partner programs. The OSO staff oversees the locally developed method of tracking referrals among Partners to ensure that referrals are appropriate and that all individuals receive timely and effective Career Services and maintains the locally developed referral

tracking system to achieve high level service quality and exceptional customer service. To the extent possible per program/service regulations, referrals incorporate Customer Centered Design service philosophies and use direct linkages to ensure appropriate and timely Partner referrals. Entering a referral to a Partner service in a specific Partner database, such as Jobs4TN, alone does not constitute a trackable referral that allows for feedback. The following are the roles related to referrals:

- Front line staff are cross trained in the Partner programs so that appropriate referrals can be made at the first point of contact. Staff may make additional referrals to Partners' programs as needs are identified through the assessment process.
- The OSO coordinates Partner program meetings on a regular basis to assess the number and quality of referrals that are being received. All staff will be informed of updates and upgrades to the referral process through email notification, staff training and any other appropriate means developed in the local area.
- An electronic Partner Referral Form is utilized by all Partners. Directions for use and links to the form are available to staff online.
- The Partner organization receiving the referral will make a good faith effort to contact the customer within 3 business days of date on the referral, to schedule an appointment with the customer within 10 business days of date on the referral form and confirm such with the referring organization via email.

Referrals do not imply automatic eligibility; the result of the referral is dependent on eligibility determination by each Partner based on their unique program guidelines and fund availability.

*B. Provide information regarding the use of technology in the one-stop delivery system, including a description of:*

- *How the workforce centers are implementing and transitioning to an integrated, technology-abled intake and case management information system for programs carried out under WIOA.*

While the AJC model consists of brick and mortar resources as appropriate, the system is moving toward a more technologically based delivery model. The digital age is moving the AJC model to incorporate various technologies which allow services to take place anywhere the career seeker or business has access to technology. The Tennessee AJC service delivery system, through Jobs4TN, is accessible on the internet twenty-four (24) hours a day, seven (7) days a week, and Zendesk is available as deployed by TDLWD. AJC staff work with Partners to ensure immediate access to services and resources. AJCs are equipped with computers, phones, fax, printers and internet service which are available to facilitate the transition into employment, research training opportunities and access partner services. Individuals are encouraged to attend an Orientation, **which occur at a minimum of once per week**, which outlines the full array of services available through the AJC.

The COVID-19 Pandemic has allowed the NETLWDB to develop and implement virtual enrollment capabilities, including electronic signatures, and alternative service methods. Workforce strategies and processes are being provided remotely. The "new normal" will involve an expanded use of technology to deliver services. Group orientations and workshops are being provided remotely via Zoom. NETLWDB is committed to exploring and utilizing emerging technologies that make AJC business more efficient and accessible. **Adult Education services are available via ZOOM as well as other digital platforms for those clients lacking a high school diploma, needing to upgrade basic skills or needing to work on English skills.**

- *How the Local Board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.*

The NETLWDB has moved toward integration, implementation and transition to a technology-enabled intake and case management system for programs carried out under WIOA. The NETLWDB has requested funding for a cutting-edge system that will provide all workforce system services through on-line access and mobile-friendly resources. Service delivery through technology is part of the foundation under WIOA to ensure a customer-centered approach. As part of the priority to provide higher visibility into system processes and connections to providers across the area, the Board is committed to identifying common needs to job seekers and employers, ensuring access to services through affiliate workforce



services sites, mobile staff, or technology where appropriate. This will facilitate access to services provided through the one-stop delivery system, including remote areas. In addition, local higher education institutions have the technological infrastructure, Learning Management Systems (LMS) and experience in place, due to the general education programs, that are being applied to the technical programs.

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

- *Expanding access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.*

Recruitment efforts for all services offered by core partners occur on a variety of platforms to ensure the services offered reach a variety of individuals, including the underserved, underemployed, and others with barriers to employment as outlined in the TN Combined State Plan.

The Local Board and Partners actively participate in developing a clear path for employers, residents, and Partners to access the services and programs of the workforce development system where there is a single point of contact but allowing for multiple points of entry to the system. Ongoing staff training will be provided for all staff at workforce and partner agencies to increase awareness of intake procedures and programs offered by American Job Centers Partners so appropriate referrals will be made and to stay up-to-date on program changes. This includes giving all partner agencies clear language and a process guide for directing clients into the workforce system to maintain the single point of contact. This will facilitate the development of career pathways and co-enrollment, as appropriate in core programs. The Partners, led by the NETLWDB's vision, are committed to their roles as leaders in local and regional economic and workforce development. The WDB is cognizant that active partnerships are fundamental. AJC Partners braid, weave and leverage services to support Tennessee's workforce development vision and strategies.

The NETLWDB's focus on a successful workforce development system is one that supports business growth and global competitiveness, centers on the skill sets needed in the local labor market, and how workers can obtain those skills through education, training and job retention and succession with an emphasis on Career Pathways. The AJC design promotes continual skill gains, wage progression, retention, advancement and/or rapid re-employment services and personal development activities. The local AJC system design targets the needs of the job seeker in the larger context of serving our business customer. Success is measured by the ongoing skill development and wage growth of the job seeker and by attaining the performance metric for employer engagement.

The NETLWDB's AJCs and Partners provide jobseekers, including individuals with barriers to employment, such as individuals with disabilities, with the skills and credentials necessary to secure and advance in employment with self-sustaining wages. The term "individual with barrier to employment" means one or more of the following populations: displaced homemakers, low- income individuals, Indians, Alaska Natives, and Native Hawaiians, individuals with disabilities, including youth who are individuals with disabilities, older individuals, ex-offenders, homeless individuals, or homeless children and youth, youth who are in or have aged out of the foster care system, individuals who are English language learners, individuals who have low levels of literacy, **individuals lacking a high school diploma** and individuals facing substantial cultural barriers, eligible migrant and seasonal farmworkers, individuals within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act, single parents, including pregnant single women, long-term unemployed individuals, and such other groups as the Governor determines to have barriers to employment.

Moving forward, the NETLWDB and its Partners will work to promote existing programs that have proven to be successful and to also develop deeper connection with area services. The NETLWDB will work with the AJCs to design and implement a strategy to secure transitional jobs for individuals facing barriers to employment such as ex-offenders, individuals who are chronically unemployed, or those who have inconsistent or no work history. These services will also be combined with comprehensive employment and supportive services so that individuals can establish a work history, demonstrate success in the

workplace and develop the skills that lead to entry into and retention in unsubsidized employment.

The NETLWDB promotes AJC accessibility for all job seekers and program services. All NETLWDA AJCs are fully compliant with accessibility requirements for individuals with disabilities. This includes, but is not limited to, ensuring assistive technology and materials are in place and front-line staff members are trained in the use of this technology. In addition, the Partners located within the AJCs ascribe to the principles of universal design of the facility, materials, service delivery and technology whenever and wherever possible and practical. Physical accessibility for people with disabilities was implemented and upgraded with the assistance of Tennessee Department Human Services (DHS)-Vocational Rehabilitation Program. The NETLWDA AJC system, in conjunction with other community disability services, strives to achieve greater educational and employment opportunities for people with disabilities. These partnerships and collaboration will assist in utilizing leveraged resources and funding from multiple resources. AJC staff will actively participate in professional development including, but not limited to, all disability awareness/sensitivity training to better understand how to provide quality employment services for this targeted population. Outreach and education will also be increased throughout the AJCs. (See *WIOA Populations with Barriers Chart Attachment C and Proposed Solutions Attachment D*)

The NETLWDB is committed to working with core Partners to expand access to employment, training, education, and supportive services. Expansion strategies will include, but are not limited to:

- (1) Improving our outreach and awareness efforts to the community, particularly with regard to populations with barriers to employment.
- (2) Promoting the creation of additional effective electronic linkages while maintaining electronic service delivery systems that are user-friendly, effective, and accessible to individuals who reside in remote parts of the area.
- (3) Maintaining efforts to identify individuals with barriers to employment during intake.
- (4) Making sure that the participants of all core Partners are made aware of the full scope of services that are available to them through the AJC system.

- *Facilitating the development of career pathways and co-enrollment, as appropriate in core programs.*

The NETLWDB will continue to develop and enhance partnerships with [Northeast State Community College \(NeSCC\) Adult Education and other education providers](#) in the region to further career awareness and career pathway development. The Board will continue to convene stakeholders to develop new career pathways programs in partnership with the region's colleges and secondary schools. Further, the Board will increase client access to training, [Adult Education and post-secondary education](#) programs that align with regional labor market dynamics, including apprenticeship programs and career pathway programs that grant "stackable" credentials. The Partners will work to strengthen existing pathways in the in-demand sectors by exploring modular, shorter-term training and stackable credentials in order to develop and deploy training more quickly and responsively. Credentials will be assessed from a pathways perspective to articulate stackable credentials and connect all populations to pathways. The Board, along with the Business Services Team, will use labor market information (LMI) to link training programs with job opportunities that are in-demand for regional employers. The committee ensures all training programs approved by the Board lead to employment in high growth/high demand occupations on career pathways that provide self-sustainable wages.

In addition, the NETLWDB is:

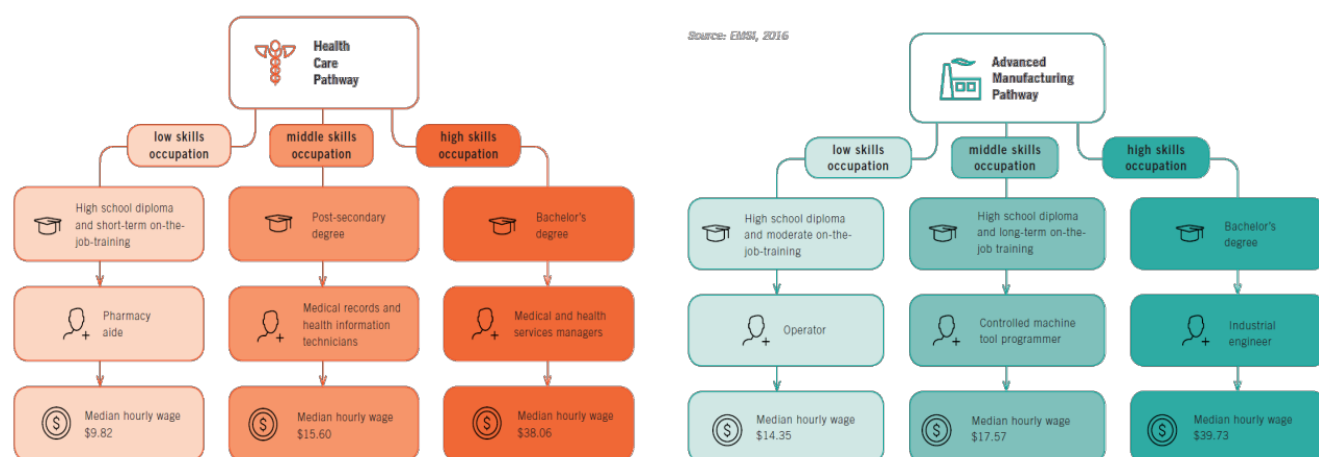
- Developing career pathways in a demand-driven system that will require strong partnerships with organizations who serve individuals with disabilities and other populations with barriers to employment. The incorporation of career planning strategies throughout our AJC system will serve as the linkage connecting career pathways with in-demand industries and occupations. The linkage provides access to activities that leads to an industry-recognized certification that is portable and stackable.
- Increasing efforts towards the integration of academic and occupational preparation to make

stronger connections to high-wage, high-growth occupations. It is recognized that pathway opportunities are not limited to a postsecondary credential but are applicable to any individual at any stage of their career.

- Facilitating increased engagement with groups/organizations such as Economic Development, Chambers of Commerce, CTE Directors, local small employers and employers in in-demand industry sectors to identify high-wage and high-growth occupations.
- Aligning and integrating partner services and resources such as Career Connect, CareerQuest, annual Education-2-Employment Summit, Career Pathways, Incumbent Workers Training grant programs, On-the-Job Training Programs, Customized Training Programs, and Work Experience programs to enhance new and existing career pathway and work-based learning opportunities for individuals, including those facing multiple barriers to employment.
- Coordinating with Tennessee Pathways to provide a strong correlation with the WIOA defined career pathways and elements. Partnering with our Tennessee Pathways Regional Coordinator enhances this initiative’s seamless approach to developing long term, workforce pipelines and has been recognized as an approach to reach education goals as well as workforce development goals. NETLWDB’s partnerships with local CTE programs of study and their incorporation of work-based learning and access to early post-secondary opportunities (dual enrollment, dual credit, AP, IT, etc.) further enhances access to academic and industry recognized credentials.

The NETLWDB will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs. In meeting with the core Partners, the development of a referral process has aided in identifying opportunities for co-enrollment. Quarterly partner meetings facilitated by the OSO include conversations regarding avoiding duplication of services and co-enrollment of participants. The development of career pathways has been identified as a priority in this plan and will incorporate input and planning from each of the core Partners. The Board will continue to leverage LMI data to make data-driven decisions for career pathway development so that the results address the needs of the local economy. Title II Partners have been identified as key stakeholders in this process and will help collaborate and align resources in this effort, such as data-sharing, curriculum development, and supportive services. *Goal: Expand existing industry-led customized apprenticeships through sector partnerships, developing new apprenticeship models for pilot/expansion and scaling and expanding apprenticeship models by 10%.*

The NETLWDB initially identified two priority pathway sectors, Manufacturing and Healthcare, for targeted strategies and actions. These sectors have ongoing business needs for skilled local talent,

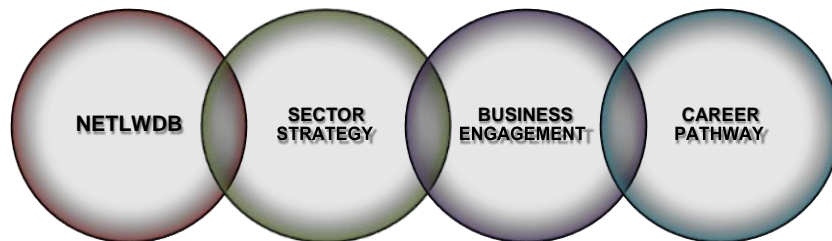


potential for growth and opportunities for living wage jobs with career paths. Career pathways within these sectors allow for progressive skills development, progressive wage increases and multiple entry and exit points through education and training programs that are based on labor market data.

The NETLWDB will continue to convene all stakeholders to further identify and build industry-driven

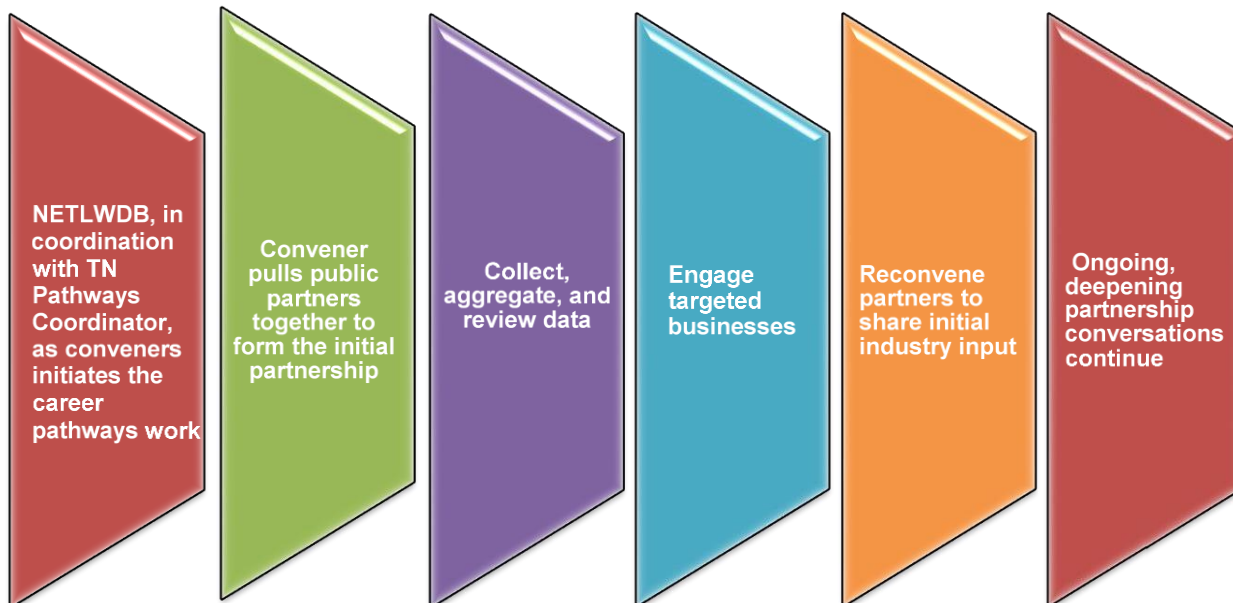
career pathway systems that align education and training programs with the needs of the regional economy to ensure that students and job seekers are prepared with the right skills and experiences to get jobs in the driving sectors of their local economies. The NETLWDB will more fully develop and implement sector partnerships that utilize multiple business engagement strategies in defining career pathways. Sector Strategies will be industry driven. This will ensure that business and industry needs provide the context for all activities and services as well as result in true ROI for all stakeholders and employers.

The NETLWDB strongly supports industry-driven career pathways that ensure that education, training, and workforce systems stay deeply attuned and responsive to the needs of the labor market, preparing students and workers with the skills and credentials they need for jobs and careers. The graphic below depicts the process for the development of industry sector partnerships and business-driven sector strategies.



The NETLWDB strongly supports Tennessee Pathways Certification for creating strong alignment between their high school programs of study, postsecondary partners, and high-quality employment opportunities. This school recognition program ensures students, families, and the community know high-quality pathways exist for students to transition seamlessly from K-12 education into higher education and high-quality employment.

The graphic below depicts the process the NETLWDB will utilize to partner with industry for the development of industry sector partnerships and business-driven sector strategies.



The initial steps for developing the industry partnership, including identifying the target industry through data and other inputs, engaging business and public partners, and drilling down into businesses' workforce challenges and needs, form the basis of the career pathways development process. The career pathways development process begins with industry occupational research and proceeds through implementation, evaluation, and adjustment of education, training, and related programming.



The sector partnerships which includes businesses in a target industry, will define key pathways in their industry. In addition, the pathway will identify occupational progressions, along with associated education and training, competency, and credential requirements at each level. The initial steps for developing the industry partnership, including identifying the target industry through data and other inputs, engaging business and public partners, and drilling down into businesses' workforce challenges and needs, form the basis of the career pathways development process.

The NETLWDB will lead this implementation as the convener by carrying out activities such as:

- Identifying common skill standards and promoting industry-recognized credentials
- Building career pathways to skilled jobs in the industry
- Creating or informing training programs and curricula
- Development of qualitative/quantitative data and real-time intelligence

The NETLWDB supports career pathways that help adults and youth advance among multiple occupations, advance within an occupation, or move to a new occupation that has similar skills to previous occupation. The Board will coordinate and facilitate co-enrollments to help further advance an adult or youth in the upward career ladder.

Co-enrollment of Adult and/or Youth in Title II funding will provide basic academic, English language instruction, critical thinking, digital literacy, HiSET preparation, and workforce preparation including essential skills/work ethic thereby improving access to activities leading to a recognized Post Secondary credential. Co-enrollment between Youth and Adult will provide Out-of-school Youth (18-24) with OJTs and training through Adult Training services. Co-enrollments will further align employment, training, education, and supportive services needed by adults and youth that help lead to career advancement.

- *Improving access to activities leading to a recognized post-secondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).*

NETLWDB utilizes Jobs4TN, LMI, WIRED data, the comprehensive work done by TBR and other data sources to identify in-demand careers in Northeast TN and follows the curriculum they have identified to produce the credentials that employers have identified as necessary to their success. By partnering with and being actively involved with TN Career Pathways and all local CTE directors, NETLWDB is able to provide WIOA participants with access to tuition, supportive services, and case management to ensure that WIOA participants enroll in and successfully complete the course of study that leads to these identified credentials. NETLWDB also improves access to activities leading to recognized post-secondary credentials through the use of ITAs and supportive services, partnering with other AJC partners for appropriate co-enrollment.

Adult Education Career Pathways includes:

- AE workplace & Basic Skills Remediation
- ESL Workplace
- Integrated Education and Training Program (IET's)
- Re-Entry
- Remediation for Post-Secondary
- Pre-Apprenticeship
- Bridge to Post Secondary/Employment

*D. Provide information regarding the local coordination strategies with state (including the Combined Plan), regional and local partners to enhance services and avoid duplication of activities, including a description of:*

- *Adult, Dislocated Worker and Youth employment and training activities under WIOA Title I.*

The priorities incorporated into this plan include efforts to enhance Adult, Dislocated Worker, and Youth employment and training services through greater alignment and coordination, and incorporation of KPI goals (See Attachment E). The local area will incorporate the following strategies to enhance services and avoid duplication of activities:

- Further strengthen and follow the established referral processes across core Partners, including cross-training that provides a clear understanding of the roles of each partner, to ensure all job-seeker and employer customers can seamlessly access all workforce-related services for which they are eligible.
- Engage with key Partners and stakeholders to develop referral and hand-off processes that result in more seamless service to job-seekers and employers and – ultimately – better outcomes for all customers.
- Ensure follow-up on referrals, monthly review of referral outcomes and an enhanced referral system.
- Develop and implement an electronic resource directory that includes the workforce and workforce-related services available to key groups (e.g. Veterans, Individuals with Disabilities, Youth) to facilitate greater collaboration and less duplication of effort. Expand this into a more comprehensive Partner Resource Guide with current valuable information on all partner programs.
- Identify common needs of job seekers and employers served by multiple agencies, ensuring access to services through affiliate workforce service sites, mobile staff, or technology where appropriate.
- Provide continual training and cross-training to all staff so that they are better informed and aware of services and programs available by all partner programs for their clients and to advise, inform and serve clients and increase referrals. *Goal: Staff training to be held monthly and reported to LWDB.*
- Create intentional and efficient outreach to the business community. The local area has an established Business Services Team, tasked with identifying new and improved ways in which the AJC and WIOA system can assist businesses. *Goal: Conduct employer outreach to at least 30 employers per month.*

Co-enrollment with RESEA and SNAP E&T as defined by local NETLWDB policy enhances service provision and leveraging of available funding. NETLWDA WIOA Adult and Dislocated Worker services are designed to be pathways to the middle class and to maintain and build in-demand employment skills. These focus on quality services for individuals with barriers to employment as defined at 20 CFR 680.600 through 660 and are designed to assist job seekers access high quality career services, education, training and the supportive services to obtain and retain self-sufficient employment. This includes matching employers with the skilled workers they need to compete in the local and global economy. These employment and training activities are targeted to:

- Enable businesses and employers to identify and hire qualified, skilled workers and access other supports, including education and training for their current workforce;
- Provide job seekers with the skills and credentials necessary to secure and advance in employment with sustaining wages;
- Provide access and opportunities to all job seekers, including individuals with barriers to employment such as persons with disabilities, low income or disadvantaged, the homeless, the ex-offender, the basic skills deficient or limited English proficiency.

The Title I Youth service provider sub-recipient for NETLWDA is East Tennessee State University (ETSU). Pursuant to the waiver granted by the U.S. Department of Labor, NETLWDA plans to provide services to In-School Youth as well as Out-of-School Youth. Assessment of the type and availability of youth workforce activities includes, but is not limited to:

- coordination with Secondary Career and Technical Education Directors;
- coordination with employers and economic development, specifically in relation to accessing data and information provided through the First Tennessee Development District;
- participation in local and regional events, such as Education-2-Employment;
- support of and participation in the WorkReady Community initiative;
- initial assessment of job seekers and employers entering each AJC;

- input and guidance as provided by the NETLWDB Youth Services Committee;
- NETLWDB staff serving on economic development and relevant community boards.

Title I Youth staff provide determinations of eligibility for assistance; orientation to the AJC and other services available through the One-Stop delivery system; assessment of skill levels; job search and placement assistance; referrals to and coordination of activities with other programs and services, including programs and services within the One-Stop delivery system; workforce and LMI; and provision of all appropriate fourteen (14) Youth elements, including Paid Work Experience. (See *Youth Services Strategy Attachment F*) Title I Youth staff also provide information on eligible providers of training services, supportive services or appropriate referrals to those services and assistance. Title I Youth staff, in partnership with the participant, develop an Individual Service Strategy (ISS) to identify the education and employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her education and employment goals.

Title I Youth will follow the NETLWDA AJC Electronic Referral Processes to refer to and accept referrals from all AJC Partners and external community agencies that serve this population, including secondary and post-secondary education institutions. NETLWDA staff partner cross trainings help to ensure that all AJC Partners provide appropriate mutual referrals. (See *Youth Services Model Attachment G*)

- *Adult education and literacy activities under WIOA Title II. This description must include how the Local Board will carry out the review of local applications submitted under Title II consistent with WIOA Sec. 107(d)(11)(A) and (B)(i) and WIOA Sec. 232.*

Northeast State Community College administers Adult Education within the 8 counties of Northeast TN. The goal of the NeSCC Adult Education program is to enable participants to 1) earn a secondary diploma, 2) transition to postsecondary education and training opportunities, 3) improve employment opportunities and 4) fully participate in the education of their children. Services include Adult Basic Education, Adult Secondary Education, Corrections/Re-Entry, English as Second Language (ESL), Integrated Education and Training (IET), and Literacy. Northeast State Community College is a valued partner of the local workforce system. Adult Education offers instruction in 9 local county jails to support the local, regional and state focus on removing barriers to employment for ex-offenders and promote positive re-entry. The Greene County Correctional Career Pathways program allows incarcerated individuals the opportunity for employment while incarcerated. Since this program began in early 2015 over 150 inmates have completed the program. Plans are in place to duplicate this program across the Northeast TN area.

Adult Education staff align with workforce by participating in cross-training events to ensure there is a working knowledge base of all programs and to maximize the use of these programs and benefits. Local and regional workforce planning meeting are attended as needed as well as partner meetings. The AE District Coordinator serves as a member on the local workforce board and committees. AE class structure and services provide access to education and training needed to help support job seekers and workers transition to sustainable employment.

TDLWD now requires that Local Boards review Adult Education applications submitted during the grant competition for Adult Education program funds, per the Adult Education and Family Literacy Act (AEFLA), Title II of WIOA. All grant applications received by TDLWD, Adult Education Division, will be forwarded to the respective LWDB. The LWDB will review applications to determine their consistency with the local workforce development plan and make recommendations to promote alignment with the plan.

Beginning with Adult Education, Career Pathways will be developed which will allow participants of all partners in the AJCs to have opportunities for co-enrollment as appropriate in order to implement AE workforce strategies.

- *Wagner-Peyser (WP) Act (29 U.S.C. 49 et seq.) services under WIOA Title III.*



WP staff provide labor exchange assistance and services for job seekers and local employers. Title III career services are provided on-site with full-time staff at the comprehensive one-stop centers. WP staff is committed to providing integrated services to job seeking customers and business customers with WIOA partners. WP staff actively participate on the Business Service Team, delivering seamless services to area businesses. TDLWD representatives are active participants in Regional Planning, local service planning, and MOU negotiations. WP is represented on the NETLWDB. TDLWD provides staff and community training on Jobs4TN, which is the primary labor exchange medium for the state. RESEA orientations, workshops and services are provided at the comprehensive AJCs, and at affiliate sites by Title I partners. Trade Adjustment Assistance (TAA) services are available full-time in the comprehensive centers and on an as needed basis in affiliate sites. Trade staff co-enroll eligible customers into WIOA Title I as appropriate to leverage staff resources and supportive services. TAA will integrate services with WIOA partners to maximize resources, efficiencies and effectiveness in serving the common customer. TAA staff are trained on partner programs and resources. These staff will participate in delivering basic career services and coordinate referrals to all partner programs. Additionally, WP staff conduct SNAP E&T orientations and follow-ups in the Northeast Region. SNAP E&T coordinators provide case management services, assist customers with job-searching activities as well as making referrals to and co-enrolling in partner programs. TDLWD offers migrant and seasonal farm workers (MSFW) the full range of employment services, benefits and protections, including; counseling, testing, job training, and referral services. MSFW, on a proportionate basis, shall not receive fewer services than non-MSFW. AJC staff will consider the preferences, needs, and skills of individual MSFW and the availability of job and training opportunities. All AJC staff will make job order information clear and available to MSFWs. Such information will be made available either by computer, hard copy, or by any other equally effective means. Each AJC will provide adequate staff assistance to each MSFW to use job order information effectively. Services are provided as part of the two comprehensive AJCs (Johnson City and Kingsport) and can be accessed through the AJC affiliate sites.

- *Vocational rehabilitation (VR) service activities under WIOA Title IV.*

Title IV basic career services are provided on a part-time, scheduled basis at the comprehensive one-stop centers in the local area. VR, under Title IV of WIOA, seeks to improve integration with WIOA service partners through: co-enrollment of participants as appropriate; coordinated outreach and recruitment; staff assigned to participate on the Business Service Team; blending and braiding of funding to address job seeker needs; and providing fulltime, on-demand staff assistance, in person and through direct linkage. VR services are provided at affiliate sites as needed.

- *Relevant secondary and post-secondary education programs and activities with education and workforce investment activities.*

AJC partner staff are cross trained quarterly by the OSO on the specifics of each partner program in order to make appropriate referrals, enhance services, leverage resources, and avoid duplicating services. Integration and functional alignment of all AJC partners allows for seamless delivery of individualized services, promoting attainment of post-secondary education and credentials. The NETLWDB committees, as well as active participation in the Regional Inter-Agency Coordination Team, supports a workforce development system that strives to develop and maintain operational policies and procedures to support staff training, local practices and program integration, resulting in improved coordination without duplication of services.

- *How the Local Board will support the strategy identified in the State Plan under § 676.105 and work with the entities carrying out core programs and other workforce development programs, including programs of study under the **Strengthening Career and Technical Education for the 21<sup>st</sup> Century (Perkins V) Act (20 U.S.C. 2301 et seq.)** to support service alignment.*

The NETLWDB supports efforts to create greater alignment between education and workforce, including support for the Strengthening Career and Technical Education for the 21st Century (Perkins V) Act and comprehensive needs assessment, by maintaining an open exchange of communication and

collaboration with local CTE directors and other key education partners. CTE programs of study, career pathways and work-based learning opportunities are aligned to regional industry needs. The Local Board will continue working with educational partners to strengthen student access to career pathways and high-quality work-based learning experiences that enhance the skills-set of the workforce. Greater equitable access to career pathways and high-quality work-based learning experiences will be accomplished by removing barriers through recommending intensive and supportive services when appropriate. The NETLWDB has increased attention to the integration of academic and occupational preparation to make stronger connections to high-wage, high-growth occupations in the eight counties of Northeast TN. It is recognized that pathway opportunities are not limited to a postsecondary credential but are applicable to any individual at any stage of their career.

Coordination to support service alignment of core programs and other workforce development programs occur through quarterly Board meetings and NETLWDB committee meetings, other service alignment strategy meetings, e-mail communication, conference calls and partner cross trainings. The NETLWDB supports the coordination of secondary and post-secondary education programs and services through strategies such as:

- Acting as an information source for educators and employers in the area in an effort to bring them together to strategize local need;
- Ensuring that educators sit on the Local Board and Board committees which will enhance the services to the customers at the AJC system;
- Utilizing the expertise of each partner ensures that consistent and high quality services are received by AJC customers and reduces the potential of duplication of services;
- Ensuring that local workforce staff sit on Advisory Committees for post-secondary institutions, including community colleges and TCATs. This will serve as the linkage back to the NETLWDB and communicate the relevant activities back to the Workforce Board;
- Participating in career exploration events that are held for secondary education students with partnership from workforce and post-secondary entities, such as the annual CareerQuest;
- Working in close coordination with local and regional secondary and post-secondary institutions in order to support and help ensure the achievement of Drive to 55 goals;
- Expanding use of the Jobs4TN system by all staff will enable real time sharing of data and information to identify trends and promote response to customers being served;
- Encouraging both job seekers and businesses to utilize the Jobs4TN/VOS system and tools which enhances the customer's experience using technology;
- Recognizing the role that the NETLWDB must play in driving this model in order to build an effective and highly efficient workforce system;
- Exploring new approaches to training, such as a regional work-based learning summit for workforce agencies and organizations and employers, determine the gaps in training across the region and develop a regional strategy to fill the gaps, develop career pathways on a regional basis, as well as apprenticeships, work-based learning and other new methods, including delivery of training via technology;
- Determining employer needs, including the needs of emerging businesses and businesses facing closures or layoffs; disseminate the results to workforce agencies, training providers, secondary and postsecondary schools and community leaders to refine/develop programs to meet employer needs;
- Developing approaches for defining and implementing/funding work-based learning and career pathways, including rural initiatives, youth-focused programs, as well as pre-apprenticeships and apprenticeships for adults and youth;
- Developing a strategy to work with employers and training providers to develop/update needed training and equipment, especially targeted short-term training, pre-apprenticeships and apprenticeships;
- Expanding or enhancing local workforce development through OJT, IWT, CT, career pathways and sector strategies that are focused on strengthening the regional workforce skill sets and that

ultimately lead to increased economic development. Employer outreach for these initiatives include local and regional partners and stakeholders including, in part, ECD partners and Chambers of Commerce, and;

- Developing integrated education training programs and workplace education programs.
- *Services to veterans and eligible spouses, to include priority of service and the use of available Jobs for Veterans State Grants (JSVG) staff.*

The NETLWDA identifies Veterans and Eligible Spouses upon (physical or virtual) entry to an AJC. Those individuals are made aware of, and receive Priority of Service (POS). POS is the responsibility of every AJC staff member and is monitored by the OSO. AJC Staff, including JSVG staff work with all AJC Partners to make sure that each veteran and eligible spouse has access to, and receives referrals to all partner programs; maintaining priority of service during the referral and warm-hand-off process.

- *Other services provided in the one-stop delivery system including but not limited to the programs outlines in WIOA Sec. 121.*

RESEA orientations, workshops and services are provided at the comprehensive AJCs, and at affiliate sites by Title I partners. Trade Adjustment Assistance (TAA) services are available full-time in the comprehensive centers and on an as needed basis in affiliate sites. Trade staff co-enroll trade eligible customers into WIOA Title I as appropriate to leverage staff resources and supportive services. TAA will integrate services with WIOA partners to maximize resources, efficiencies and effectiveness in serving the common customer. TAA staff are trained on partner programs and resources. These staff will participate in delivering basic career services and coordinate referrals to all partner programs.

ETSU serves as the DHS/TANF service provider. Although TANF is transitioning out of co-location in the AJCs, TANF continues to provide a robust referral and service relationship with the AJCs. DHS/TANF provides eligibility and information sessions, coordinates referrals both from and to other program partners, and co-enrolls individuals as appropriate.

SCSEP services in NETLWDA are delivered by the First Tennessee Human Resource Agency (FTHRA). FTHRA is a sub-recipient of the NETLWDB for Sullivan, Washington, Carter and Johnson Counties while the other counties are funded through a Federal SCSEP grant from Senior Service America, Inc. directly to FTHRA. SCSEP provides Career/Skills Development and Business Services Functions. SCSEP provides participants with skills needed to obtain an unsubsidized job, helping them maintain self-sufficiency. This program subsidizes part-time community service jobs for low income individuals age 55 years and older, who have poor employment prospects. SCSEP services are helpful to all who are eligible for the program, especially individuals who are forced to retire or who continue to face age discrimination. SCSEP participants bring the following to the program when they start: dependability, loyalty, a strong work ethic, transferrable skills, childcare skills, customer service skills, a desire to learn and contribute, and maturity. In exchange, SCSEP provides these participants with [work-based learning opportunities](#). SCSEP also helps participants, with low literacy skills and low organizational skills, through referrals and through work experience, respectively.

Job Corps is a no-cost education and career technical training program administered by the U.S. Department of Labor, and operated by the USDA-Forest Service. Minact, Inc., Job Corps contractor, assists young people ages 16 through 24 improve the quality of their lives by matching them with an appropriate Job Corps Center where they can receive the necessary training that will assist them in becoming productive members of society. Once these young people have completed their training Minact will be responsible for assisting them with obtaining successful careers, including job search and placement assistance, which will give the opportunities for advancement in in-demand occupations resulting in economic self-sufficiency. Jacobs Creek Job Corps participates in the cross-training of staff and provides direct linkage to AJC Partner services.

- *Provide a copy of the local supportive service policy and describe how the Local Board will coordinate the provision of transportation and other appropriate supportive services in the local area; and*
- *Describe the referral process.*
  - *Identify the entities between who the referrals occur.*
  - *Explain the method(s) that will be used to refer participants between programs (external and internal).*
  - *Define the roles related to referrals.*
  - *Identify the method of tracking referrals.*
  - *Describe specific arrangements to assure that individuals with barriers to employment, including individuals with disabilities, can access available services.*

To be successful in any of NETLWDA's programs, the accessibility of appropriate support services is vital. The NETLWDB has adopted a Support Services policy. The provision of supportive services is based on individual participant need and are leveraged in coordination to ensure non-duplication of supportive services.

Supportive services may be provided through AJC partner established contracts, memorandum of understanding and working relationships with bus lines, food banks, homeless shelters, bookstores, and Substance Abuse programs. The NETLWDB has policy and procedures in place to determine the methodology which documents individual need. Supportive services are not entitlements and must be supported by demonstration of financial need. The cost of supportive services must be reasonable and competitive in price. When multiple options are available for receiving supportive services, documentation must show a reasonable effort was made to determine and choose the lowest, competitively priced service available.

Transportation has long been identified as one of the major barriers for employment throughout the eight counties. This problem has to be tackled on both regional and local levels and must include both urban and rural communities to be successful. Public transportation is often not available. The NETLWDB will continue to actively participate in conversations around workforce transportation and will explore other transportation models and usage of technology in connecting participants to trainings and employment. *In the absence of public transportation and other reliable transportation models, the NETLWDB has developed a Supportive Services Policy that meets customer needs. (See Support Services Policy Attachment H)*

The NETLWDA AJC system began the development and implementation of its electronic referral system as part of the AJC Certification process. Each Partner agreed to mutually implement this process throughout the eight counties of NETLWDA. WIOA created new opportunities for partnership across multiple programs to better serve customers, both job seekers and employers. The NETLWDA Referral System maximizes processes to benefit customers through direct linkages that connect individual customers to partners throughout the eight county area. The Referral System identifies how AJC and partner customers are connected and builds in a robust opportunity for feedback and tracking of referrals. Additionally, these direct linkages strongly supports partner co-enrollments in order to provide access to a wider array of service that might otherwise be unavailable. All NETLWDA AJC staff are trained in the Referral Process and have access to a detailed Partner Referral Desk Guide that is built into the tracking system.

An initial assessment is completed for any individual AJC customer who has never previously visited an AJC, for any person visiting within 6 months of a previous initial assessment or at any time a customer requests or is determined to need staff assisted services. During this one-on-one assessment procedure, a NETLWDA Career Specialist will determine what barriers can be mitigated at the local AJC or by direct linkage through AJC partner staff. As a result, the Career Specialist will choose which partner(s) to refer the individual customer using the referral system and locally developed database. The Career Specialist records the service provided in Jobs4TN/ Virtual One-stop (VOS) system. Additionally, a case note provides a written description of services provided to this customer. These two pieces of data ensures that NETLWDA are meeting established performance standards in line with NETLWDB and State policy

guidelines. Additionally these metrics may be used as benchmarks on some staff member's individual performance plans.

The referral information must be completed in every case. Career Specialist are responsible to make every reasonable effort to complete the email to the partner agency while in the presence of the customer. NETLWDA can systematically provide concrete results from each referral and ensures no AJC staff member is simply providing lip service to any customer. Copying the email message to [referrals@netnajc.org](mailto:referrals@netnajc.org) creates a separate, redundant electronic record and allows the OSO to follow up on each individual referral.

The OSO, as part of continuous improvement strategies, is responsible for oversight of the referral system and for follow up on each referral within 7 business days. This written email follow up includes the following questions:

1. Did the customer report to the Receiving Agency as a result of the referral?
2. Date the customer was seen at the Receiving Agency?
3. Activity/action reported by the Receiving Agency.

Once a response is received from the receiving agency, this data will be entered into the **NortheastLWDA\_PartnerReferrals\_PY2018** spreadsheet. By carefully managing the multiple data points incorporated in this referral process, the NETLWDA AJCs can document, with a great deal of accuracy, how efficient our local system is in following up and tracking referrals.

*Utilizing Adult Education services, the initial and critical barrier of the lack of a high school diploma must be addressed before additional training and education programs are considered. In addition, the Vocational Rehabilitation Program (VR) provides a variety of services to eligible individuals with disabilities based on the rehabilitation needs of the individual in accordance with the individual's aptitudes, abilities, capabilities and interests and as identified on an Individualized Plan for Employment to prepare an individual for competitive integrated employment. VR collaborates with AJC Partners, community rehabilitation service providers, educational institutions and employers to ensure that eligible persons with disabilities receive the services necessary for them to obtain employment in their communities. VR services are directly accessible at the comprehensive American Job Centers.*

*E. Provide a description of how the local area will provide adult and dislocated worker employment and training activities including:*

- *A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.*

NETLWDA covers the eight counties in Northeast TN with multiple Comprehensive and Affiliate AJC locations providing Adult and Dislocated Worker services. Adults and Dislocated Workers have access to *basic career services, individualized career services, follow up services,* education, training and employment services, as well as appropriate referrals to other partner services as defined in the NETLWDB's MOU. *These services are made available in all AJCs in the NETLWDA. Co-enrollment with all partners, including Adult Education through Northeast State Community College, RESEA, TAA and SNAP E&T as defined by local NETLWDB policy, enhances service provision and leveraging of available funding. NETLWDA WIOA Adult and Dislocated Worker services are designed to be pathways to the middle class and to maintain and build in-demand employment skills. These focus on quality services for individuals with barriers to employment and are designed to assist job seekers access to high quality career services, education, training and the supportive services to obtain and retain self-sufficient employment. This includes matching employers with the skilled workers they need to compete in the local and global economy. These employment and training activities are targeted to:*

- *Enabling businesses and employers to identify and hire qualified, skilled workers and access other supports, including education and training for their current workforce;*
- *Providing job seekers with the skills and credentials necessary to secure and advance in employment with sustaining wages;*



- Providing access and opportunities to all job seekers, including individuals with barriers to employment such as persons with disabilities, low income or disadvantaged, the homeless, the ex-offender, the basic skills deficient or limited English proficiency.

*See Attachment Q, page 14 – 22, which is the list of all partners, types of services, and availability of training activities.*

- *A description of how the Local Board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.*

The NETLWDB provides Rapid Response (RR) activities by following the guidance issued by the TDLWD, as described in the RR Guide and other related TDLWD directives. The NETLWDB Staff will initiate and provide Rapid Response including establishing employer contact and coordinating the Initial Meeting and employee mass meetings. NETLWDB, in coordination with RR activities, provides certain business services to area employers in order to help them manage reductions in force. The NETLWDB may also provide other business services and strategies that meet the workforce needs of area employers, in accordance with partner programs' allowable activities, statutory requirements and consistent with Federal cost principles.

NETLWDB/AB&T, TDLWD staff and other system Partners respond quickly to employer, employee and community needs when layoffs and/or plant closures occur. NETLWDB staff monitor the engagement of the local AJC partners as they respond to layoff events as described in the State plan. The primary goal is to assure that affected workers receive accurate information on and access to available employment and training activities in a timely and effective manner.

NETLWDB staff engage employers in collaboration with the NETLWDA AJC Business Service Team. The Title I Career Service Provider and other partners will be responsible for eligibility and case management of the participants referred to employers for training and/or employment. The NETLWDB/AB&T will retain direct participant funds to be paid to employers for on-the-job training, incumbent worker training, apprenticeships, customized training, etc. as part of its employer engagement/business service function and will retain funds set-a-side for special projects/initiatives.

*F. Provide a description of how the local area will provide youth activities including:*

- *A description and assessment of the type and availability of youth workforce Investment activities in the local area, including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities.*
- *A description of how local areas will meet the requirement that a minimum of 50 percent with waiver, or 75 percent without waiver, of the youth expenditures be for out-of-school youth.*
- *A description of how LWDA will meet the requirements of the in-school youth waiver including the expenditure requirement for in-school youth and individual training account (ITA) opportunities for at-risk in-school youth.*

In order to enhance individual participant choice in his or her education and training plans and provide flexibility to service providers, Individual Training Accounts (ITAs) may be available for OSY, age 18 to 24, using WIOA Youth funds, when appropriate. The Adult and DW Training Policies and ITA Policy will apply to Youth ITAs in order to ensure that all TDLWD expenditure requirements for In-School and Out-of-School Youth are met. The approved state waivers are incorporated into the service provision for NETLWDA youth to improve job seekers and employers outcomes. NETLWDB staff, Youth Services sub-recipients and partners are currently exploring potential In-School Youth service option to best serve this population in our area.

The NETLWDB partners with the UT Center for Literacy, Education and Employment Pre-ETS Program. The Pre-ETS Program provides transition services for youth with disabilities who are between the ages of 14-22 and who are still in school. The purpose of the program is to help prepare students for the transition from high school to a post-secondary career path which includes Adult

## Education, work-based learning, post-secondary education, training or employment.

Goals and Outcomes from reducing the percentage of expenditures for Out-of-School youth (OSY) from seventy-five percent (75%) to fifty percent (50%):

- Consider local demographic needs and direct resources to youth populations determined to have the highest need for NETLWDA.
- Prevent at risk ISY from dropping from school and from increasing the number of out-of-school youth in NETLWDA.
- Determine how best to meet the educational and training needs of youth, regardless of school status, and specific to the population, geographical location, and economic and employment conditions throughout NETLWDA.
- Increase outreach to ISY while maintaining a focus on serving OSY in order to help develop a larger pool of young people qualified and prepared to meet the current and future needs of employers in NETLWDA.

Goals and Outcomes in providing Individualized Training Accounts (ITAs) to at-risk in-school-youth (ISY):

- Increase the number of at-risk youth receiving ITAs in work-based programs especially pre-apprenticeship programs;
- Promote sufficient pre-apprenticeship programs that youth can access;
- Positive impact on all youth to attend pre-apprenticeship or any of the work-based services needed to close the gap in talent shortage, while providing hands on experience for youth;
- Creates a pipeline of well-educated skilled workers entering the workforce to strengthen the State's overall economy.

TDLWD and NETLWDB are responsible for monitoring ITAs, pre-apprenticeship and other services provided to at-risk youth utilizing on site and desk top reviews. This Board oversight will ensure that work-based training programs are high-quality and meeting industry needs in conjunction with the TN Department of Education (Tennessee Pathways).

*G. Provide a description of how the LWDA will provide services to priority populations as outlined in Tennessee's State Combined Plan:*

- *Provide information on how priority will be given to recipients of public assistance, other low-income individuals and individuals who are basic skills deficient consistent with WIOA Sec. 134(c)(3)(E).*
- *Describe how the LWDB will determine priority populations and how to best serve them, along with any other state requirements.*
- *Describe how the LWDB will focus efforts on priority populations to help meet the negotiated State and Local Performance Measures (Key Performance Indicators).*

The NETLWDB priority populations are determined by following the guidance of the TDLWD. WIOA priority populations include recipients of public assistance, other low income individuals, and individuals who are basic skills deficient for the WIOA Adult program. Within the basic skills deficient category, particular priority is placed on individuals whose English language proficiency is limited. Veterans and Eligible Spouses receive priority under all WIOA programs. To expand access to those from other target populations, such as from the re-entry, homeless, former and current foster youth, and limited-English proficient populations, NETLWDA AJC works with Adult Education, Core Partners, and community-based organizations that specialize in services to these priority populations. Braiding and leveraging all available resources will ensure a wide range of services without duplication.

All AJC core program entities, partner agencies, and staff have been trained on the WIOA Veterans Priority of Service requirements as well as the WIOA Priority of Service requirements. The information needed to evaluate and determine an individual's priority of service are collected on the initial WIOA programmatic pre-screening tools utilized in all NETLWDA AJC locations. Individuals and program



applicants are not required to validate priority of service until eligibility determination is made. It is not expected that non-priority service participants must give up their place to an individual who is in a priority of service category and just starting a career and/or training service. The monitoring of priority of service populations is carried out by NETLWDB staff as well as under the auspices of the TDLWD WIOA Monitoring Guide and the PAR monitoring group. *(Please see the Services to Priority Populations and Veterans Priority of Service Policy Attachments I & J.)*

The NETLWDB's AJCs and partners provide jobseekers, including individuals with barriers to employment, such as individuals with disabilities, with the skills and credentials necessary to secure and advance in employment with self-sustaining wages. Moving forward, the NETLWDB and its partners are working to promote existing programs that have proven to be successful and to also develop deeper connection with area services. The NETLWDB's AJCs have a history of successfully addressing the needs of individuals with multiple barriers to employment, specifically individuals with disabilities, returning citizens and veterans. Even though these three population groups have been identified for targeted services, a coordinated response will be developed for other groups that often face multiple barriers to employment such as drop-outs and migrant and seasonal farm workers to assure their personal and professional goals are met as well.

NETLWDA continues to evaluate the ever-changing service footprint in each county and assessing the type and location of centers in order ensure best service provision. As part of the MOU negotiation process, AJC Partners have identified additional opportunities for access points in under-served areas in the counties such as the libraries, courthouses, etc. Increased priority on NETLWDA AJC staff cross training will allow all Partners more outreach opportunities in face-to-face events and meetings in our communities. The NETLWDB leverages the Mobile AJC as an additional resource to increase access to services outside of the more traditional brick and mortar facilities. The Mobile AJC can also be utilized to serve as HISET testing sites. The Mobile AJC units are divided and housed across the state regionally. The OSO is responsible for scheduling use of the Mobile AJC and for designating Partner staff, as needed, for each event to assist TDLWD staff in performing functions pursuant to access to services, service delivery, scheduling, and monitoring and reporting.

AJC Partners assure that individuals with barriers to employment have access to AJC services.

- ◆ Each Partner identifies its own "priority of service" based upon specific funding sources and requirements under each statute. As such, some Partner services may not be identified as entitlement programs and suitability for services is not automatic.
- ◆ "Individuals with barriers to employment" include recipients of public assistance, low-income individuals, and individuals who are basic skill deficient.
- ◆ Partners will commit to offer priority for services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA adult funds.
- ◆ Partners will ensure individuals are provided with the location of every comprehensive and affiliate AJC as well as information related to the use of the Mobile AJC within the NETLWDA, when needed.

All Partners certify that they will adhere to all applicable statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program. 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, English language learners and other populations identified in federal and state guidance. All AJCs in NETLWDA have been evaluated according to Section 188 to ensure access is available to all individuals including those with a disability. The comprehensive AJC provide access to all required career services in the most inclusive and appropriate settings for each individual participant. Meaningful access and adaptation for individuals with disabilities (IWD) is ensuring that the premises, programs, and resources are fully accessible and available to people with disabilities.

Services of all NETLWDA AJCs are available to job seekers with disabilities in terms of equality with all other persons.

All AJC customers have access to on-demand services in person and via technology at or through the AJC. All services are available on demand through a direct connection with the AJC within a reasonable time, either through onsite staff or via technology in real time consistent with the "direct linkage" requirement. Phone, real-time Web-based communications or other technology is physically present and enables real time interaction. The AJC has documented procedures for responding in a "reasonable time" to demands for services via technology in accordance with direct linkage requirements.

All NETLWDA AJC staff and Partners participate in training and cross-training to appropriately provide services to all, regardless of range of abilities, mobility, and age, language, learning style, and intelligence or education level. Interpreter services are available if a language barrier is present. Assistive devices, such as screen-reading, software programs, and assistive listening devices are available. All Partners will cooperate with compliance monitoring that is conducted at the local level to ensure that all centers, programs, services, technology, and materials are accessible and available to all. These services will be provided in person or via technology consistent with the "direct linkage" requirement as defined in WIOA and Partner legislation. All Partners agree that they will not discriminate in their employment practices or services on the basis of gender, gender identity/or expression, age, race religion, national origin, disability, veterans 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. The Partners further assure that, to the best of their knowledge, they are currently in compliance with all applicable state and federal laws and regulations regarding these issues.

The AJCs provide reasonable accommodations for IWD or language barriers to fully access services. The NETLWDA AJCs have the capacity to accommodate IWD through available equipment, policies and other resources, including bilingual staff, materials or translation services. Assistive technology devices or other auxiliary aids are readily available and the OSO ensure that all AJC partners are trained on their use. The OSO has identified in writing how required partners in the AJC make reasonable accommodations and the procedures for handling requests for accommodations. The AJC's resources include bilingual materials or an on-demand translation service, if needed. Each program or activity is made available to IWD in the most integrated setting appropriate to meet their unique needs. All program services, not just those through vocational rehabilitation, are made available to individuals with disabilities. AJC Staff collaborate with the customers to develop individual employment plans encompassing all program services appropriate to meet the individuals' needs and goals.

The NETLWDA AJC staff serving in Skills and/Career Development capacity will provide access to individualized and training services to Adults with barriers to employment and those with disabilities. Additionally, Follow Up services must be provided, as appropriate, for participants who are placed in unsubsidized employment after the first day of employment. NETLWDA AJC staff have been trained on Priority of Service directives from WFS that directs core programs and other system partners that WIOA specifies priority of services for Adult recipients of public assistance and other low income individuals who have a basic skills deficiency.

Priority of service is first applied to Veterans and affected spouses. The NETLWDB is fully committed to serving the Veteran community through employment and training activities. It is the policy of the NETLWDB to provide priority of service as defined in section 2(a) of the Jobs for Veterans Act (JVA). This means that a covered person shall be given priority over a non-covered person for the receipt of employment, training, and placement services provided through the NETLWDA AJC system, notwithstanding any other provision of the law. Priority, in the context of providing Priority of Service to Veterans and other covered persons in qualified job training programs covered by this regulation, means

the right to take precedence over non-covered persons in obtaining services. Depending on the type of service or resource being provided, taking precedence may mean:

- The covered person receives access to the service or resource earlier in time than the non-covered person; or
- If the service or resource is limited, the covered person receives access to the service or resource instead of or before the non-covered person.

NETLWDB's goal is to ensure that its AJC system identifies covered persons at the point of service entry and are given an opportunity to take full advantage of priority of service. In conjunction with TDLWD guidance and Jobs4TN, operational procedures have been implemented to ensure covered persons are identified at the point of entry so they are able to take full advantage of priority of service. AJC staff must ensure that covered persons are aware of:

- Their entitlement to priority of service;
- The full array of employment, training, and placement services available under priority of service; and
- Any applicable eligibility requirements for those programs and/or services.

The integrated services model used by the NETLWDB, as set out in TDLWD Workforce Services Policies, documents the Tennessee's workforce system's emphasis for a robust implementation of business sector strategies, jobseeker universal access to career services; streamlined business services teams, linked assessments and referrals, and targeted training and placements. NETLWDB's priority of service covers WIOA, Youth, Trade Adjustment Assistance (TAA), Wagner-Peyser programs and reemployment services/referrals.

Nonveterans/non-eligible spouses who meet the mandatory target criteria must receive the secondary level of priority. This means that the nonveteran/non-eligible spouse falling within the mandatory class of candidates to be served will receive priority over Veterans and eligible spouses who do not meet this mandatory priority.

To achieve the level of integrated service delivery that WIOA exemplifies, all NETLWDA workforce programs must work collaboratively in partnership to optimize the quality of services provided. On demand access to required career services in the most inclusive and appropriate settings and accommodations are provided through the coordinated services among all NETLWDA workforce partner programs. To assure a high-quality customer experience through aligned and integrated services and to improve service outcomes, the NETLWDA partners have committed to:

- Coordination of the OSO Welcome Function that ensures that jobs seekers and employers alike are welcomed and offered a menu of the services available
- Adhere to common data collection and reporting needs through the utilization of Jobs4TN registration for both job seekers and employers
- Closely planning and coordinating services to individuals through appropriate partner referrals by utilizing the NETLWDA Referral Process and associated feedback loops
- Make services provided by partner programs available to eligible customers through the one-stop delivery system
- Participate in capacity building and staff development activities in order to ensure that all partners and staff are adequately cross-trained
- Planning and acting strategically based on a common understanding of regional economies, key sectors, workforce demographics and employer needs
- Leveraging and braiding partner resources, where possible.

The two Comprehensive AJCs as well as the affiliate sites are accessible as defined under the ADA, have assistive technologies and adaptive equipment, and staff can make reasonable accommodations when requested for individuals to access career services. All other required services are available on-demand through use of phone or computer access consistent with WIOA requirements. AJC system partners continue to work to promote the cross-training of staff members. [Quarterly cross-training is provided by](#)

the OSO to ensure appropriate services to priority populations while avoiding duplication. All of the NETLWDA AJC locations are physically and programmatically accessible to people with disabilities. Local AJCs have a strong customer service focus. Staff promotes services throughout the local community and ensures accessibility through a variety of means, including the following:

- ✓ Collaborate with Adult Education, Core Partners, and community-based and faith-based organizations, other government services, and other entities throughout the eight county area in order to recruit individuals and businesses that can benefit from WIOA services.
- ✓ Encourage job-seekers to attend orientation sessions that provide knowledge about the entire WIOA service delivery system.
- ✓ Conduct regular outreach activities and develop recruitment strategies to inform area residents of services available and ensure a steady pipeline of applicants and participants coming to the AJCs.
- ✓ Respond to special outreach and recruitment events in coordination with the OSO. These may include job fairs, service fairs, large scale hiring events, customized training projects for employers, hosting tables at conferences or other public events, and participating in other community-sponsored projects and activities.

H. *Provide a description of training policies and activities in the local area, including:*

- *How local areas will encourage the use of work-based learning strategies, including the local area goals for specific work-based learning activities and proposed outcomes related to these activities.*

The NETLWDA Work-Base Learning (WBL) program is designed to ensure that participants gain valuable workforce experience. WBL efforts focus on learn and earn opportunities, life skills, and work skills. The LWDB is committed to expanding work-based learning opportunities for businesses and increasing the skill level of the workforce through training opportunities by expanding work-based learning opportunities. In addition, the local youth service model is designed to enhance the overall youth program outcomes. A strong case management component, the central function of the service delivery system, ties all programming together using work-based learning, combining academic/occupational training and work experiences. The NETLWDB received a grant to enhance and expand engagement with youth in education and work activities. Through partnership with the local TN Department of Education, the NETLWDA Work-Based Learning program is designed to ensure that youth gain valuable workforce experience and have a safe, productive way to spend their time. For youth, work-based training in the form of work experiences is used in conjunction with academic and occupational training. The youth program offers work-based learning with a strong job placement/work exposure component that connects youth to internships, work experiences, on-the-job training, job shadowing, and unsubsidized employment to address their job-seeking and job-keeping skills.

- *Provide a copy of the local Individual Training Account Policy and describe how training services outlined in WIOA Sec. 134 will be provided through the use of individual training accounts, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter, and how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.*

An Individual Training Account (ITA) is the mechanism by which payment for occupational training service is made. Training services authorized under the WIOA Eligible Training Provider List (ETPL) are provided through the use of ITAs. All participants funded with an ITA develop Individual Employment Plans (IEPs) with goals and objectives related to their selected training, and subsequent employment goals.

The NETLWDB's ITA system encourages and promotes career pathways that lead to self-sufficiency. Participants determined eligible and suitable are issued an ITA for training programs included on the Eligible Training Provider List as defined in NETLWDB policy. Training services may be provided if Career Service Provider (CSP) staff determine, after an interview, evaluation, assessment, and career planning, that the individual:

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

All training must lead to an industry recognized certification, credential, or degree upon completion. The NETLWDB has developed an ITA policy that addresses the use of ITAs and the importance of customer choice. Under WIOA, training is not an entitlement. *(Please see NETLWDB Individual Training Account Policy Attachment K)*

- *Provide a copy of the local training provider approval policy and procedures. Describe how the Local Board will ensure the continuous improvement of eligible providers of services through the system and that the providers will meet the employment needs of local employers, workers and jobseekers.*
- *Explain how the LWDB has reviewed their eligible training providers to determine if there are enough providers to meet the demand of industry.*

The NETLWDB ensures service providers achieve program quality and outcomes that meet the objectives of federal, state and local programs by providing technical assistance and guidance, as needed; regularly monitoring; comparing results with federal and state standards and requiring corrective actions when necessary; following up to ascertain that corrective actions are completed; and documenting progress through regular reporting. Service provider contracts include the required outcomes and quality standards required by the NETLWDB. To ensure the performance, effectiveness and continuous improvement of the NETLWDB's service providers, its AJC delivery system and fiscal responsibilities, the NETLWDB uses an oversight, monitoring, and system performance improvement evaluation process which include, but are not limited to:

- ✓ Periodic on-site monitoring visit to ensure programmatic and statutory compliance of all funded programs
- ✓ Ongoing review and assessments of service providers' performances
- ✓ Periodic independent monitoring for programmatic and fiscal compliance by a qualified certified public accounting firm
- ✓ Ongoing assessment of labor and economic data and trends

This system improvement process serves as a tool for the NETLWDB AJCs, its partners and its service providers to provide feedback to the NETLWDB to allow for the implementation of improvement measures or take corrective action in a timely manner. NETLWDB Staff implements system improvement as a regular and systematic review of program activities, administrative systems and management practices to determine appropriateness, effectiveness, and compliance with the terms of the contract, regulations/guidelines and LWDB policies and procedures. These reviews may include technical assistance, the issuance of recommendations for corrective action in their monitoring report(s) and for follow-up on the recommendations to ensure that corrective action has been taken properly and expeditiously. The NETLWDB's monitoring reports may also identify technological and best practices strategies that align with the State and are in accordance to section 101 of WIOA. While these activities/services are required to fulfill the NETLWDB's mandated oversight responsibilities, they also provide a means to respond to labor market, economic and demographic conditions and trends in the area.

In consultation with the NETLWDB's Staff, the OSO ensures continuous improvement at each AJC location as well as the system as a whole through the utilization of TDLWD's defined AJC Certification process. AJC Certification criteria includes a documented review of how well each AJC and the system



as a whole:

- ✓ Integrates available services for businesses and participants;
- ✓ Meets the workforce development needs of employers and participants;
- ✓ Operates in a cost-efficient manner;
- ✓ Coordinates services among core and recommended one-stop partner programs;
- ✓ Provides maximum access to partner program services;
- ✓ Ensures equal opportunity for individuals with disabilities to participate in or benefit from center and system services;
- ✓ Takes into account job seeker feedback; and
- ✓ Supports the achievement of the negotiated local levels of performance for the performance indicators.

Performance monitoring is conducted to validate actual program performance against performance standards as established in the contract. The results of the review are used to assess progress toward goals and objectives, to identify existing or emerging problems and to trigger explanations, corrective actions and/or contract actions, as appropriate. An independent certified public accounting firm conducts periodic programmatic, procurement and fiscal monitoring using federal and state monitoring instruments, which outline both programmatic and fiscal compliance and quality improvement factors. Monitoring reports identify findings and observations and recommendations are generated at the completion of each monitoring visit.

The NETLWDB also evaluates all programs on its ETPL, with the exception of Registered Apprenticeship Programs, annually to ensure that these training providers continue to meet subsequent eligibility requirements. TDLWD collected ETPL data provides the information necessary to determine program performance and requirements. *(Please refer to NETLWDB Monitoring and ETPL policies Attachments L & M)*

As required by 20 C.F.R. 680.340, the State, in partnership with the NETLWDB, must identify providers of training services that are qualified to receive WIOA funds to train adults and dislocated workers. The WIOA system emphasizes informed consumer choice, job-driven training, provider performance, and continuous improvement. All training services, whether under ITAs or under contract, must be provided in a manner that maximizes informed consumer choice in selecting an eligible provider. The quality and selection of providers and programs of training services is vital to achieving these core principles. The Eligible Training Provider List, contains consumer information, including cost and performance information for each of the providers, so that participants can make informed choices. The LWDB, through the OSO, is responsible for ensuring that all American Job Center (AJC) staff members have access to the ETPL and are knowledgeable about utilizing the ETPL. The State and NETLWDB work together to ensure that qualified providers offering a wide variety of job-driven training programs are available while ensuring the accountability, quality, and labor-market relevance of programs of training services. *(Please refer to the NETLWDB ITA and ETPL policies Attachments K & M)*

- I. Provide a description of how the LWDB will implement initiatives such as apprenticeships, incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of employers in the corresponding region in support of the business service strategy.*

The NETLWDB incorporates Consolidated Business Grants including Incumbent Worker (IW) and Registered Apprenticeship training programs along with on-the-job training (OJT) programs, customized training programs, industry and sector strategies, career pathway initiatives, and other initiatives to support the Board's vision and strategic goals. The NETLWDB offers these programs to provide either occupational or educational training to employees of the local area's businesses. In addition, Adult Education provides a talent pipeline for pre apprenticeship programs which lead to a registered apprenticeship programs and employment. Training addresses skill gaps of the incumbent workers,

impacts company stability, and enhances the employee retention. OJT continues to provide a bridge between employers and workers, offering a timely and cost effective solution to meet the needs of both. OJT is an effective option for upgrading skills and ultimately retaining employment. The specific training helps the incumbent worker retain a job with changing skill requirements, or can upgrade their skill qualifying them for a different job with the employer. This improved knowledge or certification obtained from the training adds value to the company and often leads to an opportunity for advancement and/or wages increase. See section K for Rural Initiative information. *(Please see the Business Services Attachment N)*

*J. Describe how the Business Services Team is structured and the process of disseminating the service strategy for employers from the LWDB to the team members responsible for implementation.*

The Northeast Business Services Team (BST) is comprised of comprehensive AJC Team Leads, Title I Team Lead, Local Veterans Employment Representatives, Rapid Response/TAA Career Specialists, Vocational Rehabilitation's Business Employment Consultants, Adult Education representation, and Economic Development representatives from Sullivan and Washington counties, along with the OSO. This team meets quarterly and takes a regional approach to business services. During the meetings, strategies include ongoing discussions regarding economic developments in the Northeast Tennessee region and devising approaches for incoming and established businesses to meet their recruitment and training needs. Core partners participate in quarterly meetings to promote employer initiatives, communicate new developments, and share information. BST, which include core partners and business services professionals across agencies, will continue to collaborate to provide services to education providers and the businesses who employ workers. Expanding those opportunities will be a strategy employed by partners across targeted industry sectors.

*K. Provide a description on the initiatives the LWDB is implementing or will implement to insure accessibility to programmatic services to rural areas (to include Distressed and At-Risk Counties).*

- *Provide details on how the LWDB has or will implement new programs to best serve the rural area (to include Distressed and At-Risk Counties).*

The NETLWDB is focused on insuring accessibility and programmatic services to rural areas, including distressed and at-risk counties. Policies and activities that address poverty and increase educational outcomes are essential. Further developing integrated partnerships to include community-based partners is critical to communicating and achieving service goals.

The NETLWDB has received Rural Initiative Reserve Funding, from TDLWD, for all distressed and at-risk counties in the LWDA. The NETLWDB will integrate career pathway training programs and work experience programs, in distressed and at-risk counties, to help low-income families go from public assistance to self-sufficiency. These initiatives will target in-demand industries and occupations. All Rural Initiative activities are designed to ensure that participants are job ready in-demand occupations. In addition, the NETLWDB will target the youth population providing career pathways focused on key industry sectors. Youth will receive occupational training, work-based learning experiences, transition to higher education, and permanent unsubsidized placement. All youth will be provided work-readiness and career education.

*L. Provide a description on the initiative the LWDB is implementing or will implement to serve individuals who will be re-entering the workforce who were previously incarcerated or justice involved.*

- *Provide details on how the LWDB has or will implement new programs to best serve those who were previously incarcerated or justice involved.*

The NETLWDB is cognizant of the barriers of formerly incarcerated individuals, especially in the current labor market. It is imperative that this population can access a wide range of employment and training activities that support transition to higher levels of skill attainment and/or education and training, as well as meaningful employment. The NETLWDB's AJC partners are working to expand the current system design to create and expand services designed to specifically address the barriers of formerly



incarcerated individuals. This system development will be designed to provide local access to life-expanding career pathways opportunities that include approaches such as dual enrollment, peer tutoring, and transitions to re-entry services designed to facilitate post-release success and reduce recidivism.

As in all AJC services, partnerships play an important role in enhancing the availability of needed services while ensuring non-duplication of community services and incorporation of additional resources to blend and leverage to support the economic success of the population. Formerly incarcerated individuals reentry services are provided to ex-offenders recently released. Individuals in this population need jobs in order to reenter society and become self-sufficient members of their communities. The local TN Department of Corrections (TDOC) provides participants Good Tenant Training through the TN Housing Development Agency. Upon class completion, participants earn a certificate that they can present to a landlord to show that they have completed the tenant education program. **AJCs also receive referrals from TRICOR for training, employment, and job search assistance.**

The NETLWDB will partner with Appalachian Regional Coalition on Homelessness (ARCH) for referrals of their re-entry and homeless populations. ARCH will refer clients to the AJC's for access to career readiness activities, job openings and other supportive services as appropriate. Appropriate reentry workforce development services include but are not limited to:

Skills assessment	Referrals
Job readiness	Job placement
Job search assistance	Job retention
Case management	Peer group support

AJC staff are working with employers that are willing to give justice involved individuals a second chance. Working with businesses who have a history of working with the population will assist partners to define the specific, essential and occupational skills needed to meet their workforce needs. Alignment and integration of partner services and resources will enhance new and existing career pathway opportunities. AJC partner staff are collaborating with local partners to develop career-planning strategies for in-demand industries and occupations.

NETLWDA is also pursuing linkages with local corrections facilities to replicate evidenced based best practices. NETLWDA proposes to establish a pilot project which will focus on outreach in the Greene County Detention Center to establish a post-release referral system for incarcerated individuals to receive targeted services in that county's AJC. The Greene County Detention Center **in partnership with NeSCC Adult Education, A Services Group and SRK, TN have developed a program that allows incarcerated individuals the opportunity for employment. These individuals are transported to and from the manufacturing facility daily. Wages earned are used to pay fines, court costs, restitution, etc. Inmates are referred to the Greeneville AJC, upon release, for intensive job search, additional training, and placement services.**

Research has shown that recidivism rates are lowered if the individual is employed within 60 days of release. Therefore, rapid re-entry into the labor market will be the primary focus. The NETLWDA partners will work with the local TDOC, **including the Day Reporting Center/Community Resource Center and the local prison system,** to engage incarcerated participants six (6) months prior to release date in order to create a detailed plan for re-entry which may include employment preparedness/training such as soft skills, etc. **In addition, the NETLWDB has representation on the local Tennessee Re-entry Collaborative (TREC), which provides a continuum of services for all offenders reentering society in order to reduce recidivism and promote public safety.**

Adult Education provides services in 8 county jails, 1 city jail and the Day Reporting Center (DRC) for those individuals lacking a high school diplomas or are needing to skill up.

*GOAL: Re-entry Career Specialist will increase provision of outreach or services to justice involved individuals prior to release from incarceration including follow-up services post-release.*

*GOAL: Improve and expand partnership with Corrections in order to increase effectiveness of service provision for this population.*

## Performance Goals and Evaluation

*The plan must include information on the actions the LWDB will take toward becoming or remaining a high performing board, consistent with the factors developed by the State Workforce Development Board (SWDB).*

NETLWDB will continue its practices and processes that have, to date, resulted in a high-performing Board that is business-led, market-responsive, results-oriented and integrated with other workforce development system partners. The NETLWDB fosters customer service excellence, seeks continuous improvement and demonstrates value by enhancing employment opportunities for all individuals. The NETLWDB actions in remaining a high performing Board include, but are not limited to:

- Analyzing, recommending and supporting workforce development policies toward talent development, resource alignment and system effectiveness.
- Assessing, evaluating, and recommending changes to align policies and programs.
- Continuing to develop and provide oversight for the operation; continuous improvement for its AJC system by implementation of a Continuous Improvement Team and strengthening customer service surveying and satisfaction measurements.
- Embracing and communicating the WIOA vision for workforce development in the local area through quarterly open-to-the-public Board meetings, community outreach, Board website, participation in community partner events, and coordination/participation of the Regional Inter-agency Coordination Team, as well as actively seeking opportunities to engage with community partners.
- Supporting employer-led high-quality sector partnerships.
- Maintaining constant communication with key stakeholders on the organization's achievements and plans.
- Achieving outcomes and results through alignment with system partners and leveraging of resources.
- Implementation of strategies and performance achievement through creation of a goal specific performance dashboard including performance metrics and KPIs, and quarterly and ongoing monitoring.
- Identifying strategic sectors and catalyze partnerships with industry to meet talent and skills needs.
- Supporting and/or assisting in defining/identifying and assessing progress while building capacity of high quality partnerships.
- Ensuring evidence-based, data-driven discussions and regular reporting on partner aligned indicators.
- Guiding the system coordination and the roles and responsibilities across partners, inclusive of identifying and disseminating best practices in service delivery through a career pathways system.
- Support and encouragement of increased use of technology and alternative methods of service delivery.

The NETLWDB is committed to focused and deliberate policies, practices and processes that maximize the competitiveness of the businesses and the productivity of the workforce resulting in increased economic prosperity in the NETLWDA.

A. Provide information regarding the local levels of performance negotiated with the Governor and chief elected official consistent with WIOA Sec. 116(c), to be used to measure the performance of the LWDA and to be used by the LWDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I Subtitle B and the one-stop delivery system in the LWDA.

The NETLWDB uses the negotiated performance measures as the indicators for fiscal agent, contracted service providers, administrative entity, and contracted sub-recipient service providers. The NETLWDB uses various reports from the SWDB, [monthly report card information from TDLWD](#), [predictive reports from VOS to anticipate performance attainment levels](#), as well as required sub-recipient reporting. The effectiveness of the fiscal entity is measured through independent audits, independently agreed upon procedures, and administrative monitoring conducted by TDLWD and PAR. Quarterly meetings with the OSO, the sub-recipient service providers and partners result in real time evaluation of programmatic progress and defines future expectations. Quarterly IFA review meetings will be held to ensure compliance with the executed agreement. The NETLWDB is committed to the WIOA vision which includes six common performance accountability measures that apply to the WIOA core programs. Attainment of Common Measures by all partners documents the positive impact and efficacy of workforce development services throughout the system in a quantifiable evidence-based manner. The six Common Performance Measures are reflected below.

Performance Measures	NETLWDA 19-20	State Target PY 20	State Target PY 21	Performance Measures	NETLWDA 19-20	State Target PY 20	State Target PY 21
<b>Measure: Employment 2nd Quarter After Exit</b>	<b>Negotiated Level</b>	<b>Target Level</b>	<b>Target Level</b>	<b>Measure: Employment in 4th Quarter After Exit</b>	<b>Negotiated Level</b>	<b>Target Level</b>	<b>Target Level</b>
Adults	83.5%	82%	82.5%	Adults	83.5%	82%	82.5%
Dislocated Workers	82.0%	82%	82.5%	Dislocated Workers	82.0%	82%	82.5%
Youth (Education or Employment)	79.5%	76%	77%	Youth (Education or Employment)	76.0%	75%	76%
Wagner-Peyser	66.0%	69%	69.5%	Wagner-Peyser	66.0%	66%	67%
Adult Education	40%	40%	40%	Adult Education	37%	37%	37%
Vocational Rehabilitation	Baseline	Baseline	Baseline	Vocational Rehabilitation	Baseline	Baseline	Baseline
<b>Measure: Median Earnings 2nd Quarter After Exit</b>	<b>Negotiated Level</b>	<b>Target Level</b>	<b>Target Level</b>	<b>Measure: Effectiveness in Serving Employers</b>	<b>Negotiated Level</b>	<b>Target Level</b>	<b>Target Level</b>
Adults	\$6,650	\$6,650	\$6,680	Adults	Baseline	Baseline	Baseline
Dislocated Workers	\$7,000	\$7,600	\$7,650	Dislocated Workers	Baseline	Baseline	Baseline
Youth (Education or Employment)	N/A	\$3,300	\$3,400	Youth (Education or Employment)	Baseline	Baseline	Baseline
Wagner-Peyser	\$4,700	\$4,700	\$4,800	Wagner-Peyser	Baseline	Baseline	Baseline
Adult Education	\$3,640	\$3,640	\$3,640	Adult Education	Baseline	Baseline	Baseline
Vocational Rehabilitation	Baseline	Baseline	Baseline	Vocational Rehabilitation	Baseline	Baseline	Baseline
<b>Measure: Credential Attainment Rate</b>	<b>Negotiated Level</b>	<b>Target Level</b>	<b>Target Level</b>	<b>Measure: Measurable Skill Gains</b>	<b>Negotiated Level</b>	<b>Target Level</b>	<b>Target Level</b>
Adults	59%	63%	63.5%	Adults	TBD	52%	53%
Dislocated Workers	69%	66%	67%	Dislocated Workers	TBD	48%	49%
Youth	72%	69%	70%	Youth	TBD	45%	47%
Wagner-Peyser	N/A	N/A	N/A	Wagner-Peyser	N/A	N/A	N/A
Adult Education	27.1%	37%	27%	Adult Education	37.9%	37.9%	37.9%
Vocational Rehabilitation	Baseline	Baseline	Baseline	Vocational Rehabilitation	Baseline	23%	26%

*\*\*Local targets for Adult, Dislocated Worker, and Youth will be TBD after September 30, 2020.*

B. Based on the assigned level of responsibility, determined by the RPC, for the LWDB to meet State and Local Performance Measures (Key Performance Indicators):

NETLWDB has developed meaningful reports which drive strategic decision. These reports include

enrollment rates, costs per participants, funds invested, and ROI (where available). Dashboards will present metrics that clearly link outcomes to strategic goals including historical data and meaningful trends. NETLWDA partner measures are shown in the KPI charts below.

2019 Targets			Growth Goals Based on % of 3 Year Average	
Program	TN	ETN	Program	NE
Adult	4,737	1,565	Adult	256
DW	1,881	576	DW	46
	6,618	2,141		302
Youth	2,715	911	Youth	152

PY20 Projected Targets			Growth Goals Based on % of 3 Year Average	
Program	TN	ETN	Program	NE
Adult		1683	Adult	275
DW		617	DW	50
	6,997	2,300		325
Youth	2,904	954	Youth	159

TDLWD-KPI ETN Growth Goals

Core Programs	Target	Forecasted Target	Negotiated Target 01/22/2020
<b>Adult and DW</b>			
Northeast	302	325	276
<b>Youth</b>	911	954	
Northeast	152	159	133
<b>AE</b>	NA	NA	662
<b>WP</b>	10,788	12,381	
Northeast	2,627	3,015	2,316
<b>VR</b>	NA	NA	
<b>RESEA</b>	244	281	
Northeast	63	73	63
<b>SCSEP</b>	NA	NA	16
<b>SNAP E&amp;T</b>	731	761	
Northeast	160	167	174
<b>TAA</b>	35%	50%	35%
<b>TANF</b>	X	X	X

TDLWD-KPI ETN Growth Goals

- a. Explain how the measures will be monitored and progress will be tracked towards meeting the negotiated measures and how that information will be reported to the LWDB.

The NETLWDB uses the negotiated performance measures as the indicators for fiscal agent, contracted service providers, administrative entity, and contracted sub-recipient service providers. Factors such as program enrollment, active participants, measureable skills gains, credential attainments, placements, wages and retention are incorporated into the NETLWDB’s strategic plan. The OSO is accountable for meeting defined AJC standards and deliverables.

The NETLWDB uses various reports from the SWDB and from the Jobs4TN system as well as required sub-recipient reporting. In addition to program reports, the effectiveness of the fiscal entity is measured through independent audits, and monitoring conducted by TDLWD and PAR. Quarterly meetings with the OSO, the sub-recipient service providers and partners result in real time evaluation of programmatic progress and defines future expectations. Quarterly IFA review meetings will be held to ensure compliance with the executed agreement.

## Technical Requirements, Assurances and Evaluation

*This chapter includes the technical requirements and assurances that are required by the Workforce Innovation and Opportunity Act.*

- A. *Physical and Programmatic Accessibility*
  - Describe how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA Sec. 188 and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. Include specific arrangements that have been implemented to ensure services are accessible to all.

The NETLWDA AJC system, including OSO and partners, complies with WIOA Sec. 188, and provisions of the Americans with Disabilities Act, as amended, regarding the physical and programmatic accessibility

of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. The AJC Certification process includes documentation that all services and facilities are accessible and available to job seekers with disabilities in terms of equality with all other persons. The NETLWDA OSO participates in technical assistance training to ensure customer centered design and incorporates additional resources to assist customers with disabilities in the AJC's. In addition to assistive technologies, staff provide large print workshop materials for visually impaired customers and partner with the National Federation of the Blind to have the menu of services transcribed and printed in Braille.

Compliance monitoring is conducted at the local and state level to ensure that NETLWDA programs, services, technology and materials are accessible and available at the AJCs. All local workforce system staff are trained, either as an entire staff or through their respective agencies, in the provisions of WIOA Section 188 and the ADA of 1990, as amended, so that when a customer with a disability visits the Center, all staff have the understanding and knowledge of how to accommodate the individual's needs. Requests for assistance from one or more of the partners may be solicited depending upon the type of accommodation being requested.

#### *B. Fiscal Management*

- *Identify the entity responsible for the disbursement of grant funds described in WIOA as determined by the chief elected official or the Governor under WIOA.*

The Alliance for Business and Training (AB&T) is a 501(c) 3, non-profit, public corporation. AB&T has been designated as the Fiscal Agent for disbursement of WIOA funds by the Chief Local Elected Official, through the execution of an Inter-local Agreement signed by the Mayors of each of the NETLWDA eight (8) counties. AB&T has been providing workforce services, including designation as Fiscal Agent, since 1985. As Fiscal Agent, AB&T disburses WIOA funds and provides reports on all disbursements. AB&T is audited annually by the independent accounting firm Blackburn/Childers/Steagall and undergoes annual fiscal monitoring by the TDLWD PAR unit.

- *Provide a copy of the local procurement policies and procedures and describe the competitive procurement process that will be used to award the sub-grants and contracts for WIOA Title I activities.*

The Alliance for Business and Training has developed and implemented Procurement Policies and Procedures, detailed in the attached Procurement Manual, which comply with the 2 CFR Part 200/Uniform Guidance and which comply with policies, guidance memos and directives issued by the TN Department of Labor and Workforce Development. These Procurement Policies have been reviewed and approved by the County Mayors and by the corporate Board of Directors for the Alliance for Business and Training. *(Please see the Procurement Manual, which contains the Procurement Policy, Attachment O)*

- *Describe how the LWDA will meet the required 40 percent minimum participant cost rate (MPCR)*

AB&T's Finance Department monitors the MPCR monthly to evaluate the status and to identify and address potential risks which may negatively impact this metric. This information is communicated to the CSP, OSO, and the Board. The requirement to attain the MPCR is also enforced through the allocation of specific funding amounts which may be expended only on direct participant costs. Since its implementation, NETLWDA has met or exceeded the required MPCR.

During PY2020, brick and mortar AJCs will be evaluated for efficiency and effectiveness and may be transitioned to Access Points and/or co-location, to reduce infrastructure costs and to permit greater expenditures of funds to direct participants.

#### *C. Budget Information and Supporting Materials*

- *Provide a detailed budget that lists the sources and uses of Tennessee Department of Labor and Workforce Development (TDLWD) pass-through funds and all non-Federal matching funds.*



- Provide a budget narrative that includes a detailed explanation of expenditures by the line items listed on Standard Form 424A. Include purpose of travel and supply/equipment lists, and describe expenses in the 'other' line item, if applicable.
- If the budget includes personnel or contractual expenses (cash or in-kind resources), estimate the number of hours/days and hourly rate (or portion of FTE and salary for the time that is expected to be spent on the proposed project by key personnel, contractors, or consultants.)

(See Detailed Budget and Budget Narrative Attachment P.)

D. Describe a planned or existing approach regarding which local strategies will be financed by the transfer of Title I workforce funds, including the maximum dollar amount and/or percentage that is authorized to be transferred on an annual basis:

- To transfer funds between the adult and dislocated worker funding streams.

NETLWDA evaluates expenditures and enrollment of participants by funding stream monthly. NETLWDA retains the option to re-designate up to 100% of funds between Adult and Dislocated Worker to ensure availability of resources and flexibility to meet changing customer needs. AB&T Finance Department evaluates the need for re-designation of funds, identifies specific amounts and requests permission from the CLEO and NETLWDB Chair to execute the request. The request is then entered into the Grants4TN system.

- To use funds for incumbent worker training as outlined in WIOA Sec. 134(d)(4)(A)(i).

The NETLWDB has enacted a Consolidated Business Grant Policy which includes use of local formula funds for Incumbent Worker Training, up to the 20% maximum percentage of said funds. Local funds are awarded under this policy using a competitive process which specifies criteria which businesses must meet in order to receive an award under this WIOA element. Businesses are required to maintain accurate records of the project implementation process and certify that all training provided under this section has been completed according to terms of the signed contracts. IWT 20% grants are evaluated based upon the successful completion of training, number of employees trained, beginning/ending wages, potential for employee advancement and trainee evaluations.

- To use funds for transitional jobs as outlined in WIOA Sec. 134(d)(5)

The NETLWDB enacted a Work Based Learning Policy which includes opportunity to provide transitional jobs to individuals with barriers to employment who are chronically unemployed or have an inconsistent work history. The NETLWDB policy restricts the implementation of this work based learning strategy to not more than 10% of local formula funds. Transitional jobs are time limited, aligned with the individual's specific needs for skill training and hands on job experience. Transitional jobs are used in combination with comprehensive employment and supportive service strategies to assist the individual in establishing a productive work history, demonstrating success in the workplace and developing skills that will lead to attainment and retention of unsubsidized employment.

E. Provide copies of executed cooperative agreements (as applicable) which define how all local service providers, including additional 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.

The NETLWDA AJC system service providers, including all required and additional partners, provide access to all required career services in the most inclusive and appropriate settings for each individual participant. Meaningful access and adaptation for customers with disabilities is ensuring that the premises, programs, and resources are fully accessible and available to people with disabilities. Access and adaptation allows for effective and meaningful participation in available system supports and services. Services of all NETLWDA AJCs are available to job seekers with disabilities in terms of equality with all other persons.

The NETLWDA AJC system service providers, including all required and additional partners, will target

recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities. Through the MOU, all Partners agree that they will not discriminate in their employment practices or services on the basis of gender, gender identity/or expression, age, race, religion, national origin, disability, veterans 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. The Partners further assure that, to the best of their knowledge, they are currently in compliance with all applicable state and federal laws and regulations regarding these issues.

Assistive devices, such as screen-reading, software programs, and assistive listening devices are available. Interpreter services are available if a language barrier is present. All Partners will cooperate with compliance monitoring that is conducted at the local level to ensure that all centers, programs, services, technology, and materials are accessible and available to all. These services will be provided in person or via technology consistent with the "direct linkage" requirement as defined in WIOA and Partner legislation and outlined in the MOU. *(See current executed MOU which includes all required and additional partners, Attachment Q)*

- *This may include cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts at cooperation, collaboration and coordination.*

All NETLWDA AJC staff and Partners participate in training and cross-training to appropriately provide services to all, regardless of range of abilities, mobility, and age, language, learning style, and intelligence or education level. Technical assistance is provided to AJC staff, including technical assistance on provision of services to individuals with disabilities. Each AJC Partner has entered into a data sharing and collection agreement as part of the MOU which facilitates the provision of services to individuals with disabilities. The OSO ensures collaboration between Partners to facilitate a comprehensive service delivery to all individuals.

The Vocational Rehabilitation Program (VR), an AJC Partner, provides a variety of services to eligible individuals with disabilities based on the rehabilitation needs of the individual in accordance with the individual's aptitudes, abilities, capabilities and interests and as identified on an Individualized Plan for Employment to prepare an individual for competitive integrated employment. VR collaborates with AJC Partners, community rehabilitation service providers, educational institutions and employers to ensure that eligible persons with disabilities receive the services necessary for them to obtain employment in their communities. VR services are directly accessible at the comprehensive AJCs in Kingsport and Johnson City as well as through local VR offices.

*F. Provide copies of Title VI trainings to all service providers, One-Stop Operators, and LWDB.*

All NETLWDA sub-recipients, including East Tennessee State University (ETSU) which provides OSO, Career Services, and Youth Services and the First TN Human Resource Agency (FTHRA), which provides services under the Senior Community Service Employment Program, conduct Title VI training for staff. Staff of the Alliance for Business and Training, who serve as Fiscal Agent and staff to the NETLWDB, also participate annually in Title VI training. These staff are required to sign in, and a copy of the sign in sheet is placed in each employee's file as documentation of the training. All training is documented via sign-in sheet, on-line sign in, issuance of completion certificates, or signature of acknowledgement of completion. *(See Title VI Training Attachment R)* Title VI training for NETLWDB members will be distributed via email/electronic link to the US Department of Justice certified training. Board members will provide documentation of their completion of this training.

## SIGNATURE PAGE

This 2020-2022 WIOA Strategic Plan represents the Northeast Tennessee Local Workforce Development Board's (NETLWDB) efforts to deploy an effective and efficient workforce system infrastructure which addresses critical labor market challenges in the Northeast Tennessee Local Workforce Development Area (NETLWDA). The NETLWDA is composed of Carter, Greene, Hancock, Hawkins, Johnson, Sullivan, Unicoi and Washington Counties. The Mission of the NETLWDB is to promote the economic vitality of the region by providing a collaborative system that meets the talent needs of business, industry and the workforce. The NETLWDB Vision is to ensure that Northeast Tennessee is a globally competitive region where business and industry continue to have a qualified, diverse workforce and to ensure that individuals have career opportunities in a prosperous and sustainable regional economy.

**Northeast Tennessee Local Workforce  
Development Board Chair**



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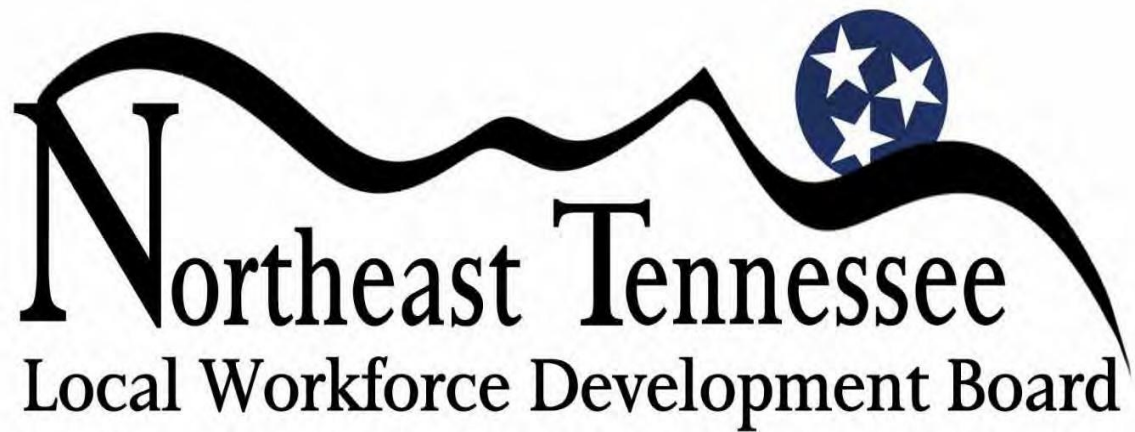
Mike Horton

**Chief Local Elected Official**



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Richard Venable



**STRATEGIC PLAN  
2020-2022  
ATTACHMENTS**

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**NOTE:** All attachments, required documents and policies are in order as they are referenced or requested in the NETLWDA Local Plan.



## **A: PARTNER ROLES & RESOURCE CONTRIBUTIONS**

**Title I (Adult, Dislocated Worker and Youth)** – Title I staff provide determinations of eligibility for assistance from the adult, dislocated worker, or youth programs; orientation to the AJC and other services available through the One-Stop delivery system; assessment of skill levels; job search and placement assistance, referrals to and coordination of activities with other programs and services, including programs and services within the One-Stop delivery system; workforce and labor market employment statistics information. Title I staff also provide information on eligible providers of training services, supportive services or appropriate referrals to those services and assistance. Title I staff are available to provide meaningful assistance regarding filing of claims for unemployment compensation. Title I staff, in Partnership with the participant, develop an Individual Employment Plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals.

**Title I Youth** – Title I Youth staff provide determinations of eligibility for assistance from the out of school and in school youth programs; orientation to the AJC and other services available through the One-Stop delivery system; assessment of skill levels; job search and placement assistance, referrals to and coordination of activities with other programs and services, including programs and services within the One-Stop delivery system; workforce and labor market employment statistics information, and provision of all appropriate youth elements including Paid Work Experience. All 14 youth elements are reviewed with each individual. Title I Youth staff also provide information on eligible providers of training services, supportive services or appropriate referrals to those services and assistance. Title I Youth staff, in Partnership with the participant, develop an Individual Service Strategy to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals. The Board and Title I Youth Service Provider will enter into agreements / MOUs with providers offering Youth program elements as appropriate.

**Title II (Adult Education and Family Literacy)** – The Tennessee Department of Labor and Workforce Development, District One (Carter, Greene, Hancock, Hawkins, Johnson, Sullivan, Unicoi, and Washington counties) Adult Education (AE) program is designed to empower adult learners to become self-sufficient by applying instructions in basic academics, life coping and employability skills. The Adult Education Program is an open-entry institution offering year-round service. AE serves adults over 17 who have not completed, or have been recommended for service from, a high school. All customers may be scheduled through the Adult Education office. During the initial orientation, an assessment using TABE (Test of Adult Basic Education) is administered and a learning plan is developed. During the customers' time with the program, the plan is revisited and improvements are documented as progress toward the individual goals are accomplished. As a partner in the AJC system, Title II AE provides in-kind services in the comprehensive AJC locations. These in-kind contributions include providing TABE testing done by AE staff, direct Adult Basic Education (ABE) instruction, and collaboration with Career Specialists from other partner programs to develop an individual participant plan. These plans may include, but are not limited to, improvement in literacy and math, with the possibility of the participant attaining a High School Equivalence (HSE) diploma or raising Educational Functional Levels.

**Title III (Employment Services under Wagner-Peyser)** – The Wagner-Peyser Act of 1933, amended in 1998, to make ES part of the One-Stop delivery system, has undergone further

changes to integrate services and require co-location under WIOA. The ES program provides "universal access" to customers seeking employment and career services, provides referrals to Partner programs, and provides reemployment services to individuals receiving unemployment insurance. WIOA provides new opportunities for coordination and referrals for planning across multiple Partner programs to ensure alignment in service delivery. In order to effectively promote and develop career pathways and sector strategies, it is vital that the WIOA core and One-Stop Partner programs work together to ensure a customer-centered approach. Services are provided as part of the two comprehensive AJCs (Johnson City and Kingsport) and can be accessed through the AJC affiliate sites. Title III also provides the Re-employment Service Eligibility Assessments (RESEA), Supplemental Nutritional Assistance Program – Employment and Training (SNAP E&T), and Alien Labor Certification (ALC) grant services.

**Unemployment Insurance (UI)** – Local AJC Staff in both Comprehensive and Affiliate sites have been cross trained to provide “Meaningful Assistance” for Unemployment Insurance (UI)”. This includes assisting customers in using Jobs4TN.gov to complete claims, and weekly certifications in the local AJC resource rooms. UI customers can directly connect to a UI specialist via Zendesk and Zophim Chat. AJC Staff have been trained to assist each individual in navigating the system and providing assistance to submit and track help desk tickets. Resource Rooms provide fax machines and scanners to allow customers to submit needed information to the UI Division. AJC, Title I & III staff also provide assistance to employers through Rapid Response services. AJC Staff are responsible for recording these services in Jobs4TN by entering activities into the individual's or employer's account.

**Job Counseling, Training and Placement Services for Veterans** – U.S. Code, Title 38, Veterans and "covered persons" are provided Priority of Service. NETLWDA has two comprehensive AJC's and each has a Disabled Veterans Outreach Program Specialist (DVOP) and a Local Veterans Employment Representative (LVER). The DVOPs are charged with providing case management services to specific veterans identified as having significant barriers to employment and helping them to overcome their barriers and become job ready. The DVOPs conduct outreach and job developments for veterans in their case load. The LVERs work with local businesses to help them identify and address their workforce needs. Through various marketing and outreach activities the LVERs will promote the hiring of veterans and are members of the Northeast Business Services Team. LVERs provide outreach activities to assist Local Business. Services are provided as part of the two comprehensive AJCs (Johnson City and Kingsport) and can be accessed through the AJC affiliate sites.

**Trade Readjustment Assistance (TRA)** – TRA makes income support available in the form of weekly cash payments to workers who are enrolled in a full-time training course, have exhausted their unemployment insurance, and meet additional requirements in Chapter 2 of Title II of the Trade Act of 1974, as amended. Services are provided as part of the two comprehensive AJCs (Johnson City and Kingsport) and can be accessed through the AJC affiliate sites.

**Trade Adjustment Assistance (TAA)** – Trade Adjustment Assistance Program (TAA Program) provides assistance to workers who have been adversely affected by foreign trade. The Trade Adjustment Assistance Reauthorization Act of 2015 (TAARA 2015), (Pub. L. No. 114-27, Title IV), recently reauthorized and reinstated changes to the Act. TAARA 2015 also revised reporting requirements to align performance accountability for the TAA Program with that of other Partner programs in the workforce system under WIOA. The TAA program seeks

to provide adversely affected workers with opportunities to obtain the skills, credentials, resources, and support necessary to become reemployed. Workers are provided Case Management Services, Training Opportunities, Job Search Allowance, Relocation Allowance, Alternative Trade Adjustment Assistance (ATAA) and Reemployment Trade Adjustment Assistance (RTAA). Services are provided as part of the two comprehensive AJCs (Johnson City and Kingsport) and can be accessed through the AJC affiliate sites.

**Migrant & Seasonal Farmworkers** – TDLWD will offer migrant and seasonal farm workers (MSFW) the full range of employment services, benefits and protections, including counseling, testing, job training, and referral services. MSFW, on a proportionate basis, shall not receive fewer services than non-MSFW. AJC staff will consider the preferences, needs, and skills of individual MSFW and the availability of job and training opportunities. All AJC staff will make job order information clear and available to MSFWs. Such information will be made available either by computer, hard copy, or by any other equally effective means. Each AJC will provide adequate staff assistance to each MSFW to use job order information effectively. Services are provided as part of the two comprehensive AJCs (Johnson City and Kingsport) and can be accessed through the AJC affiliate sites.

**National Farmworker Jobs Program (NFJP)** – The AJC's outreach activities must be designed to meet the needs of MSFWs in the State and to locate and contact MSFWs who are not being reached through normal intake activities. Most of such State-outreach efforts have been implemented by the Tennessee Opportunity Programs (TOPS), 167 National Farmworker Jobs Program (NFJP) grantees. TDLWD's staff coordinates with TOPS directors and case managers to register MSFW with the goal of notifying MSFWs of the services provided by Tennessee's American Job Centers (AJCs). TDLWD will also coordinate with TOPS to use the Mobile AJC units to bring TDLWD's services to MSFW in their home communities (as outlined in the State Plan). Services are provided as part of the two comprehensive AJCs (Johnson City and Kingsport) and can be accessed through the AJC affiliate sites.

**Community Service Block Grant (CSBG)** – The mission of Upper East Tennessee Human Development Agency, Inc. is to provide education, direction and support to individuals, families and organizations in order to strengthen and stabilize the community through collaborative efforts of agency programs and cooperative Partnerships. Located throughout NETLWDA, UETHDA's Neighborhood Service Centers' staff and Family Resource Specialists work daily with clients to relieve the hardships they face. Our service team offers specifically targeted services from our emergency assistance to more long term paths for self-sufficiency. The CSBG provides assistance to local communities, working through a network of community action agencies and other neighborhood-based organizations, for the reduction of poverty, the revitalization of low income communities, and the empowerment of low income families and individuals in rural and urban areas to become fully self-sufficient through the Upper East TN Human Development Agency.

Clients must be income-eligible and demonstrate need for service. Emergency Services are designed to assist individuals to overcome unforeseen emergency situations, which Emergency Employment Services assist individuals experiencing barriers to employment based on unemployment, underemployment, an employment opportunity that cannot be secured/pursued due to a barrier, or an individual that is employed and is experiencing a situation that may result in termination if the situation is not resolved. Employment Emergency consists of assistance provided for the following: Clothing; Transportation (i.e., car repairs); Equipment/Tools; Child Care; Training/Certification; and Employment/Pre-employment physical. The Employment Program assists individuals with seeking, obtaining,

and maintaining employment. The Income Management Program educates individuals in important areas of financial management and budgeting. All services in this program are non-financial. The Linkages Program provides community Partnering, awareness of local needs, community outreach and helps elderly and disabled customers maintain an independent living situation. CSBG services are not co-located within an AJC. Services are provided through direct linkages in all Northeast AJC locations through coordinated service delivery methodologies at a UETHDA or AJC arranged location to meet the needs of the community. CSBG/UETHDA has been an active AJC Partner and participates in staff cross training and community Partner activities.

**Senior Community Services Employment Program (SCSEP)** – SCSEP services in NETLWDA are delivered by the First Tennessee Human Resource Agency (FTHRA). FTHRA is a Sub-recipient of the NETLWDB for Sullivan, Washington, Carter and Johnson Counties, while the other counties are funded through a Federal SCSEP grant directly to FTHRA. SCSEP provides Career/Skills Development and Business Services Functions. SCSEP provides participants with skills needed to obtain an unsubsidized job, helping them maintain self-sufficiency and engagement in their community. This program subsidizes part-time community service jobs for low income individuals age 55 years and older, who have poor employment prospects. SCSEP services are helpful to all who are eligible for the program, especially individuals who are forced to retire or who continue to face age discrimination. SCSEP participants bring the following to the program when they start: dependability, loyalty, a strong work ethic, transferrable skills, childcare skills, customer service skills, a desire to learn and contribute, and maturity. In exchange, SCSEP provides these participants with updated job-skills training and work experience as well as much-needed income from part-time work at community service assignments with local government or 501(c) (3) nonprofit agencies. SCSEP also helps participants, with low literacy skills and low organizational skills, through referrals and through work experience, respectively.

**Title IV (Rehabilitation Services)** – The Vocational Rehabilitation Program (VR) provides a variety of services to eligible individuals with disabilities based on the rehabilitation needs of the individual in accordance with the individual's aptitudes, abilities, capabilities and interests and as identified on an Individualized Plan for Employment to prepare an individual for competitive integrated employment. VR collaborates with AJC Partners, community rehabilitation service providers, educational institutions and employers to ensure that eligible persons with disabilities receive the services necessary for them to obtain employment in their communities. 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 services are directly accessible at the comprehensive AJCs in Kingsport and Johnson City as well as through local VR offices.

**Temporary Assistance for Needy Families (TANF)** – East Tennessee State University's (ETSU) Center of Community Outreach contracts with TN Department of Human Services to provide employment and training services to TANF recipients with a work requirement. 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 provides for emphasis on education, economic supports, health and well-being, and social capital. TANF services include Families First Assessments and Intake, Job Search assistance in conjunction with the AJC, Work Experience management, Community Service management, Educational Pathway assistance, and Job Skills Training services. Compliance of all required Families First components will be managed inside the AJC system with Families First staff on-site in

Greeneville, with referrals being made to Partners through direct linkages.

**Job Corps** – Job Corps is a no-cost education and career technical training program administered by the U.S. Department of Labor, and operated by the USDA-Forest Service, that helps young people ages 16 through 24 improve the quality of their lives through career technical and academic training. The Job Corps program is authorized by Title I-C of WIOA. Jacobs Creek Job Corps Civilian Conservation Center supports the Job Corps program's mission of teaching eligible young people the skills they need to become employable and independent and placing them in meaningful jobs or further education. The objective of Job Corps is to support responsible citizenship and provide young people, ages 16-24, with the skills that lead to successful careers that will result in economic self-sufficiency and opportunities for advancement in in-demand occupations or the Armed Forces, or enrollment in postsecondary education, including an apprenticeship program. Jacobs Creek Job Corps' work-based learning (WBL) program provides students with opportunities to link their career technical training with practical, on-the-job activities. Students participating in WBL improve their work habits and attitudes, identification of goals and aptitudes, and the motivation to complete and further their education. Jacobs Creek Job Corps offers a comprehensive array of career development services to prepare students for successful careers in demand sectors including Advanced Manufacturing, Automotive and Machine Repair, Construction, Finance and Business, Homeland Security and Transportation. Jacobs Creek Job Corps participates in the cross-training of staff and provides direct linkage to AJC Partner services.

**Job Corps Contractor (MINACT, Inc.)** - Job Corps is a no-cost education and career technical training program administered by the U.S. Department of Labor. MINACT, Inc. is contracted to assist young people ages 16 through 24 to improve the quality of their lives by matching them with an appropriate Job Corps Center where they can receive the necessary training that will assist them in becoming productive members of society. Once these young people have completed their training, MINACT Inc. will be responsible for assisting them with obtaining successful careers, including job search and placement assistance, which will give them opportunities for advancement in in-demand occupations, resulting in economic self-sufficiency.

**Carl Perkins/Post-Secondary Career & Technical Education** – Through the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV) TCAT-E receives federal funding from the State for the improvement of secondary and postsecondary career and technical education (CTE) programs. This funding allows TCAT-E to develop more fully the academic, career, and technical skills of secondary and postsecondary students who elect to enroll in CTE programs. Perkins IV postsecondary recipients can engage with core Partners in the One-Stop system for the following: using common labor market data to inform local CTE program development; aligning education, training, and supportive services; streamlining efforts to engage and involve employers in local program development; establishing common definitions and measures for student performance; and making data on CTE students publicly available in training provider reports.

Perkins IV at NeSCC supports secondary and postsecondary Partnerships to promote career and technical education training. Activities funded through Perkins include, but are not limited to, CTE dual enrollment and the Career Academy, dual credit, and career exploration and recruitment events specifically for AAS programs. Services and activities supported by Perkins occur primarily on Northeast State Community College campuses located in NETLWDA. Some Perkins IV activities and services also take place within the community college's service region high schools.



TCAT-E and NeSCC are active AJC Partners. Staff participate in cross-training, provide mutual appropriate direct linkages and utilize the Northeast AJC Partner referral process.

**TCAT/Tennessee Reconnect and Other Scholarships and Grants** – Tennessee Reconnect Grant is a “last dollar” scholarship that pays the remaining balance after other state and Pell Grants have been applied. This Grant is available for students who want to attend Tennessee Colleges of Applied Technology. The following criteria are required: TN resident, U.S. Citizen; have a FAFSA dependency status of independent; enroll full time at a TN College of Applied Technology; be in pursuit of a certificate or diploma; maintain continuous enrollment and satisfactory academic progress. To apply, students do not fill out a separate application. The process for applying for the grant is handled by TCAT. For this, and any other aid needed, the student fills out a FAFSA. This ensures that they will receive all the federal aid qualified for. The TN Reconnect Scholarship is a last dollar scholarship, so it funds the remaining tuition after the federal government, and any other eligible state programs chip in. The result for qualifying students is the same: Tuition-free education at TCAT. Other scholarships and grants include Wider-Naifeh Technical Skills Grant (Lottery Grant), Federal Pell Grant, TN Promise, Federal Supplemental Educational Opportunity Grant (FSEOG), Federal Work Study Grant (FWS) Program, and Tennessee Student Assistance Award Program (TSAA).

**TN Reconnect Act-** Tennessee Reconnect Act establishes a last-dollar scholarship for adults to attend a community college tuition free. With this extension of the drive to 55, which comes at no additional cost to taxpayers, every Tennessean has the opportunity to enter or reenter public higher education with no tuition expenses. To be eligible for Tennessee Reconnect, the student must: not already have an associate or bachelor degree; have been a TN resident for at least one year preceding the date of application for the grant; complete the FAFSA and be deemed an independent student; be admitted to an eligible institution (public community college or any four year institution that is eligible for the TN education lottery scholarship); and participate in an advising program approved by THEC. In order to maintain TN Reconnect, the student must enroll in classes leading to an associate’s degree or certificate, maintain a 2.0 GPA, and maintain continuous enrollment. Adults who meet all requirements will receive a last-dollar scholarship, which is equal to the difference between tuition and fees and any gift aid (grants and scholarships) that a student receives.

**Native American Indian** – If you are Native American Indian (or descendant), Native Hawaiian, or an Alaska Native and unemployed or underemployed, the Native American Indian Association (NAIA) of Tennessee provides a program that can help individuals 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, provide job search and placement assistance are also provided.

**Community Resource Center (TDOC)** – TDOC/CRC and NETLWDB/AJC work collaboratively to offer basic re-entry services for offenders. The AJC Re-entry Specialist is responsible for facilitating weekly Job Classes at no cost to TDOC. The AJC Re-entry Specialist will participate as a guest speaker regarding AJC services if requested by TDOC. The AJC Re-entry Specialist and other AJC staff will comply with the TDOC volunteer and coordination of community involvement standards as applicable. The TDOC/CRC will make available to NETLWDB/AJC the classroom space and furnishings as are reasonably necessary and appropriate for the delivery of Job

Classes. The TDOC/CRC will cooperate with NETLWDB/AJC in arranging the delivery of Job Classes at the CRC according to such schedule, frequency, and duration as the parties shall further agree. The TDOC/CRC will provide to AJC Re-entry Specialist or other identified staff such orientation training according to indication of need by either party.

## **B: PARTNER CORE, BASIC, AND CAREER SERVICES**

Each AJC Partner has committed to coordinated service delivery. All required Partners agree to use the prescribed TDLWD process to achieve integration of program and service goals of WIOA within their specific programmatic regulations and guidelines. The AJC Partners have identified core, basic, and individualized career services that include, but are not limited to the following:

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

Financial literacy services
Follow-up services
Out-of-Area Job Search and relocation assistance
English language acquisition and integrated education and training programs
Youth 14 Elements

<b>BUSINESS SERVICES</b>
Establish and develop relationships and networks with large and small employers and their intermediaries
Develop, convene, or implement industry or sector Partnerships
Customized screening and referral of qualified participants in training services to employers
Customized services to employers, employer associations, or other such organizations, on employment- related issues
Customized recruitment events and related services for employers including targeted job fairs
Human resource consultation services e.g., writing/reviewing job descriptions and employee handbooks; developing performance evaluation and personnel policies; creating orientation sessions for new workers; honing job interview techniques for efficiency and compliance; analyzing employee turnover; or explaining labor laws to help employers comply with wage/hour and safety/health regulations;
Customized labor market information for specific employers, sectors, industries or clusters
Customized assistance or referral for assistance in the development of a registered apprenticeship program
Listing of Job Orders
Applicant Referral
Employer Needs Assessment
Unemployment Insurance Access
Access to Facilities
Translation Services
Developing and delivering innovative workforce investment services and strategies for area employers, e.g., career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, apprenticeship, and other effective initiatives for meeting the workforce investment needs of area employers and workers
Assistance in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, and the delivery of employment and training activities to address risk factors
Marketing of business services offered to appropriate area employers, including small and mid-sized employers
Assisting employers with accessing local, State, and Federal tax credits

## C: WIOA POPULATIONS WITH BARRIERS

Population	Barriers to Employment
Displaced Homemakers	Anxiety/depression; more education/training required; low self-confidence/decision-making; financial dependence; lack of affordable housing, lack of access to affordable childcare; lack of transportation
Low-income individuals (including TANF and SNAP recipients)	Lack of transportation; lack of access to affordable childcare; need professional clothing and other necessities for interviews; criminal record hindering job applications/hiring; reduced access to education and training; fewer job-related resources (ex: computer access)
Indians, Alaska Natives, and Native Hawaiians	Obstacles to advancement; stereotyping; prejudice; poverty, lack of education opportunity and advancement; other social-structural factors
Individuals with disabilities, including youth who are individuals with disabilities	Discrimination; lack of information about reasonable accommodations; employer fear of litigation based on the Americans with Disabilities Act; lack of job experience, lack of information about jobs; risk of losing benefits
	Ageism, lack of technology literacy; lower education levels; greater health problems
Ex-Offenders and related re-entry sub-groups	Low literacy; lack of vocational skills; lack of steady history of employment; lack of technology literacy; stigma; lower education levels; mental health issues; employer reluctance to hire
Homeless individuals or homeless children and youth	Lack of security; lack of housing; lack of steady history of employment; lack of education and training; physical or mental health issues; criminal records hindering job applications; stigma; employer reluctance; need professional clothing and other necessities for interviews
Substance Abuse	Inability to pass employer required drug test; low levels of education and technical skills; low levels of interpersonal skills; lack of housing and transportation; need professional clothing and other necessities for interviews, employer reluctant to hire
Youth who are in or have aged out of the foster care system	Low stability; mental health issues; substance abuse issues; criminal records hindering job applications; lack of guidance for professional development; need for mentoring; need for public assistance
Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers	Language and communication skills; lack of understanding of career options; discrimination; age/time out of school
Eligible migrant and seasonal farmworkers	Health challenges from nature of work; poverty; mobility living and working arrangements; limited access to healthcare; lack of health insurance; language barriers; victims of illegal employment practices
Individuals within 2 years of exhausting lifetime eligibility under Part A of the Social Security Act	Transportation; lack of affordable childcare; criminal records hindering job applications; need professional clothing and other necessities for interviews; fewer job-related resources (ex. Computer access); reduced access to education and training; mental health issues; addiction issues
Single parents (including pregnant single	Lack of opportunities in education and employment; domestic violence; lack of access to affordable childcare; marital status; number and ages of children
Long-term unemployed individuals	Lack of education and training; lack of technology literacy; lack of essential skills; lack of standardized credentials across regions; low literacy; lack of mobility to seek employment in other geographical areas; fear of associated change and stress related disorders
Individuals who have low levels of literacy	H.S. Diploma as prerequisite for jobs; lack of technology literacy; lack of transportation; lack of understanding of career options; lack of work experience; need professional clothing and other necessities for interviews
Individuals without a High School Diploma	H.S. Diploma as prerequisite for jobs; low literacy; lack of technology literacy; lack of work experience; lack of understanding of career options; need professional clothing and other necessities for interviews



## D: WIOA Populations with Barriers and Proposed Solutions

<b>POTENTIAL BARRIERS TO ACCESS</b> What is the nature of the barriers themselves?	<b>IMPLICATIONS OF BARRIER</b> How do these barriers inhibit success?	<b>BARRIER SOLUTIONS</b> What can our system do to address the barrier?
<b>(A) Displaced Homemakers</b> <ul style="list-style-type: none"> <li>No recent work experience.</li> <li>May have recently divorced so may have unreliable housing, transportation.</li> <li>Limited recent/relevant work experience.</li> </ul>	<ul style="list-style-type: none"> <li>Not considered “job ready” (no recent work experience or work skills not current to labor market) so may require longer training/education time.</li> <li>Less likely to secure living-wage jobs due to lack of experience and recent work experience.</li> </ul>	<ul style="list-style-type: none"> <li>Access to education and/or work-based education, On the Job training</li> </ul>
<b>(B) Low Income Individuals</b> <ul style="list-style-type: none"> <li>Cost post secondary training</li> <li>Lack of appropriate clothing</li> <li>Transportation</li> <li>No recent work experience</li> <li>Poor soft skills</li> <li>Housing</li> <li>Childcare (including children w/ special needs)</li> <li>Lack of high school diploma or equivalency</li> <li>Poor personal hygiene and grooming</li> <li>Literacy issues</li> <li>Social services involvement (potentially multiple systems with multiple requirements).</li> <li>Difficulties in obtaining the support they need to address disabilities</li> </ul>	<ul style="list-style-type: none"> <li>Full-time attendance is difficult to manage with other commitments</li> <li>Lack of wardrobe leaves low-income candidates unable to make a good impression in interview.</li> <li>Unable to participate either consistently or full-time due to lack of reliable transportation, childcare, housing, other issues, such as domestic violence</li> <li>Inability to travel to AJC hiring events, job search, interviews.</li> <li>Difficulty successfully navigating the system, meeting participation requirements (executive functions), and/or skills gains</li> <li>Not considered “job ready” (no recent work experience, work skills not current to labor market, no high school diploma or equivalency) so may require longer training/education time</li> <li>Difficulty w/ social interactions (soft skills) so may not actively engage or be engaged in training</li> <li>Less likely to compete for livable wage jobs; lack of trust in and difficulty navigating complex system requirements and or understanding of available resources.</li> <li>Any costs can add a tremendous barrier.</li> <li>Sometimes an increase of income means losing crucial subsidies (childcare, housing, food benefits, medical insurance, and utility assistance) that help people survive in poverty.</li> </ul>	<ul style="list-style-type: none"> <li>Costs associated with post secondary training solutions</li> <li>Partner with AJC partner support services, community organizations and businesses to provide a stock business-appropriate wardrobe in various sizes for low-income job seekers</li> <li>Flexible training participation requirements; part-time, extended hours, independent modules, online courses.</li> <li>Strong collaboration with state and community support service resources to stabilize housing, childcare, domestic violence, transportation. Referring, leveraging resources.</li> <li>AJC co-location for referrals and support services.</li> <li>Reach out to local public transportation or CBOs to coordinate transportation.</li> <li>Soft skill classes.</li> <li>Provide tools such as calendars.</li> <li>Pair participants with staff trained and barrier specific experience</li> <li>Have mentors or navigators who have successfully completed the programming while living with some of these barriers</li> <li>Access to personal hygiene and grooming resources. Staff able to address this sensitive issue with folks.</li> <li>Workshops to address typical intergenerational behaviors; financial assistance with daycare and transportation; assistance with creating a reliable support network; access to practicing new positive behaviors on the job, e.g. internships; access to medical assistance for health issues, e.g. chronic as well as for glasses; encouragement; access to positive role models.</li> </ul>

WIOA Populations with Barriers and Proposed Solutions

<b>POTENTIAL BARRIERS TO ACCESS</b> What is the nature of the barriers themselves?	<b>IMPLICATIONS OF BARRIER</b> How do these barriers inhibit success?	<b>BARRIER SOLUTIONS</b> What can our system do to address the barrier?
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**(C) Indians, Alaska Natives, and Native Hawaiians**

<ul style="list-style-type: none"> <li>• Available employment opportunities and job market are saturated.</li> <li>• Limited resources for providing education and training are not tied to prospective employment opportunities or markets.</li> <li>• Seasonal work with periods of unavailability of employment</li> <li>• Lack of comprehensive employment planning which takes the totality of an individual's barriers to employment into account.</li> <li>• Individuals without local family support who live in or move to urban centers may not have necessary life skills or resources to maintain a search for employment or develop marketable job skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Lacking entry into the job market to begin with, many unemployed do not have the resources to initiate and sustain their job search activities</li> <li>• Individuals unemployed or under-employed are faced with addressing personal and/or family distress, behavioral health needs, basic subsistence and/or household needs and possible legal obligations in addition to developing employment search and retention skills.</li> <li>• Individuals who relocate to more populous areas in search of employment without adequate family or social services support may fail to improve their condition.</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships between employers in need of trained personnel</li> <li>• Development of employment opportunities connected with a resource for purposes of stability</li> <li>• Seasonal unemployment replaced by consistent, stable employment</li> <li>• Partnership with local employers with sufficient work opportunities to justify limited investment in point-to-point transportation or special community partnerships to provide transportation.</li> </ul>
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**(D) Individuals with disabilities, including youth who are individuals with disabilities**

**Physical Disabilities**

<ul style="list-style-type: none"> <li>• Transportation can be difficult and services may be located too far away.</li> <li>• (<i>Chair-Users</i>): Moving around a cluttered or disorganized environment is difficult, even if technically ADA compliant.</li> <li>• On-going treatment or need to address disability related unscheduled events (e.g. flare-ups).</li> <li>• Need assistance w/ Activities of Daily Living (ADLs).</li> <li>• Lack of staff awareness and training on best practices of engaging with individuals with disabilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Services are too far away for a person with physical disabilities to practically access; public transportation is insufficient/ unavailable.</li> <li>• (<i>Chair-Users</i>): Physical access to the building is difficult or onerous for chair-users if the environment doesn't facilitate access.</li> <li>• Unable to participate either consistently or full-time.</li> <li>• Difficulty w/ ADLs such as using the bathroom, grooming, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Virtual delivery of online services could eliminate the need for individuals with physical disabilities to travel.</li> <li>• (<i>Chair-Users</i>): Ensure ADA compliance, but also be mindful of footprint and room layout to facilitate access.</li> <li>• Flexible participation requirements; part-time, extended, hours, able to easily reschedule, Internet access.</li> <li>• Staff trained on strategies to resolve an issue as it occurs; quick onsite fix of equipment, adjust table, adjust volume.</li> <li>• Staff trained on available state and community resources, colocation.</li> <li>• Partner with social service agencies</li> </ul>
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WIOA Populations with Barriers and Proposed Solutions

<p><b>POTENTIAL BARRIERS TO ACCESS</b> What is the nature of the barriers themselves?</p>	<p><b>IMPLICATIONS OF BARRIER</b> How do these barriers inhibit success?</p>	<p><b>BARRIER SOLUTIONS</b> What can our system do to address the barrier?</p>
<p><i>Sensory Disabilities (blind/low-vision, deaf and hard of hearing)</i></p> <ul style="list-style-type: none"> <li>• <i>(Blind/Low-Vision)</i>: Computer equipment is often inaccessible.</li> <li>• Limited staff training and education on the ADA and best practices with assisting individuals with disabilities.</li> <li>• <i>(non-ASL speakers)</i> Deaf or hard of hearing individuals do not all “speak” ASL (American Sign Language).</li> </ul>	<ul style="list-style-type: none"> <li>• <i>(Blind/Low-Vision)</i>: Lack of accessible computer equipment makes it difficult to develop resumes and undertake training.</li> <li>• <i>(Non-ASL speakers)</i> Non-ASL person cannot use ASL to communicate with job counselors and employers.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>(Blind/Low-Vision)</i>: AJC environment that facilitates access on personal devices.</li> <li>• Partner with social service agencies</li> <li>• <i>(non-ASL speakers)</i> Establish process to help non-ASL speakers access services at the office and create or develop a group of service providers who can provide language support to non-ASL speakers. Maybe use video conferencing (SKYPE, FaceTime or similar) to make that resource available on-demand.</li> </ul>
<p><i>Behavioral or Mental Health Disabilities</i></p> <ul style="list-style-type: none"> <li>• <i>(Individuals with ADHD)</i>: Too much noise and stimuli at the AJC</li> <li>• <i>(Individuals with Non-Apparent Disability)</i>: Lack of understanding/knowledge of their own disability can interfere with appropriate accommodations or services.</li> <li>• <i>(Refugees and immigrants)</i>: Cultural stereotypes and attitudes prevent many from seeking services to address mental health issues.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>(Individuals with ADHD)</i>: Accessing public spaces such as computer labs can be counter-productive.</li> <li>• <i>(Individuals with Non-Apparent Disability)</i>: Computer-based assessment tests may not be effective.</li> <li>• <i>(Refugees and immigrants)</i>: A person may appear to be difficult to work with, anxious, unreliable, but refuses to seek services or gets angry when staff brings up counseling or treatment options.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>(Individuals with ADHD)</i>: Train staff to recognize need for quiet environment for some job seekers.</li> <li>• <i>(Individuals with Non-Apparent Disability)</i>: Train staff to recognize signs of different types of behavioral or mental health disabilities and how to connect job seekers with the appropriate supports.</li> <li>• <i>(Refugees and immigrants)</i>: Provide training to staff to understand cultural sensitivity behavioral and mental health issues.</li> </ul>
<p><i>Cognitive Disabilities?</i></p> <ul style="list-style-type: none"> <li>• Poor executive functions.</li> <li>• Diagnosed or undiagnosed learning disabilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Difficulty successfully navigating the system, meeting participation requirements (executive functions), and/or skills gains.</li> <li>• Difficulty with social interactions (soft skills) so may not actively engage or be engaged in training.</li> <li>• Cannot learn in classroom setting or the “usual” (whatever that may be) way or setting.</li> </ul>	<ul style="list-style-type: none"> <li>• Curricula/staff able to adjust training to meet the learning style/needs of the participant.</li> <li>• Soft skill classes.</li> <li>• Use of executive function strategies by staff and taught to participants. Provide tools such as calendars.</li> <li>• Allowable adaptation of assessments in accordance with the person’s learning disability and assessment accommodation standards</li> </ul>

## WIOA Populations with Barriers and Proposed Solutions

<b>POTENTIAL BARRIERS TO ACCESS</b> What is the nature of the barriers themselves?	<b>IMPLICATIONS OF BARRIER</b> How do these barriers inhibit success?	<b>BARRIER SOLUTIONS</b> What can our system do to address the barrier?
<p><i>Others? Please specify:</i></p> <ul style="list-style-type: none"> <li>• <i>(Individuals using a Service Animal):</i> Lack of policy or understanding of service animal's purpose; obstacles to physical access that inhibit people from using a service animal.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>(Individuals using a Service Animal):</i> The service animal may be asked to wait "outside," even though the individual relies on it for equal accessibility.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Individuals using a Service Animal):</i> Design policy that is inclusive of service animals, train staff on purpose of service animal.</li> </ul>
<p><b>(E) Older Individuals</b></p> <ul style="list-style-type: none"> <li>• Uncomfortable with technology.</li> <li>• May have physical disabilities.</li> <li>• Need assistance w/ Activities of Daily Living (ADLs).</li> <li>• Real or perceived decline in workplace skills and ability/ interest in learning new skills.</li> <li>• Transportation.</li> <li>• Focus on Youth in Transition and adults younger than 40 years of age.</li> <li>• Stigma of failure to being employed.</li> <li>• Challenges of technology expectations.</li> <li>• The onset of hearing loss; physical issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Unable to use computers, Internet, printers, faxes so unable to benefit from in-place programming.</li> <li>• See physical disabilities.</li> <li>• Difficulty w/ ADLs such as using the bathroom, grooming, etc.</li> <li>• Less able to compete for living-wage job.</li> <li>• Feeling lost in the AJC system with the focus on younger adults.</li> <li>• Manifestations of the changes in hearing and physical abilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Have mentors or navigators who have successfully completed the programming.</li> <li>• Partner with another older person.</li> <li>• Curricula/staff able to adjust training to meet the learning style/needs of the participant.</li> <li>• Staff sensitive and able to address any ADL related issues.</li> <li>• Access to work-based learning, such as on-the-job training and paid work experience, to demonstrate their skills to a potential employer.</li> <li>• SCSEP program more engaged with the overall one stop system.</li> <li>• Training and education to staff focused on working with the aging workforce.</li> <li>• Emotional support/managing stress groups.</li> <li>• Partnerships with social services agencies</li> </ul>

WIOA Populations with Barriers and Proposed Solutions

<b>POTENTIAL BARRIERS TO ACCESS</b> What is the nature of the barriers themselves?	<b>IMPLICATIONS OF BARRIER</b> How do these barriers inhibit success?	<b>BARRIER SOLUTIONS</b> What can our system do to address the barrier?
<div data-bbox="94 186 499 267" style="background-color: black; color: white; padding: 5px; font-weight: bold;">(F) Ex-Offenders</div> <ul style="list-style-type: none"> <li>• Reduces employability through limiting available labor market.</li> <li>• Unaware of bonding.</li> <li>• Don't know how to market themselves.</li> <li>• Pre-incarceration skills out of date.</li> <li>• May not report entire conviction history.</li> <li>• No recent work experience.</li> <li>• Poor soft skills (perhaps institutionalized behavior).</li> <li>• Low-income, cognitive, mental health and behavior (in previous section of this chart).</li> <li>• Depending on the conviction, limited access to jobs in specific fields, such as health care.</li> <li>• Depending on the conviction, limited access to financial assistance for education.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited number of employers able or willing to hire.</li> <li>• May require more staff assistance.</li> <li>• Just not able to get a job due to limited labor market, staff not being aware of conviction history.</li> <li>• Not considered "job ready" (no recent work experience, work skills not current to labor market, no GED/HiSET) so may require longer training/education time</li> <li>• Difficulty with social interactions (soft skills) so may not actively engage or be engaged in training.</li> <li>• Limited access to education and employment. Risk to reoffending if continued limited access to earn a living, which leads to an increased risk of being incarcerated again.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff specially trained on local employer requirement for hire, bonding, how to address conviction history in interview.</li> <li>• Use any jobs held while incarcerated (kitchen, correctional industries, landscaping) on resumes. Capture these transferrable skills.</li> <li>• Get references from supervisors and vocational information from the institution.</li> <li>• Work with pro bono attorneys or others to get records sealed or expunged.</li> <li>• Develop pool of employers willing to give a second chance</li> <li>• Strong assessment tool to identify non-apparent or unknown barriers.</li> <li>• Specialized career guidance, an opportunity to regain confidence and identify a skill set that can be used in a field the individual is likely to have both immediate and longer term success, and financial assistance with education as necessary.</li> </ul>

<div data-bbox="94 863 499 945" style="background-color: black; color: white; padding: 5px; font-weight: bold;">(G) Homeless Individuals</div> <ul style="list-style-type: none"> <li>• Transportation.</li> <li>• No recent work experience.</li> <li>• Poor soft skills.</li> <li>• Poor executive functions.</li> <li>• Housing.</li> <li>• Domestic Violence (DV).</li> <li>• Childcare (including children w/ special needs).</li> <li>• Lack of GED/HiSET</li> <li>• Poor personal hygiene and grooming.</li> <li>• No physical or mailing address.</li> <li>• Unaddressed physical or mental health needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Unable to participate either consistently or full-time due to lack of reliable transportation, childcare, housing, driver's license or necessary personal identification documentation needed for employment.</li> <li>• Difficulty successfully navigating the system, meeting participation requirements (executive functions), and/or skills gains.</li> <li>• Not considered "job ready" (no recent work experience, work skills not current to labor market, no GED/HiSET) so may require longer training/education time.</li> <li>• Difficulty w/ social interactions (soft skills) so may not actively engage or be engaged in training.</li> <li>• No mailing address or voice mail – also no access to phone or stamps.</li> <li>• Strong assessment tool to identify non-apparent or unknown barriers.</li> <li>• Stress and trauma-induced behaviors, lack of access to present as professional as necessary for interviews; lack of childcare if/when finds a job; lack of medical assistance for chronic or other needs; extreme fear and distrust.</li> </ul>	<ul style="list-style-type: none"> <li>• Flexible training participation requirements; part-time and/or online courses that can be accessed at locations such as public library</li> <li>• Strong collaboration with state and community support service resources to stabilize housing, childcare, DV, transportation. Referring, leveraging resources.</li> <li>• Service co-location in AJC for referrals and support services; strong referral system</li> <li>• Reach out to local public transportation or Community Based Organizations to coordinate transportation.</li> <li>• Flexible onsite AE classes with open enrollment and smaller classes sized.</li> <li>• Soft skill classes.</li> <li>• Use of executive function strategies by staff and taught to participants. Provide tools such as calendars.</li> <li>• Pair participants with staff trained and barrier specific experience.</li> </ul>
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<b>POTENTIAL BARRIERS TO ACCESS</b> What is the nature of the barriers themselves?	<b>IMPLICATIONS OF BARRIER</b> How do these barriers inhibit success?	<b>BARRIER SOLUTIONS</b> What can our system do to address the barrier?
<ul style="list-style-type: none"> <li>• Potential lack of a variety of necessities when seeking employment, such as address, phone number, reliable food source; potentially extreme trauma-based reactions; potentially living in constant state of fight or flight; potentially limited to no child care; potentially limited to no transportation; potentially limited to no hope for the future; lack of medical assistance; lack of work clothes; lack of sense of security and self-confidence; potential domestic situations they were fleeing; and the need for money is so immediate there may be limited time/access/ability for necessary education/certifications.</li> <li>• Lack of documentation required for eligibility.</li> </ul>	<ul style="list-style-type: none"> <li>• Cannot prove age, selective service, eligibility to work in the U.S., home address.</li> </ul>	<ul style="list-style-type: none"> <li>• Have mentors or navigators who have successfully completed the programming <i>while</i> being homeless.</li> <li>• Access to personal hygiene and grooming resources. Staff able to address this sensitive issue with folks.</li> <li>• Specialized career guidance, including opportunities to immediately earn money/access to work-based learning, required close working partnerships with homeless programs, financial access for medical, food, shelter, transportation, trauma-sensitive workshops and staff.</li> <li>• Acceptance of self-attestation, navigation, or referral to appropriate agencies to secure documentation.</li> </ul>

**(H) Youth who are in or have aged out of foster care**

<ul style="list-style-type: none"> <li>• Lack of proper/appropriate interview clothing.</li> <li>• Lack of positive role models who work.</li> <li>• Homelessness.</li> <li>• Hygiene issues.</li> <li>• Lack of experience of having to follow a regular schedule.</li> <li>• Transportation.</li> <li>• Lack of cell phone or a consistent contact number.</li> <li>• Lack of "soft skills" or knowledge of professionalism.</li> <li>• Criminal history.</li> <li>• Location.</li> <li>• Low education level or mental disability.</li> <li>• Vital documents.</li> <li>• Low self-esteem/confidence.</li> <li>• Verbal skills/appropriate language and vocabulary.</li> <li>• Living in a foster home that is too restrictive.</li> <li>• No career training before entering college.</li> <li>• Biological parents are not supportive to young person's plan.</li> <li>• Not graduating from high school.</li> <li>• The number of regular meetings that youth need to attend to maintain resources.</li> <li>• Difficulty with people in authority position.</li> <li>• Parenting.</li> <li>• Low level of life skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Without proper work attire the employer may think that the individual is not invested in a job.</li> <li>• Don't feel the need to work as it has been role modeled to live off government funding.</li> <li>• Difficult to search and maintain jobs while couch surfing.</li> <li>• Hard to maintain hygiene when not accessible to products or showers.</li> <li>• Do not have experience developing or following their own schedules. This makes it hard to follow through/commit to being somewhere at a specific time.</li> <li>• No means of a way to get to a job.</li> <li>• Difficult to hold a job if you cannot be reached or contact an employer if needed. The person is seen as unreliable.</li> <li>• Without knowledge or ability to communicate or be social in the appropriate settings can limit opportunities.</li> <li>• Criminal history can cause a barrier in the application process.</li> <li>• Employment is limited in rural areas.</li> <li>• May lack the intellectual knowledge and/or ability needed to hold down a job and could lose the job for not understanding.</li> <li>• Without proper documents young people will not be able to gain employment.</li> <li>• Do not feel good about themselves or feel good enough to apply for work</li> </ul>	<ul style="list-style-type: none"> <li>• 1) Provide job shadowing 2) Provide job mentors 3) Develop realistic job fairs that target young people's job interests and have younger professionals manning the booths.</li> <li>• Develop rental program that will assist with first month and security deposit for newly hired employees.</li> <li>• 1) Provide a variety of free hygiene products 2) Provide locations that will allow free and daily showering and laundering (include faith based facilities/churches in this search).</li> <li>• Create a trial work program that can ease individuals into the work force.</li> <li>• 1) Have funding available to reimburse foster parents or other caregivers 2) Offer incentives-taxi rides, gas vouchers or fuel cards so they can provide to those who can provide a ride to work 3) Free bus passes for working individuals.</li> <li>• Assistance in securing a government provided free cell phone for those that qualify</li> <li>• Education classes related to the importance of these soft skills or one-on-one support.</li> <li>• 1) Clarification of what needs to be addressed on an application and in an interview for a criminal offense, both juvenile and adult 2) Record sealing made readily available 3) transportation</li> </ul>
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<b>POTENTIAL BARRIERS TO ACCESS</b> What is the nature of the barriers themselves?	<b>IMPLICATIONS OF BARRIER</b> How do these barriers inhibit success?	<b>BARRIER SOLUTIONS</b> What can our system do to address the barrier?
<ul style="list-style-type: none"> <li>● Difficulty with time management.</li> <li>● No personal references.</li> <li>● Employer biases.</li> <li>● Lack of advocacy skills.</li> <li>● Not aware of resources or understanding that the message is target for them.</li> </ul>	<ul style="list-style-type: none"> <li>● May not be allowed to access work due to rules of the foster home.</li> <li>● Difficulty obtaining employment even after graduation from college due to not having skills to be employed.</li> <li>● Are not able to plan for work if their support systems are discouraging their plans to succeed.</li> <li>● Cannot access jobs without high school completion.</li> <li>● Requirements to meet with providers to maintain active status to receive benefits and supports. Various meetings require less availability to work.</li> <li>● Difficult to parent and hold a job. May have to call in more often to meet the child's needs.</li> <li>● Not being prepared for work can cause not arriving on time or be ready to work once they are at work.</li> <li>● Being late for work is viewed as unreliable and may be dismissed if it occurs too often.</li> <li>● Without references the job application is incomplete and may not be hired.</li> <li>● Foster care is seen by society as a negative and an employer may discriminate.</li> <li>● Cannot articulate and respond in an inappropriate way and may lose jobs.</li> <li>● Do not know what is available and will not seek the support that is needed to obtain a job.</li> </ul>	<ul style="list-style-type: none"> <li>● 1) Increase case management and/or provide intensive training for a particular skill or job 2) Provide "crisis support" when mental health interferes with ability to do the job.</li> <li>● Obtain documents prior to exiting foster care. Create a process and provide funding for replacing lost vital documents after exiting foster care.</li> <li>● Create confidence workshops and provide empowerment opportunities.</li> <li>● Provide more exposure to young professional environments.</li> <li>● 1) Training for caregivers to teach ways to be supportive towards work ready 2) Provide job readiness skills in high schools.</li> <li>● Provide job training during high school and again in college.</li> <li>● Develop mentoring programs for job readiness.</li> <li>● Offer a variety of support programs that will assist with completing schooling requirements.</li> <li>● 1) More flexibility meeting program requirements 2) Create flexible work exceptions when the individual is required for other day time obligations.</li> <li>● 1) Trainings on how to work with authority figures 2) Provide engagement trainings to employers.</li> <li>● Affordable childcare that is accessible and open for extended hours.</li> <li>● On-the-job life skills training.</li> <li>● On-the-job trainings on time management.</li> <li>● Ensuring youth have connections to significant people.</li> <li>● Employer trainings on the culture of foster care.</li> <li>● 1) Provide leadership skill building at college settings and work settings 2) provide work mentors.</li> <li>● 1) Marketing campaign that reaches out to young people 2) Systems collaboration-end silos (education, child welfare, mental health, employment).</li> </ul>

**(I) English Language Learners, individuals with low levels of literacy, individuals facing substantial cultural barriers**

<b>POTENTIAL BARRIERS TO ACCESS</b> What is the nature of the barriers themselves?	<b>IMPLICATIONS OF BARRIER</b> How do these barriers inhibit success?	<b>BARRIER SOLUTIONS</b> What can our system do to address the barrier?
<ul style="list-style-type: none"> <li>• Getting assistance in their primary language is difficult or impossible in a given location.</li> <li>• Illiteracy in both English and their native language.</li> <li>• Cannot communicate in English (Oral, written or both).</li> <li>• Lack of English-language computer knowledge.</li> <li>• AJC is set-up to utilize computer-based job search techniques and teach clients job search skills.</li> <li>• Cultural understanding (both on behalf of the client and the AJC staff).</li> <li>• LEP clients require very individualized, labor intensive services.</li> <li>• ELL populations avoid AJC office in general due to lack of services and communication barriers.</li> </ul>	<ul style="list-style-type: none"> <li>• The language barrier can be impossible to overcome and drive the participant away.</li> <li>• LEP clients need one-on-one individualized assistance to apply for jobs.</li> <li>• Without a full cultural understanding of all the immigrant cultures (i.e., opposite gender interaction, religious customs, means of communication, time management), assistance can be unproductive or occasionally offensive.</li> <li>• Lack of English understanding makes it very difficult to provide assistance by someone who does not speak the same language.</li> <li>• Most LEP clients cannot use computers nor computerized systems to apply for jobs in English.</li> <li>• LEP clients need translation assistance at the job interviews and to understand the job requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure front-line/intake staff are trained in cultural sensitivity, can use translator services</li> <li>• Provide cultural competency training for all AJC employees.</li> <li>• Allocate staff time based upon needs of clients, and LEP clients will need greater staff time per client.</li> <li>• Offer greater hands-on assistance with applications and basic computer skills training.</li> <li>• Bring more employers into AJC system who will hire LEP clients.</li> <li>• Translation is just a starting point to effective service to ELL jobseekers. Staff also requires cultural knowledge and sensitivity to address all jobseekers, ELL or not, that the customer is important and will be treated equitably.</li> </ul>

WIOA Populations with Barriers and Proposed Solutions

<b>POTENTIAL BARRIERS TO ACCESS</b> What is the nature of the barriers themselves?	<b>IMPLICATIONS OF BARRIER</b> How do these barriers inhibit success?	<b>BARRIER SOLUTIONS</b> What can our system do to address the barrier?
<div data-bbox="149 224 457 310" style="background-color: black; color: white; padding: 5px; text-align: center;"> <b>(J) Eligible migrant and seasonal farmworkers</b> </div> <ul style="list-style-type: none"> <li>• Low literacy levels in both Spanish and English.</li> <li>• Limited English Proficient.</li> <li>• Limited Spanish Proficient.</li> <li>• Low level of technological skills and knowledge.</li> <li>• Mobility (migrant farmworkers).</li> <li>• Not aware of services available to them.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited ability to read in native language, and possibly not at all in either Spanish or English.</li> <li>• Unable to communicate with monolingual WIOA providers, which limits access.</li> <li>• Many MSFWs are indigenous from very remote areas of their native country and speak only in their own dialect.</li> <li>• Limits their access to online options, resume writing, other technological options that are accessible by more tech savvy customers.</li> <li>• Migrant farmworkers travel from city to city, and, usually, from state to state. They are not in an area long enough to enroll and benefit from training programs, and don't build relationships with labor exchange providers as easily as farmworkers who live in one area.</li> <li>• Can't access WIOA services if they are not aware of what's available either because they don't come into the office, or staff are not making the proper referrals or informing them of their options.</li> </ul>	<ul style="list-style-type: none"> <li>• Seek out interpreters or staff that speak dialects in areas of high concentration of indigenous MSFWs.</li> <li>• Create a network so that WIOA program staff can coordinate with providers in different areas and states. Help the MSFWs make connections with staff in other offices and states.</li> <li>• Train WorkSource center staff to provide information to MSFWs about the full array of services available to them.</li> <li>• Ensure that staff can access and use the language interpretation system</li> </ul>
<div data-bbox="149 1138 457 1263" style="background-color: black; color: white; padding: 5px; text-align: center;"> <b>(K) Individuals within 2 years of exhausting lifetime eligibility under TANF</b> </div> <ul style="list-style-type: none"> <li>• Lack of resources and supports to engage in an active job- search.</li> <li>• Could be barriers similar to low-income, single participants – please see above.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of childcare, transportation, work-hour options makes the necessary training and education for employment a daunting task.</li> </ul>	<ul style="list-style-type: none"> <li>• Strong partnership with TANF</li> <li>• Co-location</li> </ul>

WIOA Populations with Barriers and Proposed Solutions

<b>POTENTIAL BARRIERS TO ACCESS</b> What is the nature of the barriers themselves?	<b>IMPLICATIONS OF BARRIER</b> How do these barriers inhibit success?	<b>BARRIER SOLUTIONS</b> What can our system do to address the barrier?
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**(L) Single parents (including single pregnant women)**

<ul style="list-style-type: none"> <li>• Transportation.</li> <li>• No recent work experience.</li> <li>• Housing.</li> <li>• Childcare (including children w/ special needs).</li> <li>• Lack of GED/HiSET.</li> <li>• Time and resource need to participate in job search and training.</li> </ul>	<ul style="list-style-type: none"> <li>• Unable to participate either consistently or full-time due to lack of reliable transportation, childcare, housing.</li> <li>• Not considered "job ready" (no recent work experience, work skills not current to labor market, no GED/HiSET) so may require longer training/education time.</li> <li>• Single parents specific issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Flexible training participation requirements; including online courses</li> <li>• Strong collaboration with state and community support service resources to stabilize housing, childcare, DV, transportation. Referring, leveraging resources.</li> <li>• Co-location for referrals and support services.</li> <li>• Reach out to local public transportation or CBOs to coordinate transportation.</li> <li>• Flexible onsite AE classes</li> <li>• Have mentors or navigators who have successfully completed the programming <i>while</i> living w/ some of these barriers.</li> <li>• Customize job search support to help single parents so they can meet needs for their family and themselves.</li> </ul>
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**(M) Long-term unemployed individuals**

<ul style="list-style-type: none"> <li>• Could be barriers similar to low-income, single participants – please see above.</li> <li>• Lack of up to date credentials and skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Cannot navigate current job search/ application environment, cannot successfully compete for an appropriate job.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide access to industry recognized short term training, population specific workshops offered at AJC locations, one-on-one counseling to improve motivation and esteem and assistance with job search</li> </ul>
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<b>POTENTIAL BARRIERS TO ACCESS</b> What is the nature of the barriers themselves?	<b>IMPLICATIONS OF BARRIER</b> How do these barriers inhibit success?	<b>BARRIER SOLUTIONS</b> What can our system do to address the barrier?
<div data-bbox="94 196 506 397" style="background-color: black; color: white; padding: 10px; border: 1px solid white;"> <p><b>Universal Barriers to Access</b>                      What barriers to access effect all populations?</p> </div> <ul style="list-style-type: none"> <li>● Lack of co-location of services in any one location.</li> <li>● Appropriate physical accommodations and technology.</li> <li>● “Inside jargon” that confuses the public.</li> <li>● Inability to navigate the complex web of employment, training, and support services available.</li> <li>● Distrust of sharing personal/private information in unfamiliar environment.</li> <li>● Lack of support systems.</li> <li>● Inexperienced staff, high rate of staff turnover, staff pressure to meet goals resulting in “cherry picking” of customers and/or lack of attention/service.</li> </ul>	<ul style="list-style-type: none"> <li>● Lack of co-location can be particularly burdensome in rural areas, where AJCs may be geographically distant from each other; populations with barriers may be discouraged from accessing geographically disparate services (or unable to access).</li> <li>● Motivation, lack of skill gain/progress. Unable to participate either consistently or full-time, poor.</li> <li>● Lack of co-location even in non-rural areas is burdensome as AJC staff can serve hundreds of individually annually, and they cannot be expected to be experts in serving all populations. Co-location would mean population-specific experts would be located within the same building, at least occasionally, and in addition to providing direct client services, he/she could offer suggestions for improved access, provide staff training, and hopefully have access to resources to provide specialized equipment/resources/tools/software.</li> <li>● Poor outcomes, bad public relations/poor reputation of AJC, wasted resources, continued unemployment/under employment.</li> </ul>	<ul style="list-style-type: none"> <li>● Virtual service delivery can help address the co-location of services issue; we need to also improve the way we communicate the concept of a “comprehensive one-stop” and not give false expectations that every service may be available at every service location (satellites and affiliates).</li> <li>● Strong collaboration and with state and community support service resources- perhaps there’s a faith-based organization or support group that can provide support and encouragement.</li> <li>● Facilitate events where participants get to know each other and develop supportive relationships.</li> <li>● Use of mentors.</li> </ul>

## E: Key Performance Indicator Goals

Core Programs	Baseline	Target	Forecasted Target	Negotiated Target 01/22/2020
Adult and DW	1,901	2,141	2,300	
Northeast		302	325	276
East		1,210	1,300	
Southeast		628	675	
Youth	812	911	954	
Northeast		152	159	133
East		515	540	
Southeast		244	255	
AE	NA	NA	NA	662
WP	9,665	10,788	12,381	
Northeast		2,627	3,015	2,316
East		5,215	5,985	
Southeast		2,946	3,381	
VR	2,050	NA	NA	

Additional Programs	Baseline	Target	Forecasted Target	Negotiated Target 01/22/2020
RESEA	225	244	281	
Northeast		63	73	63
East		121	140	
Southeast		60	69	
SCSEP	NA	NA	NA	16
SNAP E&T	678	731	761	
Northeast		160	167	174
East		332	346	
Southeast		239	248	
TAA	X	35%	50%	34.8%
TANF	X	X	X	
Youthbuild	X	X	X	

Targeted Populations	Baseline	Target	Forecasted Target	Negotiated Target 01/22/2020
Distressed Counties	X	X	X	
Northeast		219	243	
East				
Southeast		200	245	
JVSG	225	236	240	
Northeast		71	73	71
East		134	136	
Southeast		31	31	
MSFW	43	45	40	
Northeast		2	2	1
East		27	24	
Southeast		16	14	
Reentry	122	694	1,134	
Northeast		154	252	154
East		362	591	
Southeast		178	291	



Core Programs	Baseline	Target	Forecasted Target	Measure	Methodology
Adult and DW	1,901	2,141	2,300	New Enrollment	Regional Baseline + (State Increase x Proportion of Allocation)
Youth	812	911	954	New Enrollment	Regional Baseline + (State Increase x Proportion of Allocation)
Adult Ed	NA	NA	NA	NA	Provider Specific
Wagner-Peyser	9,665	10,788	12,381	New Enrollment	Regional Baseline + (State Increase x Proportion of Working Poor)
Vocational Rehab	2,050	NA	NA	NA	NA

Additional Programs	Baseline	Target	Forecasted Target	Measure	Methodology
RESEA	225	244	281	Co-Enrollment w/ Title I	Regional Baseline + (11% increase x Proportion of UI Claims Selected)
SCSEP	NA	NA	NA	NA	Provider Specific
SNAP E&T	678	731	761	New Enrollment	Relative SNAP Participants
TAA	X	35%	50%	Co-Enrollment w/ Title I	Federal Mandate
TANF	X	X	X	X	X
Youthbuild	X	X	X	X	X

Targeted Populations	Baseline	Target	Forecasted Target	Measure	Methodology
Distressed Counties	X	X	X	X	X
Jobs for Veteran State Grants	225	236	240	New Enrollment	Regional Baseline + (State Increase x Proportion of Staff)
Migrant and Seasonal Farm Worker	43	45	40	New Enrollment	Regional Baseline + (State Increase x State Targeted Growth Rate)
Reentry	122	694	1,134	New Enrollment	Regional Baseline + (State Increase x Relative Potential to Serve)

**Regional Targets - Methodology**

County	Additional Programs	Baseline	Target	Forecasted Target
	Reentry	122	694	1,134
	<b>JII Potential To Serve</b>	<b>LWDA %</b>		
Northeast	6,504	22%	154	252
East	15,276	52%	362	591
Southeast	7,510	26%	178	291
	29,290	100%		

SNAP E&T	Participants	% Participants	Target	Forecasted Target
			731	761
Northeast	69,570	22%	160	167
East	144,316	45%	332	346
Southeast	103,581	33%	239	248
317,467				

Additional Programs	Baseline	Target	Forecasted Target
JVSG	225	236	240

Additional Programs	Baseline	Target	Forecasted Target
MSFW	43	45	40

PY19

County	JVSG
Northeast	19
East	43
Southeast	14

County	JVSG	LWDA %
Northeast	159	30%
East	297	57%
Southeast	69	13%
	525	100%

PY19

County	MSFW
Northeast	
East	
Southeast	<a href="#">0</a>

PY18

County	JVSG
Northeast	84
East	123
Southeast	46

County	Target	Forecasted Targetd
Northeast	71	73
East	134	136
Southeast	31	32

PY18

County	MSFW
Northeast	
East	
Southeast	<a href="#">0</a>

PY17

County	JVSG
Northeast	56
East	131
Southeast	9

\*Methodology says based on Porportion of staff

PY17

County	MSFW
Northeast	<a href="#">0</a>
East	<a href="#">0</a>
Southeast	<a href="#">0</a>

PY16

County	JVSG
Northeast	dna
East	
Southeast	

Reentry, MSFW, JVSG, SNAP

PY16

County	MSFW
Northeast	<a href="#">dna</a>
East	
Southeast	

PY19 To Date

County	Activity/Description	Distinct Users	LWDA %
Northeast	<a href="#">190 - First Scheduled RESEA</a>	601	25%
East	<a href="#">190 - First Scheduled RESEA</a>	1,197	51%
Southeast	<a href="#">190 - First Scheduled RESEA</a>	562	24%
		2,360	100%

PY18

County	Activity/Description	Distinct Users	LWDA %
Northeast	<a href="#">190 - First Scheduled RESEA</a>	1,572	25%
East	<a href="#">190 - First Scheduled RESEA</a>	3,333	52%
Southeast	<a href="#">190 - First Scheduled RESEA</a>	1,504	23%
		6,409	100%

PY17

County	Activity/Description	Distinct Users	LWDA %
Northeast	<a href="#">190 - First Scheduled RESEA</a>	1,707	28%
East	<a href="#">190 - First Scheduled RESEA</a>	2,995	48%
Southeast	<a href="#">190 - First Scheduled RESEA</a>	1,485	24%
		6,187	100%

PY16

County	Activity/Description	Distinct Users	LWDA %
Northeast	<a href="#">190 - First Scheduled RESEA</a>	1,038	25%
East	<a href="#">190 - First Scheduled RESEA</a>	1,950	48%
Southeast	<a href="#">190 - First Scheduled RESEA</a>	1,105	27%
		4,093	100%

Average by LWDA

County	Activity/Description	Distinct Users	LWDA %
Northeast	<a href="#">190 - First Scheduled RESEA</a>	4,918	26%
East	<a href="#">190 - First Scheduled RESEA</a>	9,475	50%
Southeast	<a href="#">190 - First Scheduled RESEA</a>	4,656	24%
		19,049	100%

Additional Programs	Baseline	Target	Forecasted Target
RESEA	225	244	281
Northeast		63	73
East		121	140
Southeast		60	69

**RESEA**

**Key Performance Indicators - Soft Target for New Enrollments**

WIOA Title I Program Year 2019 and 2020 Annual Goals

East Tennessee Grand Region - LWDA New Enrollment Annual Goals


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

TN New Enrollment Avg - PY16-18				
Program	TN	WTN	MTN	ETN
Adult	4,268	1,450	1,427	1,390
DW	1,695	217	968	510
Youth	2,446	768	866	812


73% 1,900  
27%

ETN 3-Year Total Enrollments PY16-18			
Program	NE	East	SE
Adult	684	2,368	1,130
DW	123	862	547
Youth	407	1,379	652

ETN Yearly Avg PY16-18			
Program	NE	East	SE
Adult	228	789	377
DW	41	287	182
Youth	136	460	217



ETN % of Enrollments PY16-18			
Program	NE	East	SE
Adult	16.36%	56.62%	27.02%
DW	8.03%	56.27%	35.70%
Youth	16.69%	56.56%	26.74%



2019 Targets					ETN Growth Goals Based on % of 3				
Program	TN	WTN	MTN	ETN	Program	NE	East	SE	
Adult	4,737	1,603	1,569	1,565	Adult	256	886	423	
DW	1,881	274	1,032	576	DW	46	324	206	
	6,618	1,877	2,601	2,141		302	1,210	628	
Youth	2,715	857	947	911	Youth	152	515	244	
									2,141

PY20 Projected Targets					ETN Growth Goals Based on % of 3				
Program	TN	WTN	MTN	ETN	Program	NE	East	SE	
Adult				1,683	Adult	275	953	455	
DW				617	DW	50	347	220	
	6,997	1,962	2,736	2,300		325	1,300	675	
Youth	2,904	987	962	954	Youth	159	540	255	
									2,300

LWDA	County	Households	% ALICE & Poverty	ALICE & Poverty Households
East	Anderson	29,929	41%	12,271
East	Blount	50,793	37%	18,793
East	Campbell	15,843	48%	7,605
East	Claiborne	12,996	48%	6,238
East	Cocke	14,592	51%	7,442
East	Grainger	9,112	42%	3,827
East	Hamblen	24,343	44%	10,711
East	Jefferson	20,088	40%	8,035
East	Knox	187,098	33%	61,742
East	Loudon	20,090	34%	6,831
East	Monroe	17,416	49%	8,534
East	Morgan	7,384	46%	3,397
East	Roane	21,619	41%	8,864
East	Scott	8,519	55%	4,685
East	Sevier	36,444	40%	14,578
East	Union	7,268	50%	3,634
Northeast	Carter	23,798	49%	11,661
Northeast	Greene	27,249	50%	13,625
Northeast	Hancock	2,704	56%	1,514
Northeast	Hawkins	23,375	42%	9,818
Northeast	Johnson	6,936	56%	3,884
Northeast	Sullivan	67,685	39%	26,397
Northeast	Unicoi	7,613	46%	3,502
Northeast	Washington	53,071	45%	23,882
Southeast	Bledsoe	4,664	54%	2,519
Southeast	Bradley	40,610	41%	16,650
Southeast	Grundy	4,894	59%	2,887
Southeast	Hamilton	145,071	39%	56,578
Southeast	Marion	11,393	40%	4,557
Southeast	McMinn	20,352	47%	9,565
Southeast	Meigs	4,818	41%	1,975
Southeast	Polk	7,023	38%	2,669
Southeast	Rhea	12,607	47%	5,925
Southeast	Sequatchie	5,505	44%	2,422

LWDA	Sum of Households	Sum of ALICE & Poverty Households		Average # by County
East	483,534	187,186	39%	11,699.15
Northeast	212,431	94,283	44%	11,785.31
Southeast	256,937	105,748	41%	10,574.81
Total	952,902	387,217		34,059

WP Enrollment Goal  
Target                  Forecast Target  
                                 10,788                  12,381

LWDA	Sum of ALICE & Poverty Households	Potential to Serve Working Poor	Target 2020	Forecasted Target Based On PTS 2021
East	187,186	48%	5,215	5,985
Northeast	94,283	24%	2,627	3,015
Southeast	105,748	27%	2,946	3,381
Total	387,217	100%	10,788	12,381

**ALICE ETN**

LWDA	County	2017 ACS Not In Labor Force	2019 NILF - Do Not Want a Job	2019 NILF - Want a Job	Distressed Population	At-Risk Population	Enrollment Goals for Distressed and At-Risk
E	Anderson	26,829	25,329	1,500			
E	Blount	42,075	39,723	2,352			
E	Campbell	16,320	15,408	912		39,714	
E	Claiborne	13,270	12,528	742		31,757	
E	Cocke	13,119	12,386	733	35,219		
E	Grainger	8,667	8,183	484		23,072	
E	Hamblen	22,208	20,967	1,241			
E	Jefferson	18,699	17,654	1,045			
E	Knox	130,965	123,644	7,321			
E	Loudon	20,309	19,174	1,135			
E	Monroe	18,719	17,673	1,046			
E	Morgan	10,308	9,732	576	21,554		
E	Roane	20,972	19,800	1,172			
E	Scott	8,097	7,644	453	21,947		
E	Sevier	28,703	27,099	1,604			
E	Union	7,598	7,173	425		17,719	
NE	Carter	22,650	21,384	1,266			
NE	Greene	26,650	25,160	1,490			
NE	Hancock	2,881	2,720	161	6,577		
NE	Hawkins	22,431	21,177	1,254		56,563	
NE	Johnson	9,217	8,702	515		17,754	
NE	Sullivan	57,630	54,408	3,222			
NE	Unicoi	7,065	6,670	395			
NE	Washington	41,943	39,598	2,345			
SE	Bledsoe	6,533	6,168	365	14,675		40
SE	Bradley	33,037	31,219	1,818			
SE	Grundy	5,959	5,626	333	13,389		45
SE	Hamilton	110,088	103,934	6,154			
SE	Marion	7,759	7,325	434			
SE	McMinn	10,132	9,566	566			
SE	Meigs	4,892	4,619	273		12,005	35
SE	Polk	6,536	6,171	365			
SE	Rhea	11,323	10,690	633		32,442	80
SE	Sequatchie	5,394	5,092	302			
	<b>Totals</b>	<b>798978</b>	<b>754346</b>	<b>44632</b>	<b>113,361</b>	<b>231,026</b>	<b>200</b>

LWDA	2017 ACS Not In Labor Force	2019 NILF - Do Not Want a Job	2019 NILF - Want a Job	% ETN NIL Want a Job
East	406,858	384,117	22,741	51%
Northeast	190,467	179,819	10,648	24%
Southeast	201,653	190,410	11,243	25%
Total	798,978	754,346	44,632	100%

LWDA	Sum of Distressed Counties	Sum of At-Risk Counties	Potential to Serve Distressed Counties
East	78,720	112,262	69%
NE	6,577	74,317	6%
SE	28,064	44,447	25%
Total	113,361	231,026	100%

Southeast

RI Tracking	Adult		% to Goal	DW		% to Goal	Youth		% to Goal	Provider Total		% to Goal
	Enroll	Goal		Enroll	Goal		Enroll	Goal		Enroll	Goal	
Bledsoe	4	20	20%	0	5	0%	2	15	13%	6	40	15%
Grundy	5	15	33%	0	5	0%	9	25	36%	14	45	31%
Meigs	8	20	40%	1	5	20%	4	10	40%	13	35	37%
Rhea	26	35	74%	1	15	7%	12	30	40%	39	80	49%
<b>STLWDA</b>	<b>43</b>	<b>90</b>	<b>48%</b>	<b>2</b>	<b>30</b>	<b>7%</b>	<b>27</b>	<b>80</b>	<b>34%</b>	<b>72</b>	<b>200</b>	<b>36%</b>

**NILF, Distressed and At-Risk**



## E: Key Performance Indicator Goals

Core Programs	Baseline	Target	Forecasted Target	Negotiated Target 01/22/2020
Adult and DW	1,901	2,141	2,300	
Northeast		302	325	276
East		1,210	1,300	
Southeast		628	675	
Youth	812	911	954	
Northeast		152	159	133
East		515	540	
Southeast		244	255	
AE	NA	NA	NA	662
WP	9,665	10,788	12,381	
Northeast		2,627	3,015	2,316
East		5,215	5,985	
Southeast		2,946	3,381	
VR	2,050	NA	NA	

Additional Programs	Baseline	Target	Forecasted Target	Negotiated Target 01/22/2020
RESEA	225	244	281	
Northeast		63	73	63
East		121	140	
Southeast		60	69	
SCSEP	NA	NA	NA	16
SNAP E&T	678	731	761	
Northeast		160	167	174
East		332	346	
Southeast		239	248	
TAA	X	35%	50%	34.8%
TANF	X	X	X	
Youthbuild	X	X	X	

Targeted Populations	Baseline	Target	Forecasted Target	Negotiated Target 01/22/2020
Distressed Counties	X	X	X	
Northeast		219	243	
East				
Southeast		200	245	
JVSG	225	236	240	
Northeast		71	73	71
East		134	136	
Southeast		31	31	
MSFW	43	45	40	
Northeast		2	2	1
East		27	24	
Southeast		16	14	
Reentry	122	694	1,134	
Northeast		154	252	154
East		362	591	
Southeast		178	291	

Core Programs	Baseline	Target	Forecasted Target	Measure	Methodology
Adult and DW	1,901	2,141	2,300	New Enrollment	Regional Baseline + (State Increase x Proportion of Allocation)
Youth	812	911	954	New Enrollment	Regional Baseline + (State Increase x Proportion of Allocation)
Adult Ed	NA	NA	NA	NA	Provider Specific
Wagner-Peyser	9,665	10,788	12,381	New Enrollment	Regional Baseline + (State Increase x Proportion of Working Poor)
Vocational Rehab	2,050	NA	NA	NA	NA

Additional Programs	Baseline	Target	Forecasted Target	Measure	Methodology
RESEA	225	244	281	Co-Enrollment w/ Title I	Regional Baseline + (11% increase x Proportion of UI Claims Selected)
SCSEP	NA	NA	NA	NA	Provider Specific
SNAP E&T	678	731	761	New Enrollment	Relative SNAP Participants
TAA	X	35%	50%	Co-Enrollment w/ Title I	Federal Mandate
TANF	X	X	X	X	X
Youthbuild	X	X	X	X	X

Targeted Populations	Baseline	Target	Forecasted Target	Measure	Methodology
Distressed Counties	X	X	X	X	X
Jobs for Veteran State Grants	225	236	240	New Enrollment	Regional Baseline + (State Increase x Proportion of Staff)
Migrant and Seasonal Farm Worker	43	45	40	New Enrollment	Regional Baseline + (State Increase x State Targeted Growth Rate)
Reentry	122	694	1,134	New Enrollment	Regional Baseline + (State Increase x Relative Potential to Serve)

**Regional Targets - Methodology**

County	Additional Programs	Baseline	Target	Forecasted Target
	Reentry	122	694	1,134
	<b>JII Potential To Serve</b>	<b>LWDA %</b>		
Northeast	6,504	22%	154	252
East	15,276	52%	362	591
Southeast	7,510	26%	178	291
	29,290	100%		

SNAP E&T	Participants	% Participants	Target	Forecasted Target
			731	761
Northeast	69,570	22%	160	167
East	144,316	45%	332	346
Southeast	103,581	33%	239	248
317,467				

Additional Programs	Baseline	Target	Forecasted Target
JVSG	225	236	240

Additional Programs	Baseline	Target	Forecasted Target
MSFW	43	45	40

PY19

County	JVSG
Northeast	19
East	43
Southeast	14

County	JVSG	LWDA %
Northeast	159	30%
East	297	57%
Southeast	69	13%
	525	100%

PY19

County	MSFW
Northeast	
East	
Southeast	<a href="#">0</a>

PY18

County	JVSG
Northeast	84
East	123
Southeast	46

County	Target	Forecasted Targetd
Northeast	71	73
East	134	136
Southeast	31	32

PY18

County	MSFW
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Southeast	<a href="#">0</a>

PY17

County	JVSG
Northeast	56
East	131
Southeast	9

\*Methodology says based on Porportion of staff

PY17

County	MSFW
Northeast	<a href="#">0</a>
East	<a href="#">0</a>
Southeast	<a href="#">0</a>

PY16

County	JVSG
Northeast	dna
East	
Southeast	

Reentry, MSFW, JVSG, SNAP

PY16

County	MSFW
Northeast	<a href="#">dna</a>
East	
Southeast	

PY19 To Date

County	Activity/Description	Distinct Users	LWDA %
Northeast	<a href="#">190 - First Scheduled RESEA</a>	601	25%
East	<a href="#">190 - First Scheduled RESEA</a>	1,197	51%
Southeast	<a href="#">190 - First Scheduled RESEA</a>	562	24%
		2,360	100%

PY18

County	Activity/Description	Distinct Users	LWDA %
Northeast	<a href="#">190 - First Scheduled RESEA</a>	1,572	25%
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PY17

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Southeast	<a href="#">190 - First Scheduled RESEA</a>	1,485	24%
		6,187	100%

PY16

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Northeast	<a href="#">190 - First Scheduled RESEA</a>	1,038	25%
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Southeast	<a href="#">190 - First Scheduled RESEA</a>	1,105	27%
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Average by LWDA

County	Activity/Description	Distinct Users	LWDA %
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Additional Programs	Baseline	Target	Forecasted Target
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Northeast		63	73
East		121	140
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**RESEA**

**Key Performance Indicators - Soft Target for New Enrollments**

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Target            Forecast Target  
                         10,788            12,381

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ALICE ETN



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E	Cocke	13,119	12,386	733	35,219		
E	Grainger	8,667	8,183	484		23,072	
E	Hamblen	22,208	20,967	1,241			
E	Jefferson	18,699	17,654	1,045			
E	Knox	130,965	123,644	7,321			
E	Loudon	20,309	19,174	1,135			
E	Monroe	18,719	17,673	1,046			
E	Morgan	10,308	9,732	576	21,554		
E	Roane	20,972	19,800	1,172			
E	Scott	8,097	7,644	453	21,947		
E	Sevier	28,703	27,099	1,604			
E	Union	7,598	7,173	425		17,719	
NE	Carter	22,650	21,384	1,266			
NE	Greene	26,650	25,160	1,490			
NE	Hancock	2,881	2,720	161	6,577		
NE	Hawkins	22,431	21,177	1,254		56,563	
NE	Johnson	9,217	8,702	515		17,754	
NE	Sullivan	57,630	54,408	3,222			
NE	Unicoi	7,065	6,670	395			
NE	Washington	41,943	39,598	2,345			
SE	Bledsoe	6,533	6,168	365	14,675		40
SE	Bradley	33,037	31,219	1,818			
SE	Grundy	5,959	5,626	333	13,389		45
SE	Hamilton	110,088	103,934	6,154			
SE	Marion	7,759	7,325	434			
SE	McMinn	10,132	9,566	566			
SE	Meigs	4,892	4,619	273		12,005	35
SE	Polk	6,536	6,171	365			
SE	Rhea	11,323	10,690	633		32,442	80
SE	Sequatchie	5,394	5,092	302			
	<b>Totals</b>	<b>798978</b>	<b>754346</b>	<b>44632</b>	<b>113,361</b>	<b>231,026</b>	<b>200</b>

LWDA	2017 ACS Not In Labor Force	2019 NILF - Do Not Want a Job	2019 NILF - Want a Job	% ETN NIL Want a Job
East	406,858	384,117	22,741	51%
Northeast	190,467	179,819	10,648	24%
Southeast	201,653	190,410	11,243	25%
Total	798,978	754,346	44,632	100%

LWDA	Sum of Distressed Counties	Sum of At-Risk Counties	Potential to Serve Distressed Counties
East	78,720	112,262	69%
NE	6,577	74,317	6%
SE	28,064	44,447	25%
Total	113,361	231,026	100%

Southeast

RI Tracking	Adult		% to Goal	DW		% to Goal	Youth		% to Goal	Provider Total		% to Goal
	Enroll	Goal		Enroll	Goal		Enroll	Goal		Enroll	Goal	
Bledsoe	4	20	20%	0	5	0%	2	15	13%	6	40	15%
Grundy	5	15	33%	0	5	0%	9	25	36%	14	45	31%
Meigs	8	20	40%	1	5	20%	4	10	40%	13	35	37%
Rhea	26	35	74%	1	15	7%	12	30	40%	39	80	49%
<b>STLWDA</b>	<b>43</b>	<b>90</b>	<b>48%</b>	<b>2</b>	<b>30</b>	<b>7%</b>	<b>27</b>	<b>80</b>	<b>34%</b>	<b>72</b>	<b>200</b>	<b>36%</b>

**NILF, Distressed and At-Risk**

## F: Youth Service Strategy

Element Number	Program Element	Description	Provider (Sub-recipient and/or Referral)
1	Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent or for a recognized postsecondary credential	Such services focus on providing academic support, helping a youth identify areas of academic concern, assisting with overcoming learning obstacles, and providing tools and resources to develop learning strategies. This can be provided in a one-on-one setting, in a group setting, through resources, and in workshops. Secondary school dropout prevention strategies include services and activities that keep a young person in-school and engaged in formal learning and/or training setting. Strategies include, but are not limited to tutoring, literacy development, active learning experiences, after-school opportunities, and individualized instruction.	Referral - Adult Education Local Education Agencies
2	Alternative secondary school services, or dropout recovery services, as appropriate	Alternative secondary school services, such as basic education skills training, individualized academic instruction, and English as a Second Language training, are services that assist youth who have struggled in traditional secondary education. Dropout recovery services, such as credit recovery, counseling, and educational plan development, are those that assist youth who have dropped out of school. The goal is to help youth re-engage and persist in education that leads to the completion of a recognized high school equivalent.	Referral - Adult Education Secondary Alternative Schools operated by Local Education Agencies
3	Paid and unpaid work experiences, that have an academic and occupational education component	Work experiences have academic and occupational education as a component, and may include the follow types of work experiences: (i) Summer employment opportunities or other employment available throughout the school year;	Sub-recipient and Referral - Vocational Rehabilitation TANF / Families First Postsecondary

		<p>(ii) Pre-apprenticeship programs - designed to prepare individuals to enter and succeed in apprenticeship program registered under the National Apprenticeship Act;</p> <p>(iii) Internships and job shadowing a work experience option where youth learn about a job by walking through the work day as a shadow to a competent worker; and</p> <p>On-the-job training (OJT) opportunities.</p>	<p>Institutions Local Education Agencies Migrant &amp; Seasonal Farmworker Program</p>
4	<p>Occupational skills training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupation in the local area involved</p>	<p>Includes priority consideration for training programs that lead to recognized post-secondary credentials that align with in-demand industry sectors or occupations in the local area involved, if the Local Board determines that the programs meet the quality criteria described in WIOA sec. 123.</p> <p>Funding for training through Individual Training Accounts (ITAs) for unmet need after other Federal and State financial aid such as TN Promise, TN Reconnect, Lottery, Pell, TSAC, etc.</p>	<p>Referral - ETPL Providers TCATs Elizabethton &amp; Hawkins County Branch Northeast State Community College East TN State University Early Postsecondary Opportunities (EPSOs)</p>
5	<p>Education offered concurrently with, and in the same context as, workforce preparation activities and training for a specific occupation or occupational cluster</p>	<p>An integrated education and training model that describes how workforce preparation activities, basic academic skills, and hands-on occupational skills training are to be taught within the same time frame and connected to training in a specific occupation, occupational cluster or career pathway. While programs developing basic academic skills, which are included in as part of alternative secondary school services and dropout recovery services, workforce preparation activities that occur as part of a work experience, and occupational skills training can all occur separately and at different times (and thus are</p>	<p>Sub-recipient and Referral - Adult Education Local Education Agencies Postsecondary Institutions – ETSU, NeSCC, T-CAT Elizabethton Work Experience Sites</p>

		<p>counted under separate program elements), this program element refers to the concurrent delivery of these services which make up an integrated education and training model. Several postsecondary training programs, such as healthcare and manufacturing, provide academic and hands on learning through cooperatives or internship opportunities. For instance, all nursing programs include clinical experience in various healthcare employment settings such as hospitals, nursing homes, and clinics. At the secondary level, work-based learning opportunities are incorporated as part of career pathways and the TN Pathways Certification.</p>	
6	<p>Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors (as appropriate)</p>	<p>20 CFR § 681.520 defines this program element as opportunities that encourage responsibility, confidence, employability, self-determination, and other positive social behaviors such as: (a) exposure to postsecondary educational possibilities; (b) community and service learning projects; (c) peer-centered activities, including peer mentoring and tutoring; (d) organizational and team work training, including team leadership training; (e) training in decision-making, including determining priorities and problem-solving; (f) citizenship training, including life skills training such as parenting and work behavior training; (g) civic engagement activities that place youth in a leadership role such as serving on youth leadership committees, such as a standing Youth committee. To encourage responsibility, confidence, employability, and exposure to postsecondary opportunities, Youth can attend workshops in the AJCs such as Financial Literacy, complete assignments in Allison (Jobs4TN), receive an adult mentor through work experience, receive career</p>	<p>Sub-recipient and Referral - Community Organizations Local Education Agencies</p>

		counseling from a career advisor, and / or be referred to TN Promise and TN Reconnect mentors and counselors.	
7	Supportive Services	20 CFR § 681.570 describes supportive services for youth as defined in WIOA Sec. 3(59), as services that enable an individual to participate in WIOA activities. These services include, but not limited to, the following: (a) linkages to community services; (b) assistance with transportation; (c) assistance with childcare and dependent care; (d) assistance with housing; (e) needs-related payments; (f) assistance with educational testing; (g) accommodations for youth with disabilities; (h) legal aid services; (i) referrals to healthcare; (j) assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear; (k) assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes; (l) payments and fees for employment and training-related applications, tests and certifications.	Sub-recipient and Referral - Adult Education Vocational Rehabilitation TANF / Families First TAA Veterans Employment Services Migrant & Seasonal Farm worker Community Organizations
8	Adult mentoring for the period of participation and a subsequent period, for a minimum total of 12 months	As listed in 20 CFR § 681.490, adult mentoring is offered for a duration of at least 12 months, and may occur both during the program and following exit from the program. Adult mentoring is a formal relationship between a youth participant and an adult mentor that includes structured activities where mentor offers guidance, support and encouragement to develop the competence and character of the mentee. This may include workplace mentoring where the program matches a youth participant with an employer or employee of a company. While the Department of Labor strongly prefers that case managers not serve as adult mentors, the final rule allows case manager	Sub-recipient and Referral - Work Experience Sites Local Education Agencies Postsecondary Institutions Other Community Resources

		to serve as mentors in areas where adult mentors are sparse, such as in rural areas like Northeast TN. However, the desired method of providing leadership development includes connecting youth with a community mentor, which can usually be found through a work experience, postsecondary institution, or by referral to other community resources.	
9	Follow-up services, for a minimum of 12 months, after the completion of participation (as appropriate)	Services are provided for not less than 12 months from the exit date. 20 CFR § 681.580 describes follow up services as “critical services provided following a youth’s exit from the program to help ensure the youth is successful in employment and/or postsecondary education and training.” Follow up services may include regular contact with the youth participant’s employer, including assistance in addressing work-related problems that arise, and may include the following program elements: (1) supportive services; (2) adult mentoring; (3) financial literacy education; (4) services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, or career exploration services; (5) activities that help youth prepare for and transition to postsecondary education and training. Follow up services include more than only a contact attempted or made for securing documentation in order to report a performance outcome. Title I staff provide follow-up services to identify any barriers participants may be having, which might impede their progress, in order to provide the necessary services to assist in overcoming the barriers.	Sub-recipient and Referral - Community Organizations
10	Comprehensive guidance and counseling, which	Provides individualized counseling to participants, and may include referrals to other partner programs for	Sub-recipient and Referral - Local Education Agencies



	may include drug and alcohol abuse counseling and referral (as appropriate)	services such as substance and alcohol abuse counseling or mental health counseling. Staff members are responsible for assisting participants in collecting and analyzing information to determine the best mix of services necessary to obtain employment. Information areas may include a participant's needs, strengths, support systems, education, job skills, interests, and career goals. Information may be gathered informally, via interviews or observations, or formally via assessment tools such as aptitude tests, computer assisted programs, and interest inventories. Based on the results of the assessment process, staff connect participants to services available through the AJC and will make referrals to other programs a necessary if their needs are outside of the scope of life skills (time management, developing a support system to be successful in school, finding transportation to and from school, developing good study habits, etc.).	Community Organizations
11	Financial Literacy Education	The AJCs are in partnership with local financial institutions to offer workshops on Financial Literacy on-site at the AJCs. The class covers banking services, tracking your money, credit, loans, and the basics of home ownership. There are also many resources on Job4TN's online learning resources.	Referral - Small Business Development Centers Small Business Associations (SBAs) Chambers of Commerce
12	Entrepreneurial Skills Training	20 CFR § 681.560 states this program element provides the basics on starting and operating a small business. Such training must develop the skills associated with entrepreneurship, such as the ability to take initiative, creatively seek out and identify business opportunities, develop budgets and forecast resource needs, understand various options for acquiring capital and the trade-offs associated with	Referral - Small Business Development Centers Small Business Associations (SBAs) Chambers of Commerce

		<p>each option, and communicate effectively and market oneself and one's ideas. Rather than choosing to enroll in a formal training program to attain an entrepreneurship-training certificate, many jobseekers are interested in self-employment, and thus explore independent routes. Small Business Development Centers (SBDCs), Small Business Associations (SBAs), and Chambers of Commerce identify resources to assist these individuals. SBAs helps entrepreneurs and existing owners to start, build, or grow their businesses offering services such as information on financing, loan applications, and regulations and licensing. The SBDCs also provide one-on-one assistance through a referral to provide expert business advice to all types of businesses including, but not limited to counseling, business planning, marketing assistance, training, and cash flow analysis to start-up entrepreneurs and existing business owners. Business Services Team members may also host information sessions at partner agencies about the grants available through the AJCs, such as On-the-Job Training and Incumbent Worker Training, which can assist small business owners off-set the cost of training new and existing employees.</p>	
13	<p>Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career</p>	<p>Includes services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services. Interest inventories and other career planning tools are available through websites such as <a href="http://careeronestop.org">careeronestop.org</a>. The AJCs also utilize <a href="http://Jobs4TN.gov">Jobs4TN.gov</a> to provide labor market and</p>	<p>Sub-recipient and Referral - Wagner Peyser</p>

	counseling, and career exploration services	employment information.	
14	Activities that help youth prepare for and transition to postsecondary education and training	Includes exploring post-secondary education options including technical training schools, community colleges, 4-year colleges and universities, and registered apprenticeships, assisting the youth in preparation for the ACT/SAT testing, assisting with the college admission applications, searching and applying for scholarships and grants, completing the FAFSA, filling out the proper Financial Aid applications and adhering to changing guidelines, and connecting youth or youth adults to postsecondary education programs. Youth served through the AJCs may receive assistance in using Jobs4TN.gov and other resources to identify postsecondary training opportunities, and to receive related employment information.	Sub-recipient and Referral - Local Education Agencies Postsecondary Institutions Adult Education TANF / Families First Migrant & Seasonal Farm Workers TN Promise & Reconnect TN Achieves Vocational Rehabilitation

**G: Youth Services Model**

**NETLWDA Title I Youth Services Model:** This Youth Services model develops and maintains linkages among youth participants, service providers, employers and their community. The framework of the Youth Program consists of the following:

<p><b>Eligibility Determination:</b> Career Specialists will be provided appropriate graphic and textual representations of both in-school and out-of-school eligibility guidelines so they may quickly and accurately determine eligibility. The Youth Coordinator will check each youth participant's eligibility checklist for accuracy and either approve the eligibility determination or return it to the career specialists for revisions</p>
<p><b>Objective Assessment:</b> All potential Youth applicants will be tested prior to their enrollment with the Test of Adult Basic Education (TABE©)—or other appropriate test— in order to 1) determine if the youth is basic skills deficient (eligibility factor), 2) identify gaps in learning, and 3) inform the individualized service strategy. At a point following enrollment, participants will sit for the Career Scope© assessment in order to gauge occupational aptitudes and interests, employment and training placement, and employment retention plans.</p>
<p><b>Individual Service Strategy (ISS):</b> Career Specialists, in conjunction with the participant and informed by objective assessments, will craft an age-appropriate, individualized, written plan of short- and long-term goals.</p>
<p><b>Enrollment:</b> OSY/ISY eligibility guidelines will, in large part, dictate a youth customer's enrollment in the Youth Program. However, by also evaluating clearly discernable risk factors a determination will still need to be made regarding the appropriateness of enrollment to the program.</p>
<p><b>Case Management:</b> Case management will be a concentrated, comprehensive, and on-going approach to helping OSY secure and maintain employment through managed delivery of services reflecting diversity, cultural, and age sensitivity. The framework of the Youth Program as outlined above is the foundation of any youth's engagement with the program. In contrast, the provision of 14 elements will be shaped by the particular needs of individual youth.</p>
<p><b>Preparation activities:</b> Preparation activities such as completing school applications, filing for financial aid and navigating the Eligible Training Provider list will be provided to youth seeking occupational skills training. They can be assisted with the cost of tuition, books and supplies. In order to complete the training successfully, the youth may require supportive services that could take on a variety of forms including transportation assistance. Tutoring services is an additional component that can be utilized to ensure successful completion of their post-secondary education. Interested youth may want to take advantage of adult mentoring programs in the local area.</p>

Paid and unpaid work experiences will be established for youth that may need to acquire a work history and the soft skills needed to enter unsubsidized employment. As the youth begin earning income, financial literacy will increase in importance and Partner programs will be able to provide the tools needed to assist youth in managing their resources. The umbrella under which all these activities reside is the guidance and counseling each youth will receive. The collaboration with the youth culminates with follow-up services in order to not only track the progress having been made but also continued offers of support to maintain that progress.

## **Supportive Services Policy**

**Effective Date: 10/01/2018**

**Duration: Indefinite**



### **BACKGROUND:**

This policy addresses the use of Workforce Innovation and Opportunity Act (WIOA) funds for supportive services to eligible participants enrolled in WIOA Adult, Dislocated Worker and Youth programs. Procedures include documentation requirements to show the individual need for the supportive services that are allowable, reasonable and not otherwise available to the participant. Supportive programs offer services that are necessary to enable an individual to participate in activities authorized under WIOA. (Please reference Workforce Services Guidance – LWDA Supportive Services Policy Update Requirements).

The NETLWDB and CLEOs participate in the East Tennessee planning region and will continue to work toward regional planning processes that result in the coordination of supportive services as defined in WIOA Section 106(c)(1)(F) in consultation with One-Stop Partners and other community service providers.

Supportive services should only be provided when the services are not available elsewhere, since WIOA is considered funding of last resort. Supportive services are not entitlements and must be supported by demonstration of financial need. The participant's need for the provided service must be documented in the case file. Participants enrolled in individualized career or training services must demonstrate need in the Individual Employment Plan (IEP) or Individual Service Strategy (ISS).

### **WIOA Participants Who May Receive Supportive Services:**

Funds allocated to a local area (WIOA Section 133 & 20 CFR 680.900) may be used to provide supportive services to Adults and Dislocated Workers who:

- Are participating in programs with activities authorized in WIOA Section 134(c)(1)(A)(ii) or WIOA Section 134(c)(1)(A)(iii); or
- Have exited and need post-program support services as follow-up (for up to 12 months after exit); and
- Are unable to obtain such supportive services through other programs providing such services.

Supportive services for Youth, as defined in WIOA Section 3(59) and at 20 CFR 681.570, are services that enable an individual to participate in WIOA activities.

Participants in WIOA programs who face significant barriers to employment, such as recipients of public assistance, low-income individuals, or individuals who are basic skills deficient, should be given service according to their level of need. Please refer to the TDLWD's Priority of Service Guidance concerning the order of service delivery which can be accessed at: <http://www.tn.gov/workforce/article/wioa-technical-assistance>.

Participants may be eligible for supportive services up to the amount of \$20.00/day to help defray expenses and promote successful completion of a WIOA activity. If a participant receives financial assistance from other public funding sources, they may be considered eligible to receive WIOA assistance as long as unmet need remains.

Youth and Young adults may face additional barriers in the NETLWDA Work Experience Program offered through the Work Experience Sub-Recipient. These Work Experience participants may be eligible for supportive services in the amount of up to \$20.00/day to help defray expenses and to promote the successful start and completion of Work Experience activities. This Supportive Service will be available for up to a maximum of four (4) weeks based on determination of need prior the receiving their first paycheck.

Youth Participant strategies to encourage sustained engagement, milestones outlined in their ISS, and completion in the program may include the following monetary incentives:

Postsecondary:

- A participant may be awarded \$50.00 for successfully transitioning into a postsecondary training program during participation in paid work experience or after completion of paid work experience.
- A participant may be awarded \$100.00 for successful completion of a training program which results in earning a credential prior to or within one year after exit.

Employment:

- A participant may be offered a monetary incentive to complete consecutive unsubsidized employment with the same employer. Under these conditions, \$100 may be awarded after completing 4 consecutive weeks of unsubsidized employment and another \$100 after completing 13 consecutive weeks of unsubsidized employment.

After Exit Postsecondary or Employment:

- A participant may be offered a \$100.00 monetary incentive if enrolled into a postsecondary training program or who is employed in unsubsidized employment during the 2<sup>nd</sup> quarter after exit.
- A participant may be offered a \$200.00 monetary incentive if enrolled into a postsecondary training program or who is employed in unsubsidized employment during the 4<sup>th</sup> quarter after exit.

Work Experience:

- A participant may be offered a \$50.00 monetary incentive for successful completion of the first 4 weeks of paid work experience.
- A participant may be offered a \$50.00 monetary incentive for successful completion of the entire 600 hours of paid work experience.

Measurable Skills Gain:

- For participants assessed as basic skills deficient in math and/or reading at enrollment, the participant may be offered a monetary incentive of \$50.00 for increase in one educational functioning level per re-take of the CASAS or TABE assessment, with a maximum award of \$100.00 in a 12 month period.
- A participant may be awarded a \$50.00 monetary incentive for successfully achieving a skills gain during the required performance year and presenting proper documentation that could include a transcript, passing results of a certification exam, a positive progress report or performance evaluation.
- A participant may be awarded \$200.00 for completion of a GED/HiSet or high school diploma after enrollment.

Documentation and Notes:

- Supporting documentation will be required for consideration of these incentives such as pay

stubs, post-secondary acceptance letter/schedule, transcripts, diploma, Ged/HiSet, high school diploma, postsecondary credential, certificate, copy of licensure, CASAS/TABE scores for Educational Functioning Level increase, and/or ACT NCRC scores.

- These incentives may be available to in school youth and/or out of school youth, as appropriate and/or as designated in the separate Youth sub-recipient contract and to youth funded through the Career Services Provider sub-recipient contract.
- Careful tracking of expenditures by the subrecipient must occur to ensure state waiver percentages for in school and out of school expenditures are adhered to as required.
- AVAILABILITY OF INCENTIVES IS CONTINGENT UPON FUNDING LEVELS, AND THIS POLICY MAY BE AMENDED AT ANY TIME TO ACCOMMODATE FUNDING INCREASES/DECREASES OR CHANGE IN THE SUB-RECIPIENT CONTRACTED SCOPE OF WORK.

**In-School Youth: See NETLWDB Youth Policy for in-school youth state waivers. Subrecipient of Youth Services will refer to their contract for service provision specific to ISY.**

Under the guidance and direction of the Local Elected Officials, NETLWDA is participating in a regional Work Ready Community (WRC) initiative. The purpose of WRC is the attainment of designation as a regional economy which has a pool of qualified workers who have achieved the necessary levels on the ACT assessment to be granted a National Career Readiness Certificate. Implementation of the WRC system requires that communities achieve quantitative workforce goals in three (3) categories: 1) emerging workers; 2) transitioning workers; and 3) current workers. Leveraging WIOA funds available through the Youth funding streams, NETLWDA will incentivize attainment of these metrics through award of support service payments to WIOA Youth participants who achieve an NCRC according to the following criteria:

Bronze Level	\$100.00
Silver Level	\$200.00
Gold Level	\$300.00
Platinum Level	\$400.00

Supportive Services may be available to participants to provide assistance including, but not limited to, obtaining eyeglasses, licensure testing, required background checks, and essential training and work uniforms and steel-toed boots. Limited dental supportive services (not to exceed \$800) may be provided in dire emergencies with the prior approval of Board staff only if these services cannot appropriately be provided through community dental services.

Relocation and employment transition assistance may be available up to \$2,500 provided in the form of reimbursement of appropriate employment relocation expenses for a participant who has accepted a bona fide offer of employment. The move must be more than 50 miles from the current address. Reimbursement of these expenses must follow approved guidelines.

Support services may not be used to pay for expenses incurred prior to the participant's enrollment into the WIOA program. Advances against future payments are not allowed. Examples of unallowable services include, but are not limited to, fines and penalties such as traffic violations; late finance charges and interest payments; entertainment, including tips; contributions and donations; vehicle or mortgage payments; refund deposits; alcohol or tobacco



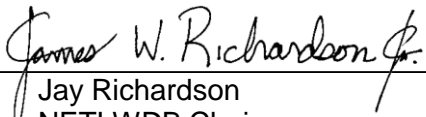
products; pet food; items to be purchased for family or friends; and out-of-state job search and relocation expenses that will be paid by the prospective employer.

Please refer to the NETLWDB Co-Enrollment Policy for more information concerning co-enrollment of participants in multiple programs and best practices to leverage resources for maximum benefit.

**CONTACT:** Questions concerning the above may be addressed to Kathy Pierce, Executive Director of the NETLWDB at [kpierce@ab-t.org](mailto:kpierce@ab-t.org).

This policy will remain in effect until amended, modified, or set aside by the Northeast Tennessee Local Workforce Development Board.

APPROVED:

  
\_\_\_\_\_  
Jay Richardson  
NETLWDB Chair



## I: Services to Priority Populations Statement

Priority of service is first applied to Veterans and affected spouses. The NETLWDB is fully committed to serving the Veteran community through employment and training activities. It is the policy of the NETLWDB to provide priority of service as defined in section 2(a) of the Jobs for Veterans Act (JVA) (38 U.S.C. 4215(a)). This means that a covered person shall be given priority over a non-covered person for the receipt of employment, training, and placement services provided through the NETLWDA AJC system, notwithstanding any other provision of the law. Priority, in the context of providing Priority of Service to Veterans and other covered persons in qualified job training programs covered by this regulation, means the right to take precedence over non-covered persons in obtaining services. Depending on the type of service or resource being provided, taking precedence may mean:

- The covered person receives access to the service or resource earlier in time than the non-covered person; or
- If the service or resource is limited, the covered person receives access to the service or resource instead of or before the non-covered person.

NETLWDB's goal is to ensure that its AJC system identifies covered persons at the point of service entry and are given an opportunity to take full advantage of priority of service. In conjunction with TDLWD guidance and Jobs4TN, operational procedures have been implemented to ensure covered persons are identified at the point of entry so they are able to take full advantage of priority of service. AJC staff must ensure that covered persons are aware of:

- Their entitlement to priority of service;
- The full array of employment, training, and placement services available under priority of service; and
- Any applicable eligibility requirements for those programs and/or services.

The integrated services model used by the NETLWDB, as set out in TDLWD Workforce Services Policies, documents the Tennessee's workforce system's emphasis for a robust implementation of business sector strategies, jobseeker universal access to career services; streamlined business services teams, linked assessments and referrals, and targeted training and placements. NETLWDB's priority of service covers WIOA, Youth, Trade Adjustment Assistance (TAA), Wagner-Peyser programs and reemployment services/referrals. Nonveterans/non-eligible spouses who meet the mandatory target criteria must receive the secondary level of priority. This means that the nonveteran/non-eligible spouse falling within the mandatory class of candidates to be served will receive priority over Veterans and eligible spouses who do not meet this mandatory priority.

The NETLWDB's AJCs have a history of successfully addressing the needs of individuals with multiple barriers to employment, specifically individuals with disabilities, returning citizens and veterans. Even though these three population groups have been identified for targeted services, a coordinated response will be developed for other groups that often face multiple barriers to employment such as drop-outs and migrant and seasonal farm workers to assure their personal and professional goals are met as well.

The NETLWDB's AJCs and the Adult Education (AE) provider, Northeast State Community College, coordinate efforts to provide priority to recipients of public assistance, other low-income individuals and individuals who are basic skills deficient. NETLWDB and AE are continuing to integrate effective services. These Partners are working to further collaborate with youth services to increase services to disconnected, out-of-school youth and reconnect youth to education and jobs. AE provides critical services and activities to support adult learners with the goal of improving access to education and training opportunities, as well as to employment.

The NETLWDA AJC staff serving in Skills and/Career Development capacity will provide access to individualized and training services to Adults with barriers to employment and those with disabilities. Additionally, Follow Up services must be provided, as appropriate, for participants who are placed in unsubsidized employment after the first day of employment. NETLWDA AJC staff have been trained on Priority of Service directives from WFS that directs core programs and other system partners that WIOA Section 134(c)(3)(E) specifies priority of services for Adult recipients of public assistance and other low income individuals who have a basic skills deficiency. TEGL 22-04, the WIOA Final Regulations as well as TDLWD and NETLWDB policy define the requirement of the priority of WIOA services for Veterans.

## **Veterans and Eligible Spouses Priority of Services**



**Effective Date:** 10/01/2018  
**Duration:** Indefinite

### **Purpose:**

The purpose of this policy is to communicate guidance on federal regulations related to delivery of WIOA services to veterans and other covered persons under 38 U.S.C. 4215. These regulations implement the priority of service to Veteran and Eligible Spouse that is to be applied to all workforce preparation, development or delivery, programs or services, directly funded, in whole or in part, by the United States Department of Labor (USDOL).

### **Background:**

On January 19, 2009, a Federal Regulation went into effect, via Final Rule (Part V/1120 CFR Part 1010), requiring the United States Department of Labor (USDOL) to implement priority of services for all veterans and eligible spouses of veterans as part of the publicly funded employment and training programs. WIOA also expands the definition of displaced home-makers to include dependent spouses of the Armed Forces on active duty to ensure that they have access to WIOA Title I services.

Final Rule 680.650 builds on the USDOL's efforts to ensure veterans are entitled to priority of service in all-department funded training programs under 38 U.S.C. 4215. The WIOA regulation states that veterans must receive priority of service in programs for which they are eligible. In programs that require income-based eligibility to receive services, amounts paid while on active duty or paid by the Department of Veterans Affairs (VA), or Vocational Rehabilitation (VR) disability, or other related Veteran Affairs programs are not considered as income when determining low-income status. Generally, this means many separating service members may qualify for the WIOA Adult Program because it provides services for low-income individuals where military earnings are not to be considered income.

### **Instruction**

It is the responsibility of the public workforce system to provide priority of service for all veterans and eligible spouses (covered persons) who receive services under any qualified job training program. This action means that veterans and eligible spouses are given priority over non-covered persons for the receipt of career assistance provided under workforce services. A veteran, or an eligible spouse of a veteran, will receive access to a service earlier than a non-covered person. Priority of service will be determined during initial assessment and during training or employment services.

For the purpose of this policy, priority is defined as to take precedence or precede. Individuals meeting eligibility under Priority 1 would receive services such as classroom training or other training services prior to individuals classified as Priority 2, 3, and 4. Those individuals meeting eligibility under Priority 2 would receive services prior to those classified as Priority 3 and 4. Those individuals classified as Priority 3 would receive services prior to those classified as Priority 4. The explanation of each of these classifications follows:

**Priority 1** - The participant is an eligible veteran or spouse of a veteran who is receiving public assistance and is considered low-income or basic skills deficient.

**Priority 2** - This participant is not a veteran or spouse of a veteran who is receiving public assistance and is considered low income or basic skills deficient.

**Priority 3** - The participant is an eligible veteran or spouse of a veteran who has no barriers.

**Priority 4** - This participant is not a veteran or spouse of a veteran.

### **Who is a Veteran?**

A veteran is a person who has served at least one day of active duty in the military service and who was discharged or released from such service with other than a dishonorable discharge. Please note that the veteran definition of requiring 180 days of active service still applies for career services provided by a Disabled Veteran Outreach Program specialist. The 180 day requirement does not apply to priority of service in USDOL funded employment and training programs. It is the responsibility of the program operator to ensure that policies, procedures, and staff training reflect the correct eligibility definition.

### **Eligible Spouse (must meet one qualification):**

- A spouse of any veteran who died of a service connected disability.
- A spouse of any member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days;
  - Missing in action
  - Captured in the line of duty by a hostile force, or
  - Forcibly detained or interned in the line of duty by a foreign government or power
- A spouse of a veteran who has a total disability resulting from a service-connected disability, as evaluated by the department of Veteran Affairs.
- A spouse of any veteran who died while a disability was in existence.

**Please note:** A spouse will lose eligibility if it is derived from a living veteran, or a service member, who loses their status which made them eligible. Such a situation would be: if a veteran, with a total service-connected disability, were to receive a revised-disability rating at a lower level. Similarly, a spouse, whose eligibility is derived from a living veteran or service member, would lose that eligibility upon a divorce from that veteran or service member. To further clarify, the spouse of a veteran who died of a service-connected disability, or died while a disability was in existence, would not lose covered status through subsequent remarriage. It is important to distinguish between the identification of a veteran for priority of services and the verification a veteran's status or the verification of an eligible spouse. If an individual self-identifies as a veteran, or eligible spouse, at the American Job Center, that individual should be provided with immediate priority in the delivery of employment services. When a veteran or eligible spouse undergoes eligibility determination for enrollment (e.g. in WIOA Adult Program), it is appropriate to initiate verification of veteran status.

The only employment services that require prior verification of eligibility for priority of service are those that require a commitment such as classroom training. American Job Centers must ensure that veterans and eligible spouses are identified at the "point of entry" (reception area, resource area, web-sites, Self Service and informational bulletin boards etc.), and informing veterans and eligible spouses of their entitlement to priority of services. American Job Center staff will use the approved Military Service Form as an initial screening tool to establish eligibility. These services include the full array of employment, training and placement services. Procedure to ensuring the priority of service:

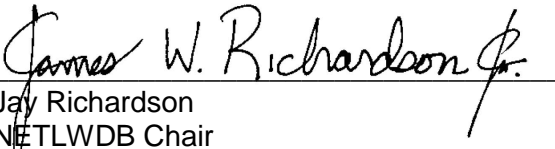
- Identifying veterans and other covered persons using the approved Military Service Form when they visit service delivery points.

- Displaying signs that clearly describe the priority of services and the registration process. This information must also be conveyed when veteran and eligible spouse access services electronically or by telephone.
- It is neither necessary nor appropriate to require verification of the status of a veteran or other eligible at the point of entry.
- If a person self identifies as a veteran, or other eligible person, immediate priority of service is required.
- Coordinating employer outreach development activities with related responsibilities of the Local Veterans Employment Representative (LVER) staff.
- Identifying employers who are interested in hiring veterans.
- Promoting job fairs for veterans and eligible spouses.
- Monitoring the priority of services will be done at the point of entry and during training or employment services.

**CONTACT:** Questions concerning the above may be addressed to Kathy Pierce, Executive Director of the NETLWDB at [kpierce@ab-t.org](mailto:kpierce@ab-t.org).

This policy will remain in effect until amended, modified, or set aside by the Northeast Tennessee Local Workforce Development Board.

APPROVED:

  
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Jay Richardson  
NETLWDB Chair

## **Individual Training Account (ITA) Policy**

**Effective Date: 10/01/2018**

**Duration: Indefinite**



### **Background**

WIOA is designed to increase participant access to training services, equip individuals to enter the workforce and retain employment. Examples of WIOA training services as a whole include:

- occupational skills training, including training for non-traditional employment;
- on-the-job training (OJT), including registered apprenticeship;
- incumbent worker training in accordance with WIOA §134(d)(4);
- workplace training and cooperative education programs;
- private sector training programs;
- skills upgrading and retraining;
- entrepreneurial training;
- transitional jobs in accordance with WIOA §134(d)(5);
- job readiness training provided in combination with other training described above;
- adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, in combination with training; and
- customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

### **Individual Training Account (ITA)**

An Individual Training Account (ITA) is used by a WIOA participant to access training services from an entity on the State's approved Eligible Training Provider List (ETPL). ITAs are used to train for in-demand occupations as identified across the entire State as well as for those specifically defined by NETLWDB policy. (20 CFR 680.340(f)). ITAs are developed following a comprehensive and documented assessment of the participant. In addition to using ITAs to for training services, WIOA incorporates the issuance of ITAs for apprenticeship programs. Priority of service must be provided regardless of the level of funds available as defined in US DOL and TDLWD guidance. Although a program or institution may meet the criteria for inclusion on Statewide ETPL, funding may not be provided for programs for which the outcomes have not been appropriate for WIOA performance measures or for which the labor market has limited demand or is at risk of job loss. WIOA funds may be used for support and other eligible needs of the participant while coordinating funding with funding from other Federal, State, local, or private job training programs or resources to assist the participant in obtaining training services.

ITAs are one WIOA training option available to eligible and appropriate participants when it is determined by a Career Coordinator or Specialist that they will be unlikely or unable to obtain or retain employment that leads to self-sufficiency or higher wages from previous employment through career services alone. Participants choose career training with Eligible Training Providers in consultation with the Career Coordinator or Specialist. Before receiving training services under WIOA eligibility determination is required. ITAs are not entitlements and shall be provided to eligible participants on the basis of an individualized assessment of the person's job readiness, employment and training needs, financial, social and supportive needs, labor market demand and potential for successful completion, as documented on the participant's Individual Employment Plan (IEP) or Individual Service Strategy (ISS).



Training services may be made available to employed and unemployed Adults and Dislocated Workers and Out-of-School Youth who:

- 1) after a determination of need is made using an employment plan:
  - a) is unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services;
  - b) is in need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment; **and**
  - c) has the skills and qualifications to participate successfully in training services;
- 2) have selected a program of training services that is directly linked to:
  - a) occupations that are on the Board's targeted occupations list, or are on the targeted occupations list for another local workforce development area (workforce area) to which an adult or dislocated worker is willing to commute or relocate; or
  - b) occupations that have been determined on a case-by-case basis to have a high potential for sustained demand and growth in the workforce area, based on sufficient and verifiable documentation, in accordance with the Board's procedures and WIOA guidance; **and**
  - c) are unable to obtain grant assistance from other sources to pay the total costs of such training and related support services, including such sources as state-funded training funds such as TN Promise and Reconnect, Trade Adjustment Assistance (TAA), SNAP E&T, and Federal Financial Aid including Pell Grants or require WIOA assistance in addition to other sources of grant assistance as determined by the Student Need Assessment and Remaining Need. WIOA funds supplement other sources of training grants. Post-secondary education providers must release a participant's financial aid information.

Training Entry Requirements:

- 1) Minimum entry-level requirements for training will include a high school diploma or its equivalency and a reading and math at or above a 9th grade level. Exceptions to the reading and math skills may be reviewed and waived according to NETLWDB policy. Regardless of how basic skills deficiency is determined, documentation must be maintained in the participant file.
- 2) An Individual Training Account (ITA) must be issued prior to the participant beginning WIOA paid training if WIOA is paying any part of the training items covered by an ITA (tuition, books, fees, etc. depending on the curriculum and the school requirements) or Customized Training (CT) Contract. An ITA will be issued for an amount no more than the actual cost of the tuition and books not covered by other grants or financial assistance. Funding must be coordinated with Federal and State financial aid.
- 3) Some academic/training programs have specific program/curriculum of study admission criteria in addition to the general school admission requirements. Applicants must have completed all required courses prior to making application for these programs. In these situations, WIOA will not pay for prerequisite coursework. The applicant must have received their formal notification in writing of acceptance into these types of programs/curricula of study before being considered for WIOA enrollment.
- 4) Tools, equipment or other necessary training materials required by the course of study may be provided as a training expense. Items must be listed on the course outline and/or syllabus. Where available and appropriate, tools and other items will be purchased through the training institution.

- 5) All participants registered in training services are required to meet standards of progress.
- 6) Participants must submit attendance forms and grades in order to be issued additional ITAs up to the maximum 52 weeks of training. Verified attendance forms will be required of all WIOA participants in training programs. WIOA participants will be required to adhere to attendance policies as established by the training institutions.
- 7) WIOA participants must maintain a cumulative 2.0 GPA (C average). If grade point average falls below this standard, WIOA may refuse to pay.
- 8) WIOA will not pay for any classes not required in the curriculum in which a participant is enrolled.
- 9) WIOA funding may not be utilized to pay for any courses to be repeated in the event a participant fails a course or withdrawal after payment has been invoiced. Emergency and extenuating circumstances will be reviewed and addressed on a case-by-case basis.

In recognition of the ubiquity of on-line learning opportunities, NETLWDA will consider requests for WIOA training and support of technology based learning on a case by case basis. Distance training/learning is training that makes use of the Internet for assignment of lessons, submission of completed tasks and on-line discussions. The approval of distance learning is based on the interactive nature of the classroom training experience between the instructor and the student. Distance learning is approvable only when it is part of a curriculum that leads to the completion of a training program, requires students to interact with instructors and requires students to take periodic tests to demonstrate progress.

Priority will be given to Tennessee residents. Referrals will be made to the closest appropriate American Job Center.

### **INDIVIDUAL TRAINING ACCOUNT (ITA)**

ITAs are used to train for in-demand occupations as identified across the entire State as well as for those specifically defined by NETLWDB policy. (20 CFR 680.340(f)). ITAs are developed following a comprehensive and documented participant assessment. In addition to using ITAs for training services, WIOA incorporates the issuance of ITAs for apprenticeship programs. Priority of service must be provided regardless of the level of funds available as defined in US DOL and TDLWD guidance. Although a program or institution may meet the criteria for inclusion on Statewide ETPL, funding may not be provided for programs for which the outcomes have not been appropriate for WIOA performance measures or for which the labor market has limited demand or is at risk of job loss.

1. ITAs can be issued for up to 52 weeks at an amount not to exceed \$3,000 by the Career Service Provider and Youth Contract Career Coordinators and Career Specialists. Training will be approved in term increments based on the current Program Year (July 1 – June 30). The total cost of training may cross more than one Program Year. The costs of training for the first year are calculated from the training start date through June 30th of the current fiscal year. ITAs will be issued on a term basis not to exceed a total of 104 weeks of training.
2. Based on the training institution's approved curriculum and cost sheet, the purchase of tools for the successful completion of training may be appropriate. The purchase of tools for training is based on individual participant need and program requirements. If approved, the purchase of training required tools may be above and beyond the ITA cap outlined above.
3. The participant is responsible for all costs associated with the approved training not covered by the WIOA ITA and/or available support services, in coordination with Federal and State financial aid.
4. Participants must attend training on a full-time status as defined by the training institution.

- Participants are allowed to attend on a part-time status during their last year based on the numbers of classes required to complete their curriculum.
5. Funding for training may be provided up to, but may not exceed, remaining need amount in coordination of WIOA and other funding resources.
  6. Participants may receive supportive services to help defray expenses and promote successful training completion up to the amount \$20.00 per day of attendance contingent upon Remaining Need.
  7. A participant may be eligible for 52 week increment ITAs at point that a Community College student completes Learning Support.
  8. WIOA funds may be used for Bachelor's Degrees for Dislocated Workers provided that the individual can complete the degree in less than or equal to 104 weeks of training for participants.
  9. WIOA may be used for a Dislocated Worker who already possesses a Bachelor's Degree to pursue a teaching degree in a demand teaching occupation such as science, technology, engineering, or math. Training must be completed less than or equal to 52 weeks of training.

### **FUNDING COORDINATION POLICY FOR WIOA AND OTHER FINANCIAL RESOURCES**

A WIOA participant may enroll in WIOA funded training while the participant's application for a Federal Financial Aid (FAFSA) is pending. This enrollment is permitted as long as the NETLWDB One-Stop Operator has made arrangements with the training provider and the WIOA participant regarding allocation of the Financial Aid, if it is subsequently awarded. In that case, the training provider must reimburse the all WIOA funds used to underwrite the training for the amount that Financial aid covers (WIOA Section 134(c)(3)(B)(ii)). Reimbursement is not required from the portion of Financial Aid assistance disbursed to the WIOA participant for education-related expenses. The NETLWDB must ensure that WIOA funds are not used to pay training costs for any portion or term of training that were paid by the participant (or other source) prior to WIOA program registration. A FAFSA application determination must be completed and available as part of the Student Need Assessment and Remaining Need determination prior to the issuance of an ITA for funding after the first training term as required by WIOA.

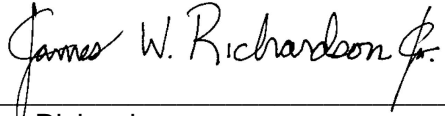
A participant may receive WIOA funds to the extent of meeting the student's need for such assistance, as defined by the institution's Financial Aid Office in their process of determining cost of attendance (education and education-related costs) and unmet need. WIOA ITA funds will be leveraged for participants who qualify for Federal and State financial assistance, excluding loans. WIOA funds may be coordinated to cover both training costs and supportive services within the limitation of the student's need. All participants must apply for Financial Aid (FAFSA), excluding loans, if attending an institution that is eligible to receive WIOA funds. As a general rule, financial aid application must occur at least ten (10) working days prior to the start of the approved training program.

### **OTHER TRAINING SERVICES (Please refer to NETLWDB Policy on Work Based Learning and Consolidated Business Services.)**

**CONTACT:** Questions concerning the above may be addressed to Kathy Pierce, Executive Director of the NETLWDB at [kpierce@ab-t.org](mailto:kpierce@ab-t.org).

This policy will remain in effect until amended, modified, or set aside by the Northeast Tennessee Local Workforce Development Board.

APPROVED:

A handwritten signature in black ink that reads "James W. Richardson Jr." with a stylized flourish at the end.

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Jay Richardson  
NETLWDB Chair



## Monitoring Policy

**Effective Date: 10/01/2018**

**Duration: Indefinite**

**BACKGROUND:** Monitoring and technical assistance are integral parts of the Northeast TN Local Workforce Development Board (NETLWDB) oversight responsibilities, as required by the WIOA. Monitoring is an essential part of program and financial management to ensure compliance with applicable laws, regulations, integrated workforce plans, provider agreements and contracts, policies, and procedures. Monitoring identifies areas of strengths and weaknesses in operations with the intent of ensuring program compliance and quality program services which result in the attainment of program performance metrics. Technical assistance improves program operation and management capabilities. The NETLWDB must ensure compliance at the federal, state, and local levels concerning administrative and financial requirements, policies and procedures in order to ensure performance goals are being achieved.

Monitoring is an activity performed at both the Local Workforce Development Area (LWDA) and State levels. At the LWDA level, monitoring must be conducted by the NETLWDB Staff. At the State level, monitoring is conducted by the Program Accountability Review (PAR) and Compliance and Policy Units of the Tennessee Department of Labor and Workforce Development (TDLWD).

This NETLWDB Monitoring Policy document is consistent with Title I of the Workforce Innovation and Opportunity Act of 2014 (29 U.S.C. 3101 et seq.); Section 184 (a)(4), Section 122, and Section 123. I. Pursuant to WIOA Section 107(d)(8), the NETLWDB (in partnership with the Chief Local Elected Official [CLEO]) will at a minimum:

- Conduct oversight for local youth workforce investment activities, local employment and training activities for adults and dislocated workers, the One-Stop Delivery System in the local area;
- Ensure the appropriate use and management of funds provided for these activities, and
- For workforce development activities, ensure the appropriate use, management, and investment of funds to maximize performance outcomes under WIOA Section 116;
- Make readily accessible such reports concerning its operations and expenditures ;
- Prescribe and maintain comparable management information systems designed to facilitate the uniform compilation, cross tabulation, and analysis of programmatic, participant, and financial data, on statewide, local area, and other appropriate bases, necessary for reporting, monitoring, and evaluating purposes, including data necessary to comply with Section 188;
- Monitor the performance of providers in complying with the terms of grants, contracts, or other agreements made pursuant to this Title; and
- To the extent practicable, submit or make available (including through electronic means) any reports, records, plans, or any other data that are required to be submitted or made available, respectively, under this Title.

**PURPOSE:** Monitoring can serve many purposes. It is most common to monitor for compliance with Federal and grant specific requirements. Monitoring should be viewed as a multi-faceted management activity directed at achieving program goals and financial requirement standards. This NETLWDB guidance is provided to supplement the required monitoring requirements set forth in the TDLWD WIOA Monitoring Guide and other TDLWD guidance.

**PROCEDURES:** NETLWDB Staff as Monitors will utilize multiple source documents that include, but are not limited to the Federal Guidance, TDLWD Monitoring Manual in addition to TDLWD Guidance, Attribute Sheets, Policies and Memorandums, Participant File Worksheets appropriate by Program, Questionnaire and Documentation grids, local NETLWDB policies and Data Element Validation guidance. The NETLWDB Staff will monitor and validate the data reporting within the American Job Center (AJC) system. All Title I sub-recipients must utilize Jobs4TN.gov to ensure that participant data is maintained and entered timely in regards to: closing of services/activities in participant files, participant exits from programs, and follow-ups after exit if applicable to the program. Regular quality control performed at the local level, and within the AJCs, can help alleviate problems with disallowed costs. Participant files may be reviewed through a random sampling. Sub-recipients will be notified prior to a review being conducted and a schedule developed.

NETLWDB Staff monitors may review through desktop evaluation, onsite evaluation, or through a combination of the two processes. The lead NETLWDB staff for NETLWDB monitoring activities is the NETLWDB Director of Planning and Program Development. Other Board staff may serve to assist with the NETLWDB oversight and monitoring, as needed. The review may include: examining program records, questioning employees, interviewing participants, and entering any site or premise which receives WIOA funds. The goals and objectives of the NETLWDB Monitoring Plan are to maintain effective safeguards of federal and state funds by monitoring programs operated by NETLWDB sub-recipients and/or sub-recipient/contractors effectively and efficiently. This review is to ensure that such programs are in compliance with applicable federal regulations and state policies, contract requirements, and to make certain the most in need are being served.

An on-site review may be performed as part of the monitoring process. During the on-site review, monitors can observe, identify, and verify strengths and opportunities for improvement. Monitors are on-site to observe activities, procedures, behaviors, safety practices, and physical conditions and to conduct interviews, review records, and record/document findings. On-site monitoring is intended to assess the successes or failures of a program rather than provide preventative maintenance. Monitoring is intended to inform future decisions on altering or strengthening a program and the system as a whole as well as to provide on-going Technical Assistance for sub-recipients and/or sub-recipient/contractors. On-Site Reviews may incorporate:

- Sub-recipient/Sub-recipient/contractor staff interview
- Negotiated Performance Outcomes
- Participant interviews at random
- Entering any site or premise which receives WIOA funds

This policy outlines the steps, procedures, process, and methods that will be used in accordance with local, state and federal regulations and guidance associated with the administration of WIOA funds. NETLWDB Monitoring Staff may develop and utilize multiple internal attribute and worksheets that assist in the effectiveness and efficiency of the reviews based on individual program requirements in addition to specific programmatic requirements outlined by TDLWD and USDOL. At the start of each Program Year, monitoring tools will be posted for the upcoming monitor year. NETLWDB Monitoring Staff may develop additional reviews and reports based on identified need which will also be posted.

The NETLWDB will ensure that the LWDA Fiscal Operations incorporate regular and timely

quality controls to analyze funds in a proactive approach to program management relative to state and federal guidelines on disallowed costs, Minimum Participant Cost Rate and the required Program Allotment Rate.

A monitoring schedule will be developed and forwarded to all sub-recipients/sub-recipient/contractors. The schedule will be flexible so that programs may be reviewed as requested and as the need dictates. An e-mail is sent to the sub-recipient/contractor a few days in advance of the visit. This contact will confirm the time of arrival, a general overview of the schedule of monitoring activities, time of the entrance conference and needed sub-recipient/sub-recipient/contractor staff to be present at entrance. Unannounced monitoring reviews are also part of the monitoring process. Unannounced monitoring will be conducted on a random basis. A sampling of all required information and documentation will be completed and reported each month to ensure compliance and allow for quick corrective action of any concerns or potential problems.

Pre-award finance reviews or on-site post-award monitoring of sub-recipients/contract that have little or no workforce program experience will be conducted no later than one hundred and twenty (120) days after the award of the contract.

A Monitoring Report from the review will be issued within 15 days of the last day of the review. Monitoring will include both data and observation and review of the AJC System and WIOA partners may be used, as appropriate, to provide visual documentation of items or areas that need to be addressed. Corrective Action Plans (CAP) are required within 30 days for any issues noted during the review. Continued monitoring will occur to ensure full compliance with Corrective Action Plans.

**Corrective Action:**

A Corrective Action Plan (CAP) will be required within thirty (30) working days to address any deficient areas. The CAP must outline the following items to address each item listed in the Program Monitor's observations and findings:

- Describe the tasks and/or steps developed to resolve the deficiency.
- Written notification deficiencies have been corrected; if pending correction, expected date of correction.
- All missing documents and/or corrections to documents must be scanned and emailed to Program Monitor.

In accordance with TDLWD guidance, the items listed below clarify the WIOA Background description above in the same numerical order.

1. **Reports:** The NETLWDB Staff will generate, maintain, and submit proper reports relating to expenditures. Fiscal reports are due by close of business on the 25th day of the month following the data collection period. These reports must demonstrate that the balance matches the cumulative expenditures.
2. **Management Information System/Duties and Controls:** NETLWDB Staff oversee the system in place to monitor and validate the data reporting within the American Job Center (AJC) system. All sub-recipient/contract and other AJC providers must utilize Jobs4TN.gov to ensure that participant data is maintained and entered timely in regards to, but not limited to: closing of services/activities in participant files, participant exits from programs and follow-ups after exit if applicable to the program. (Refer to Electronic Case File Policy and Procedures.) This NETLWDB policies and procedures, based on both



federal and state policies, ensures the compliant administration of WIOA funds and activities at the local level.

3. **Monitoring of Local Sub-Recipients/ Contracts:** This policy and procedure document outlines the required formal system in place for the monitoring of contracts to be performed by the NETLWDB Staff to ensure compliance in regard to deliverables, performance, allowable expenditures, efficiency and effectiveness, and overall allowable activities. Oversight of contracts includes, but is not limited to, reviewing the performance of the One-Stop Operators (OSO), Title I Career Service Provider, service providers, and employers (e.g. On-the-Job Training, Incumbent Worker Training, etc.).
4. **Transparency:** All reports, requested by and submitted to TDLWD, will be submitted by NETLWDB Staff. It is the responsibility of NETLWDB to ensure local management systems are in place with partners, sub-recipient/contractors, and providers to allow for proper, timely, and accurate submissions of the required reports and information. NETLWDB Staff will provide all data, documents, and reports related to the administration of WIOA (including other contractual expenditures) to the grantee (TDLWD) upon request and in a timely manner.

**Quality Control for the NETLWDB AJC System:** Quality control is an on-going activity focused on continuous improvement, efficiency and effectiveness, and adherence to policy and procedure. One Stop Operator (OSO) staff is the primary entity performing day to day quality control within the NETLWDB AJC system as per the negotiated contract. Responsibilities of the OSO include the duties outlined in the OSO contract, but are not limited to:

- Reviewing the Memorandum of Understanding, specifically to ensure WIOA compliance and that all parties have a mutual understanding of their roles and responsibilities within the One-Stop system;
- Encouraging continuous improvement in the AJCs, such as increasing enrollment and amending business hours to meet customer needs;
- Reviewing eligibility determinations of program participants to ensure that individuals enrolled are receiving the provided services; and
- Ensuring access to services.

These quality control activities differ from the monitoring conducted by the TDLWD and the NETLWDB Staff because they provide early, proactive intervention opportunities to avoid non-compliance findings during annual reviews. These day-to-day quality control activities provide context to engage in training activities and form stronger working relationships between the TDLWD, the NETLWDB and the NETLWDB sub-recipients and all NETLWDB AJC partners.

### **MONITORING AND QUALITY CONTROL ON FISCAL OPERATIONS:**

1. **Effect of Quality Control on Fiscal Operations:** Regular quality control will be performed by the NETLWDB Staff at the local level and within the NETLWDB AJC system to proactively identify sub-recipient fiscal issues. Additionally, local regular oversight and quality control ensures that the tracking of the required Minimum Participant Cost Rate and required Program Allotment Rate so that NETLWDB remains on track to achieve these measures

The NETLWDB Staff's regular oversight of program and administrative expenses by the OSO will ensure that the daily operations of the program are functioning properly. TDLWD Workforce Services program staff will be conducting regular quality control reviews in addition to the formal annual review performed by PAR.

2. **Impact of Monitoring on Fiscal Operations:** The formal monitoring conducted annually by the PAR unit is intended to analyze the overall program effectiveness by reviewing documentation and results. As stated in TDLWD's monitoring guidance, data doesn't tell the whole story. NETLWDB Staff and PAR monitoring is designed to assess the successes, challenges and failures of a program rather than provide preventative maintenance. In accordance with TDLWD guidance, the NETLWDB recognizes that, in essence, monitoring is intended to inform future decisions on altering or strengthening a program.

### **Appeals**

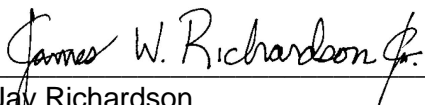
Appeals and disputes regarding management decisions are first addressed through local dispute resolution policies and procedures.

If the requirements of local dispute resolution policies and processes have been met and the parties to the dispute cannot reach agreement, they may appeal to the State per the NETLWDB Grievance and Complaint Policy. Complaints, other than discrimination complaints, will originate at the local level. If a resolution is not obtained at the local level within sixty (60) days of the filing of the complaint, or either party is dissatisfied with the local hearing decision, a state-level appeal may be filed. The state level decision may be appealed to the Secretary in the event that a decision has not been reached within sixty (60) days, or a decision has been reached and the party wishes to appeal to the Secretary. (Please refer to Workforce Services Guidance and NETLWDB Policy.)

**CONTACT:** Questions concerning the above may be addressed to Kathy Pierce, Executive Director of the NETLWDB at [kpierce@ab-t.org](mailto:kpierce@ab-t.org).

This policy will remain in effect until amended, modified, or set aside by the Northeast Tennessee Local Workforce Development Board.

APPROVED:

  
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Jay Richardson  
NETLWDB Chair

## **Eligible Training Provider List (ETPL) Policy**



**Effective Date: 10/01/2018**  
**Duration: Indefinite**

### **Eligible Training Provider List**

This policy provides information and direction for the Eligible Training Provider process, eligibility, application procedures, the appeal process, dissemination of the list, and reporting requirements. This policy also builds upon and enhances the Tennessee Department of Labor and Workforce Development's Combined Strategic Plan.

In order to maximize customer choice and assure that all significant population groups are served, an Eligible Training Provider process must assure that significant numbers of competent Eligible Training Providers (ETPs), offering a wide variety of training programs and occupational choices, are available to participants. Eligible participants who need training use the Eligible Training Provider List (ETPL) to make an informed choice. In this way, the ETPL helps to provide consumer choice, while also supporting increased performance accountability. Only those programs that are approved/listed on the State's ETPL are eligible for referral and enrollment of a Workforce Innovation and Opportunity Act (WIOA) participant.

### **Eligible Training Provider Access:**

How to Apply to Become an Eligible Training Provider: The following are the steps for ETPL placement in the State of Tennessee:

- a. The State will develop the procedures and a system for disseminating the ETPL (WIOA Sections 122[d][1] and [d][3]) and the Northeast Tennessee Local Workforce Development Board (NETLWDB) will make these procedures available to ETPs.
- b. Prospective ETPs must submit initial eligibility criteria including: training services to be offered, information addressing alignment of the training services with in-demand industry sectors and occupations to the extent possible, performance and cost information, and annually met performance levels on specified performance measures as required.
- c. Minimum performance levels are established by the State. The NETLWDB may require higher levels on specified performance measures or may require additional measures and corresponding levels.
- d. The State receives the information on approved ETPs by the NETLWDB. The State then compiles a single list (the ETPL) and disseminates the ETPL with performance and cost information to the NETLWDB.
- e. Participants utilizing an Individual Training Account (ITA) must have the opportunity to select any of the approved ETPs and programs on the ETPL (WIOA Section 122[d]).
  - i. While participants can select from the complete ETPL, State and NETLWDB policies determine the funding amounts for each program. Thus, the NETLWDB may choose not to fund certain categories of training programs based on, but not limited to, the following reasons:
    - Lack of occupational demand for the LWDA
    - High tuition cost in comparison to comparable programs
    - Lack of a livable wage upon program completion

### **Training Provider Eligibility (TEGL 41-14):**

To be eligible to receive funds, the training provider must meet at least one of the following requirements:

- i. A postsecondary educational institution that is eligible to receive Federal funds under Title IV of the Higher Education Act of 1965 (20 U.S.C. 1070 et. seq.) and provides a program that leads to an associate degree, baccalaureate degree, or certificate.
- ii. An entity that carries out programs under the National Apprenticeship Act of August 16, 1937; 50 Stat. 664, Chapter 663; 29 U.S.C. 50 et. seq.
- iii. Another public or private provider of a program of training services for the general public or specialized training for participant populations that face multiple barriers to employment such as providers directly associated with the Division of Rehabilitation Services, TN Department of Human Services. These populations include the following categories: low income individuals with barriers to employment and people with disabilities.
- iv. Local Workforce Development Boards (LWDBs) if they meet the conditions of WIOA Section 107(g)(1)
- v. Another public or private provider with demonstrated effectiveness providing training to a population that faces multiple barriers to employment. These populations include:
  - a. Displaced homemakers
  - b. Low-income individuals
  - c. Indians, Alaskan natives, and native Hawaiians, as such terms are defined in WIOA Section 166(b)
  - d. Individuals with disabilities, including youth who are individuals with disabilities
  - e. Older individuals
  - f. Ex-offenders
  - g. Homeless individuals (as defined in Section 41403(6) of the Violence Against Women Act of 1994 [42 U.S.C. 1404e-2(6) as amended in 2013]); or homeless children and youths (as H.R. 803-10 defined in Section 725[2] of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a [2] and Section 721).
  - h. Youth who are in or have aged out of the foster care system
  - i. Individuals who are English language learners, including individuals who have low levels of literacy and individuals facing substantial cultural barriers
  - j. eligible migrant farmworkers, as defined in WIOA Section 167(i), and services to other low-income individuals
  - k. Individuals within two (2) years of exhausting lifetime eligibility under Part A of Title IV of the Social Security Act (42 U.S.C. 601 et. seq.)
  - l. Single parents (including single pregnant women)
  - m. Long-term unemployed individuals
  - n. Other groups the Governor determines to have barriers to employment (WIOA Section 134[c][3][E])

### **Program of Training:**

A program of training services should consist of one (1) of the following:

- i. One (1) or more courses or classes that, upon successful completion, leads to a certificate, an associate degree, or baccalaureate degree, or a competency or skill recognized by employers;
- ii. A training regimen that leads to competitive integrated employment for individuals with disabilities that provides individuals with additional occupational skills or competencies generally recognized by employers; or
- iii. Identical programs offered in different locations by the same training provider must be considered as one program, and will not require separate applications unless the regulatory agency uses location as a factor in defining a unique program.

### **ETPL Exceptions:**

The following training activities are exempt from utilizing the ETPL process.

- i. On-the-Job training and Customized Training (as defined by WIOA)
  - a. Skill enhancement and workplace literacy are considered to be short-term prevocational and, therefore, are not defined as training services for the purposes of this policy.
  - b. Short-term prevocational services are not tied to a specific occupation and include course-like services such as Literacy and Adult Basic Education, Workplace Literacy, introductory computer classes, as well as development of learning skills, communication skills, interviewing skills, punctuality training, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training.
  - c. Community-based organizations and other private organizations providing training.

### **Registered Apprenticeship Programs (TEGL 41-14):**

Registered Apprenticeship programs are not subject to the same application, performance information requirements, or period of initial eligibility procedures as other providers because such programs have gone through a detailed application and vetting procedure to become Registered Apprenticeship programs, sponsored by the United States Department of Labor. In collaboration with the State Director of Apprenticeship, the State will contact all current program sponsors at the time of this writing to elicit their interest in being part of the ETPL. The goal is to place as many Registered Apprenticeship programs on the ETPL as possible. In collaboration with the State Director of Apprenticeship, the State will ascertain at least every two (2) years those ETPs that have lost their registration status. The State will work in collaboration with the State Director of Apprenticeship to develop a simplified process for new Registered Apprenticeship programs to become part of the ETPL.

Minimal information is required for Registered Apprenticeship programs for ETPL placement.

The information required is outlined below:

- a. Occupation(s) included within the registered apprenticeship program,
- b. Name and address of the Registered Apprenticeship program sponsor,
- c. Name and address of the provider of related instruction, including location of instruction if different from program sponsor's address,
- d. Method and length of instruction, and
- e. Number of active apprentices

Program sponsors that do not provide the related instruction component of a Registered Apprenticeship program may be required to provide additional information about their education provider, including the cost of instruction. This is the only time that cost information will be required for Registered Apprenticeship programs. Registered Apprenticeship programs are exempt from performance and reporting-related requirements in order to enable these evidence-based programs to be placed on the ETPL with minimum burden. Registered Apprenticeship programs with openings for new apprentices will automatically be considered a statewide demand occupation to facilitate WIOA funding support as appropriate. A Registered Apprenticeship program on the ETPL will be available to every Local Workforce Development Area (LWDA) in the State. The only criterion that applies to apprenticeships is that they be registered as apprenticeship programs with the U.S. Department of Labor.

### **Initial Eligibility and Application Procedures:**

**Initial Eligibility:** All training providers are required to complete the outline application in order to be included on the statewide ETPL. The online application is reviewed by the NETLWDB to make the determination about placement onto the ETPL. After the NETLWDB votes to add the provider/program to the ETPL, it is then sent to the State for final review.

**ETPL Application Procedure for All Prospective Eligible Training Providers Except Registered Apprenticeship Programs:** Applications for initial eligibility must be initiated by the training provider by completing an online New Provider Application (WIOA Section 122[b][4][C]-[E]) . The online application is first submitted to the NETLWDB for verification of completeness. The NETLWDB must verify that the training provider is in compliance with all Tennessee regulations pertaining to training authorization.

In addition, the NETLWDB is required to verify that all of the required data elements for the ETP are complete before the applications are submitted for consideration. If the ETP is not compliant or the application is incomplete, the NETLWDB must notify the training provider within fifteen (15) days of receiving the application and prepare the application to be reviewed at the next NETLWDB meeting. If the ETP is compliant and its application is complete, the NETLWDB must review the application within five (5) days of receiving the necessary information. The NETLWDB cannot send WIOA participants to new training providers until they are approved by the NETLWDB and the State office has been notified of the approval of the new provider. The NETLWDB will ensure that the ETP meets their local eligibility criteria and then will vote to decide if the ETP and the associated programs will be added to the ETPL. ETPs must supply any supplemental information requested by the NETLWDB to assist in the initial eligibility decision. Applications must be presented in the time and manner determined by the NETLWDB, i.e. some instances the NETLWDB may require a formal presentation before voting on the training provider and the associated programs. New training provider program applications may be submitted on any day of the year. After the NETLWDB votes on the ETP's application, a written notification must be submitted to the State within thirty (30) days of the decision to add or deny the training provider placement on the ETPL.

### **Out-of-State Providers, Except Registered Apprenticeship Programs:**

ETPs that are headquartered outside of Tennessee who do not have instate training facilities may apply to any Local Workforce Development Board (LWDB) where they wish to provide services. Applications must include all information required by these policies. Reciprocal Agreements (WIOA Section 122[g]) - a LWDB can send a Tennessee WIOA participant to a provider located in a different State given that the training provider appears on the other State's ETPL.

Reciprocal Agreements are subject to the following guidelines:

- i. Use of an out-of-state provider as part of a reciprocal agreement does not assure the ETP placement on the Tennessee ETPL.
- ii. If the ETP wants to appear on the Tennessee TEPL, it must complete the process for becoming an approved Tennessee ETP.
- iii. If the NETLWDB utilizes a training provider that does not appear on the Tennessee ETPL, it is the responsibility of the NETLWDB to track and report the necessary performance information needed for subsequent eligibility determinations. To fulfill this obligation, the NETLWDB must ensure that verification of enrollment, completion, and subsequent placement for ETPs are recorded in the State performance tracking system (currently Virtual One-Stop Data Management Tracking System [VOS]).

**Out-of-Area Providers, Except Registered Apprenticeship Programs:** If an ETP has a physical presence in the State, its ETPL application must be submitted to the LWDB covering the area where that training provider is headquartered or has its main campus. Any LWDB can approve a satellite site for a training program so long as that training provider and program have been first approved by the LWDB in which the provider is headquartered. LWDBs can approve training providers for the State ETPL when the training provider does not have a permanent training structure anywhere in Tennessee; in such a case, such providers are treated as out-of-state training providers.

**Appeal of Local Workforce Development Board Denial:**

**A. Provider Application Denial:**

- i. If the NETLWDB denies an ETP's initial application for listing on the ETPL, the NETLWDB must, within thirty (30) days from the date of determination, inform the ETP in writing, including the detailed reason(s) for the denial and complete information on the appeal process.

**B. Reasons for Denial of Application for Initial Eligibility:**

- i. The NETLWDB or the State may deny eligibility if the application from an ETP is not complete or not submitted within required time frame.
- ii. The NETLWDB or the State may deny eligibility if an applicant fails to meet the minimum criteria for initial listing specified in this policy (WIOA Section 122[c][1]).
- iii. The NETLWDB may deny eligibility if the training programs offered by the ETP do not lead to gainful employment in an in-demand occupation as determined by a labor market analysis.
- iv. The NETLWDB may deny eligibility if the training program demographics (i.e. cost and length) are substantially higher (beyond fifty percent [50%]) than previously approved programs offering the same credential (within the past two [2] program years).
- v. The NETLWDB or the State may deny eligibility if it is determined that the applicant intentionally supplied inaccurate information (WIOA Section 122[f][1][B]).
- vi. The NETLWDB or the State may deny eligibility to a training provider who has been found to have substantially violated any WIOA requirements (WIOA Section 122[f][1][B]).

**C. Appeals to the Northeast Tennessee Local Workforce Development Board (WIOA Section 122(C)[1]):**

This procedure applies to appeals by Training Providers to the NETLWDB based on the denial of an ETP's application for the initial listing on the ETPL. The Training Provider may access the approved NETLWDB appeal process that meets the requirements of 20 CFR 683.630 (b), as follows:

- i. The Training Provider must request, in writing, additional consideration by the NETLWDB in accordance with TDLWD guidance. The appeal must include a statement of the desire to appeal, specification of the program(s) in question, the reason(s) for the appeal (i.e. grounds), and the signature of the appropriate provider official.
- ii. Said written request must be submitted to the NETLWDB within 30 days of the issuance of the denial or need for additional information/review by the NETLWDB. Along with the written request, the Training Provider may directly address the reasons for the ETPL denial through an appeal hearing.
- iii. The NETLWDB appeal process includes the opportunity for the appealing Training Provider to have a hearing. The hearing officer will be impartial. The hearing officer

will provide written notice to the concerned parties of the date, time, and place of the hearing at least ten (10) calendar days before the scheduled hearing. Both parties must have the opportunity to: present oral and written testimony under oath, to call and question witnesses, to present oral and written arguments, to request documents relevant to the issue(s), and to be represented.

- iv. The NETLWDB Executive Committee will appoint 1-3 impartial appeal officers who are responsible for re-evaluating the supplemental materials supplied by the Training Provider in addressing the initial reasons for denial in accordance with TDLWD guidance referenced above.
- v. The NETLWDB shall consider and provide a final decision on the appeal request within 30 calendar days of receipt of the written request for appeal and shall make a recommendation to the NETLWDB for approval, denial, or request for additional/subsequent information.
- vi. As referenced above, written notification may be in the form of USPS Return Receipt Requested, Fed-Ex or other package delivery service, facsimile transmission, and/or electronically using e-mail.
- vii. If the Training Provider disagrees with the action taken by the NETLWDB through its local appeal process, the Training Provider may access the appeal process as outlined in the TDLWD ETPL and Grievance and Appeals Guidance.
- viii. If the applicant fails to follow established appeal protocols, the NETLWDB may choose not to review subsequent applications for a period of at least 24 months from the date of final decision by the NETLWDB.
- ix. If TDLWD, or its designated appellate body, upholds the NETLWDB denial, the Training Provider may re-apply after 24 months from the date of final NETLWDB decision. The Training Provider may be required to provide additional outcome, quality assurance, cost, or any other information as requested by the NETLWDB.

#### **D. Appeals to the State (WIOA Section 122[c][1]):**

This procedure applies only to Training Providers who have exhausted the appeal process of the NETLWDB and are dissatisfied with the NETLWDB's final decision. The State appeal process may be accessed at: <https://www.tn.gov/content/tn/workforce/jobs-and-education/training-opportunities/training-opportunities-redirect/paying-for-training/tennessee-wioa-state-appeal-process.html>

- i. A training provider wanting to appeal to the State must submit an appeal request to the State within thirty (30) days from the NETLWDB's notification to the Training Provider of its final decision on an appeal. The request for an appeal to the State must be in writing and include a statement of the desire to appeal, specifications of the program(s) in question, the reason(s) for the appeal (i.e. grounds), and the signature of the appropriate provider official.
- ii. The State will promptly notify the NETLWDB when it receives a request for appeal. The State will also notify the NETLWDB when it makes the final decision on an appeal.
- iii. The State appeal process includes the opportunity for the appealing Training Provider to have a hearing. The hearing officer must be impartial. The hearing officer must provide written notice to the concerned parties of the date, time, and place of the hearing at least ten (10) calendar days before the scheduled hearing. Both parties must have the opportunity to: present oral and written testimony under oath, to call and question witnesses, to present oral and written arguments, to request documents relevant to the issue(s), and to be represented.
- iv. The five-member State appeals committee, chaired by the hearing officer, will

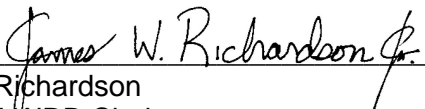


- administratively review the appeal, make a preliminary decision, and notify the ETP and the LWDB. The committee may either uphold or reverse the LWDB decision.
- v. The State appeals committee must render a decision within sixty (60) days from receiving the training provider's initial state-appeal request.

**CONTACT:** Questions concerning the above may be addressed to Kathy Pierce, Executive Director of the NETLWDB at [kpierce@ab-t.org](mailto:kpierce@ab-t.org).

This policy will remain in effect until amended, modified, or set aside by the Northeast Tennessee Local Workforce Development Board.

APPROVED:

  
\_\_\_\_\_  
Jay Richardson  
NETLWDB Chair

## **N: Business Services Statement**



NETLWDA utilizes a demand driven business service strategy that is implemented through the following:

- Continuous, ongoing open competition opportunities for requests from employers for incumbent work training, on the job training, apprenticeship training, and related industry driven resource deployment for use of Title I formula funding up to the 20% maximum;
- Continuous, ongoing open competition opportunities for use of statewide Consolidated Business Grants to support incumbent worker, apprenticeship, and on the job training, as appropriate, and according to TDLWD guidance/policy;
- Board staff employer engagement and support as provided in § 679.370, including Rapid Response and connecting impacted workers with employers who are hiring;
- partnerships with multiple economic development organizations including the Northeast TN Regional Economic Partnership, NETWORKS Sullivan County Partnership, the Greene County Partnership, county-level Industrial Development Boards, Chambers of Commerce in all eight (8) counties, and related organizations who do economic development and planning such as the First TN Development District;
- Participation in all eight (8) counties in pursuit of Work Ready Community (WRC) status;
- Use of JOBS4TN, EMSI and survey data to identify NETLWDA target sectors; employers in these sectors form the basis for outreach strategies;
- Collaboration with the NETLWDA AJC Business Services Team to identify employer needs for on the job training, customized training, incumbent worker training, transitional jobs, etc.;
- Targeted employer forums and hiring events;
- Ongoing communication with Local Elected Officials to identify potential business expansion or re-location during early stage negotiations;
- Utilization of partner networks through quarterly meetings;
- NETLWDA also uses supply side strategies for referral of qualified participants to employers by the Career Service Provider, Youth Service Provider and Senior Community Service Provider;
- The NETLWDA has established a relationship with the Tennessee Pathways Regional Coordinator. The Coordinator serves as a member of the NETLWDB Youth/Young Adult Committee and attends all NETLWDB meetings. This partnership will explore ways that Tennessee Pathways, the Workforce System and WIOA can enter into a mutually beneficial collaboration to serve in and out of school youth. Specific partnership opportunities include the following:
  - ◆ Collaborative efforts to increase access to work-based learning (WBL) experiences and early post-secondary opportunities (EPSOs) for high school students that are aligned with specific, in-demand careers.

## Business Services Attachment

- Increase student access to early post-secondary opportunities and industry credentials while in high school.
- Increase industry partnerships for the purposes of work-based learning (on the job training, internships, apprenticeships, job shadowing, teacher externships,
- ◆ Collaborative efforts to identify WIOA eligible students and increase student participation in early post-secondary opportunities and work-based learning for students who are economically disadvantaged, students with disabilities, and students who experience other barriers (basic skills deficit, English language learner, homelessness, etc.)
- Explore opportunities for WIOA funds to eliminate financial barriers by covering the expenses of EPSO exams, credentials, tools, and transportation for eligible students.

**Alliance For Business And Training, Inc.**

**PROCUREMENT MANUAL**

**2019-2020**

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### ATTACHMENTS

- ATTACHMENT A – AB&T General (RFP) Request for Purchase Form
- ATTACHMENT B – AB&T General (RFP) Bid Form
- ATTACHMENT C – AB&T Training/Travel Request Form
- ATTACHMENT D- AB&T Travel Claim

## Procurement Policy Statement

The purpose of this Policy is to establish guidelines that meet or exceed the procurement requirements for purchases of goods or services when federal funds are being used in whole or in part to pay for the cost of the contract. This policy contains language found in the relevant sections of the Uniform Guidance, 2 C.F.R. Part 200, relating to procurement requirements. For individual contracts, the Alliance for Business and Training, Inc. (AB&T) will also consult grant award documents with the federal grantor agency to determine whether additional procurement requirements apply.

### I. Policy

A. Application of Policy. This policy applies to contracts for purchases, services, and construction or repair work funded with federal financial assistance (direct or reimbursed). The requirements of this Policy also apply to any sub-recipient of the funds.

All federally funded projects, loans, grants, and sub-grants, whether funded in part or wholly, are subject to the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for federal awards (Uniform Guidance) codified at 2 C.F.R. Part 200 unless otherwise directed in writing by the federal agency or state pass-through agency that awarded the funds.

B. Compliance with Federal Law. All procurement activities involving the expenditure of federal funds must be conducted in compliance with the Procurement Standards codified in 2 C.F.R. § 200.317 through § 200.326 unless otherwise directed in writing by the federal agency or state pass-through agency that awarded the funds. The Alliance for Business and Training, Inc. (AB&T) will follow all applicable local, state, and federal procurement requirements when expending federal funds. Should AB&T have more stringent requirements, the most restrictive requirement shall apply so long as it is consistent with state and federal law.

C. Contract Award. All contracts shall be awarded only to the lowest responsive responsible bidder possessing the ability to perform successfully under the terms and conditions of the contract.

D. No Evasion. No contract may be divided to bring the cost under bid thresholds or to evade any requirements under this Policy or state and federal law.

E. Contract Requirements. All contracts paid for in whole or in part with federal funds shall be in writing. The written contract must include or incorporate by reference the provisions required under 2 C.F.R. § 200.326 and as provided for under 2 C.F.R. Part 200, Appendix II.

F. Code of Conduct – Employees are expected to maintain confidentiality and fairness with regard to all areas surrounding procurement.

- The number and names of offerors will not be disclosed until the contract is awarded and the decision is made public.
- Technical or cost/price information from any proposal will not be disclosed to anyone not officially involved in the procurement while the procurement is in progress.

- Certain technical or proposal information that the offeror has designated as proprietary or a trade secret should not be disclosed to other offerors, even after the award is made and publicized, if AB&T concurs with the designation.
- No information will be disclosed to anyone about the Statement of Work, funds available or related data until the information is made known to all offerors, through publicizing the intent to solicit or disseminated by the RFP.
- Information will be given to all offerors and potential offerors equally.
- Proposal evaluation factors will be provided to all prospective offerors.
- Information given in response to a communication from one offeror will be shared with other known potential offerors when the response contains information that is not in the solicitation document.

G. Conflict of Interest - The officers, employees, or agents of AB&T making the award of contracts will neither solicit nor accept gratuities, favors, or anything of monetary value from contractors, potential contractors, or parties of sub-agreements. Board members shall refrain from voting on matters that may appear to be a conflict of interest. Board members are not precluded from holding contracts with AB&T if such contracts are awarded through normal procedures.

H. General Policy Competition – AB&T will, to the greatest extent practicable, encourage full and open competition.

- The combined orders require final approval from the Executive Director and/or his/her designee, the Director of Finance.
- All standard supply orders are submitted on a weekly basis and processed by the Finance Department.

In addition, AB&T has incorporated the following procurement policies for the Northeast TN Local Workforce Development Area (NETLWDA) that are prescribed and adhere with the Workforce Innovation and Opportunity Act and will follow these guidelines for all of the purchases for the Alliance for Business and Training, as follows:

1. Procurement shall be conducted in a manner providing full and open competition;
2. The use of sole source procurements shall be minimized , but in every case shall be justified;
3. Procurements shall include an appropriate analysis of the reasonableness of costs and prices;
4. Procurements shall not provide excess program income (for non-profit and other entities) or excess profit (for private for-profit entities), and that appropriate factors shall be utilized in determining whether such income or profit is excessive, such as:
  - a. The complexity of the work to be performed;
  - b. The risk borne by the contractor; and
  - c. Market conditions in the surrounding geographic area;
5. Procurements shall clearly specify deliverables and the basis for payment;
6. Written procedures shall be established for procurement transactions;

7. No contractor or subcontractor shall engage in any conflict of interest, actual or apparent in the selection, award, or administration of a contract;
  8. AB&T shall conduct oversight to ensure compliance with procurement standards; and if specific procurement issues are not addressed in AB&T's Procurement Manual then AB&T will adhere to the Uniform Guidance (including Appendix II of the Uniform Guidance) and the Tennessee Department of Labor and Workforce Development's Financial Policies. These policies are in the Final TAG in finance dept., Part II-10-1 to Part II-10-14. AB&T will also follow any other applicable federal or state requirements.
- 
- I. The administrative procedures contained in this Policy are administrative and may be changed as necessary at the staff level to comply with state and federal law.



## II. General Procurement Standards and Procedures:

- A. **Necessity.** Purchases must be necessary to perform the scope of work and must avoid acquisition of unnecessary or duplicative items.
- B. **Clear Specifications.** All solicitations must incorporate a clear and accurate description of the technical requirements for the materials, products, or services to be procured, and shall include all other requirements which bidders must fulfill and all other factors to be used in evaluating bids or proposals. Technical requirements must not contain features that restrict competition.
- C. **Notice of Federal Funding.** All bid solicitations must acknowledge the use of federal funding for the contract. In addition, all prospective bidders or offerors must acknowledge that funding is contingent upon compliance with all terms and conditions of the funding award.
- D. **Compliance by Contractors.** All solicitations shall inform prospective contractors that they must comply with all applicable federal laws, regulations, executive orders, and terms and conditions of the funding award.
- E. **Fixed Price.** Solicitations must state that bidders shall submit bids on a fixed price basis and that the contract shall be awarded on this basis unless otherwise provided for in this Policy. Cost plus percentage of cost contracts are prohibited. Time and materials contracts are prohibited in most circumstances. Time and materials contracts will not be used unless no other form of contract is suitable and the contract includes a "Not to Exceed" amount. A time and materials contract shall not be awarded without express written permission of the federal agency or state pass-through agency that awarded the funds.
- F. **Use of Brand Names.** When possible, performance or functional specifications are preferred to allow for more competition leaving the determination of how to reach the required result to the contractor. Brand names may be used only when it is impractical or uneconomical to write a clear and accurate description of the requirement(s). When a brand name is listed, it is used as reference only and "or equal" must be included in the description.
- G. **Lease versus Purchase.** Under certain circumstances, it may be necessary to perform an analysis of lease versus purchase alternatives to determine the most economical approach.
- H. **Dividing Contract for M/WBE Participation.** If economically feasible, procurements may be divided into smaller components to allow maximum participation of small and minority businesses and women business enterprises. The procurement cannot be divided to bring the cost under bid thresholds or to evade any requirements under this Policy.
- I. **Documentation.** Documentation must be maintained detailing the history of all procurements. The documentation should include the procurement method used, contract type, basis for contractor selection, price, sources solicited, public notices, cost analysis, bid documents, addenda, amendments, contractor's responsiveness, notice of award, copies of notices to unsuccessful bidders or offerors, record of protests or

disputes, bond documents, notice to proceed, purchase order, and contract. All documentation relating to the award of any contract must be made available to the granting agency upon request.

J. Debarment. No contract shall be awarded to a contractor included on the federally debarred bidder's list.

K. Contractor Oversight. The Requesting Department receiving the federal funding must maintain oversight of the contract to ensure that contractor is performing in accordance with the contract terms, conditions, and specifications.

L. Open Competition. Solicitations shall be prepared in a way to be fair and provide open competition. The procurement process shall not restrict competition by imposing unreasonable requirements on bidders, including but not limited to unnecessary supplier experience, excessive or unnecessary bonding, specifying a brand name without allowing for "or equal" products, or other unnecessary requirements that have the effect of restricting competition.

M. Geographic Preference. No contract shall be awarded on the basis of a geographic preference.

## Alliance For Business And Training, Inc.

### III. PROCUREMENT POLICY

All purchases of supplies, equipment, and contractual services related to the Alliance for Business and Training, Inc. whether cash, check, credit cards, invoices shall be made in accordance with the following procedures:

#### 1. Initiation of Purchase

A purchase may be initiated by any staff member so authorized by the Executive Director. When a purchase is initiated, a description of the type of purchase or item and quantity of items desired must be prepared and submitted to the Finance Department.

#### 2. Qualification of Vendors

All vendors providing supplies, equipment or services to AB&T shall be reputable firms having the demonstrated capacity to produce or provide supplies, equipment and/or services and other items within a reasonable period of time or within the time limits established by AB&T. Vendors shall be subject to disqualification if they are found to misrepresent quality, quantity, or price of supplies, equipment, services, or other items delivered. Vendors will also be disqualified if reasonable time limits established by AB&T are exceeded.

#### 3. MICRO PURCHASES

Micro purchases shall be procured using the Uniform Guidance “micro-purchase” procedure (2 CFR § 200.320(a)) as follows:

- a. \$0 - \$500.00 – INCIDENTAL PURCHASES: Incidental purchases are relatively minor acquisitions (i.e., in terms of amount and cost) of goods and services. AB&T will follow 2 CFR§ 200.67

Criteria for use: To qualify as “incidental”, the purchase must cost less than \$500.00 per transaction and meet any one of the following criteria:

- It may be a one-time, unanticipated necessity, or
- It may represent an emergency situation, or
- It must be of a value that is less than the costs associated with using a competitive procurement method
- It may be routine purchase of goods or services such as meeting supplies

Procedural Requirements: These purchases will be executed using the General (RFP) (ATTACHMENT A) by the recipient. This form will represent the necessary documentation for procurement and payment.

- b. \$501.00 - \$5,000.00 – Small/Unique Purchases: This method is appropriate for the acquisition of administrative or program goods or services, such as participant’s material/supplies, or professional services/speakers.

Criteria for use: To qualify as “Small/Unique Purchases”, the purchase must cost at least \$501.00 but less than \$5,000 per transaction.

Procedural Requirements: The following requirements must be met and documented:

- Submission of a completed General RFP Bid Form (ATTACHMENT A) to the Finance Department for processing
  - Prior supervisory approval is required before procurement is processed by the Finance Department
  - All procurement processed for over \$501.00 will require the prior approval from the Executive Director and/or his/her designee which is the Director of Finance
- c. \$5,001.00 - \$24,999.00 This method is appropriate for projects within a grant, for instance, YouthBuild sub-contractors for electrical, plumbing, etc. that have demonstrated working grant program or contracting with agency with subcontractors which have been procured by the agency for their projects or determining the market rate in each local area for a specific or unique goods or service to be provided . This could also be sole source items such as software, accounting system maintenance, etc.

Procedural Requirements:

- Submission of a completed General RFP Bid Form,(Att. A) or a memorandum explaining the justification for the purchase(s), to the Finance Department for procurement processing
- Prior supervisory as well as the Executive Director’s and/or his designee, the Director of Finance, approval is required before procurement is processed by the Finance Department

#### 4. Emergency Purchases

Purchases of specific materials, supplies, equipment or services may be made in the open market for immediate delivery only to meet bona fide emergencies arising from any unforeseen cause. All bona fide emergency purchases must be approved by the Executive Director and/or his designee – Director of Finance. A written report on the circumstances of any such emergency justifying the purchase(s) shall be prepared and maintained by AB&T. All emergency purchases shall, if practicable, be made on the basis of competitive bids.

#### 5. List of Bidders

AB&T shall maintain a list of bidders which shows the types of classes of materials, supplies, equipment or services which the person, firm or corporation is willing and able to furnish to the AB&T. AB&T may require the person, firm or corporation to submit sufficient information to demonstrate the ability to perform any future commitment prior to inclusion on the list of bidders.

#### 6. Purchase Orders

AB&T shall maintain a purchase order system to execute purchasing requests.

All purchases exceeding \$501.00 will require a purchase order and shall be composed and documented by the Finance Department. The Finance Department is responsible for the maintenance of purchase order forms and their specific numerical order.

The purchase order shall list the current date, name of vendor, type/description of items, quantity, price of each item(s) and, if any, the shipping costs.

The purchase order will be signed by the Executive Director and/or his designee – Director of Finance. The purchase order and other documents will be in Accounts Payable for payment, and maintained by the Finance Department.

The exceptions to the use of a purchase order are contracts for professional services, unique services and special services where the contract shall serve as detailed documentation for entering into an agreement for the purchase(s) of services, bills for utilities, office rental, travel expenses/out of area request, postage, fees, permits, etc.

#### 7. Disbursements to Vendors

All disbursements to vendors shall take place in accordance with the following:

- (a) Receipt of all supplies and equipment shall be certified by a staff member of AB&T who has been designated responsible for receipt of purchased items. Deliveries shall

be compared against the purchase order and shall be examined for compliance to the specifications contained in the purchase order.

(b) Invoices shall be matched with the purchase order and requisition when they are received by AB&T. The invoice shall be examined to ensure that the amount requested for payment, matches the cost, type, and quantity as listed on the purchase order.

(c) The invoice, purchase order, and requisition shall be reviewed by the Accounts Payable Department for certification for payment.

(d) All vouchers and request for payment shall be reviewed and approved by the Finance Department and shall be paid in accordance with standard procedure for disbursement of funds.

(e) Upon proper certification of invoices, disbursements shall be made in accordance with the standard procedures for issuance of checks and vouchers by the Alliance for Business and Training, Inc.

(f) Copies of all vouchers and invoices shall be retained and filed on a chronological basis for a period of no less than five (5) years.

## 8. Equipment

Purchase costs of furniture and equipment, such as computers, printers and computer associated equipment, and sensitive items will follow TDOLWD procurement procedures as outlined in their policy. Freight charges and installation costs shall be included as cost of equipment (all equipment should be properly tagged with WIOA identification numbers). AB&T must maintain property procurement and accountability as outlined in the Tennessee Department of Labor and Workforce Development equipment purchase policy and Grants4tn.

# ADMINISTRATIVE PURCHASING PROCESS GOODS/SERVICES/RFP

## Request for Goods or Services

A pre-approved request is received from the supervisor/director for the purchase and/or lease/purchase of goods required to carry out activities and/or services planned.

## Development of an Invitation for Bid/Request for Proposal Package

A clearly defined and accurate specifications of the material, product or service to be procured is developed and included in the request for bid/request for proposal package.

An analysis shall be made of a lease or purchase alternatives to determine which would be the most economical, practical procurement.

There may be times that purchases may be made by Sealed Bid, by Competitive Proposals and by Non-Competitive Proposals. The requirements for each of these are as follows:

Elements of a Complete Invitation to Bid Package should include: Part 200-Contract Provisions for Non-Federal Entity Contracts under Federal Awards

### A. Introduction

- Procurement purchase, issue or release date
- Name, address, telephone number of organization soliciting the purchase and designated contact person
- Type of purchase instrument to be used (contract, purchase order) and payment method
- Deadline for submission, address for bid submission, and number of copies to be submitted

### B. Work Statement

The work statement outlines what is expected of the prospective bidder in order to fulfill the specifications:

- Delivery date
- Program Deliverables, timelines, projected outcomes, performance metrics, etc. (if applicable)
- Completion of installation (if applicable)
- Warranties and Service

### C. Cost Proposal

Each item must be priced separately. Unit prices shall be shown and in case of error in the extension of prices in the bid, the unit price will govern.

Time of staff by person (if applicable)

### D. Bid Requirements & Openings

Each bid must give the full name and business address of the bidder and be signed, in ink, by the official of the company authorized to bind his company in contract.

If a sealed bid process is used, bids will be publicly opened at the time and place prescribed in the invitation to bid. These meetings are open to the public.

### E. Bid Evaluation

Bids will be evaluated according to the criteria set forth in the invitation to bid

Any or all bids may be rejected if there is a sound documented reason.

### F. Final Selection

Selection and award can begin after all bids have been evaluated according to the criteria set forth in the invitation to bid.

- Responses to requests for proposal will be evaluated according to established procurement regulations and guidance/policy developed by the TN Department of Labor and Workforce Development
- If bids received are relatively close during the evaluation process, the staff may conduct meetings with the bidders to clarify uncertainties or problems in the overall bid document.
  - Will meet bidders' management and key staff who would be assigned to the project (if applicable).
  - Request revised bids or amendments from final contenders subject to further negotiation i.e., "Best and Final Offers". If contenders are given the opportunity to submit new bids, other contenders must be given the same opportunity.



G. Pre-Award Review

A review may be completed on proposed procurement where the awarding agency believes such review is needed to ensure that the item and/or service specified is the one being proposed for purchase.

Special Note: Review of RFP responses related to procurement of One Stop Operator and/or Career Services will comply with the Workforce Innovation and Opportunity Act, regulations thereto and guidance/policy from the TN Department of Labor and Workforce Development.

H. Award Decision

Upon approval by the Executive Director and the Director of Finance, the successful bidders will be notified.

Special Note: Approval and award of funds to successful respondents to provide One Stop Operator and/or Career Services rests with the Northeast TN Local Workforce Development Board, in accordance with the Workforce Innovation and Opportunity Act, regulations thereto and guidance/policy from the TN Department of Labor and Workforce Development.

I. Retention of Records

AB&T will Retain all award process records (bids, amendments, evaluations, conference meeting minutes, correspondence, etc.) for three (3) years in order to satisfy audit requirements and serve as sources of information when responding to protest from unsuccessful bidders.

J. Purchasing Instrument

Upon approval a Purchase Order or Contract will be issued to the bidder. This document will contain cost and payment information. Attached will be the Procurement Provisions which will be incorporated into the final document.

K. Disputes and Claims

Disputes will be settled by following the Grievance procedures established by AB&T. AB&T shall conduct oversight to ensure compliance with procurement standards; and if specific procurement issues are not addressed in AB&T's Procurement Manual then AB&T will adhere to the Tennessee Department of Labor and Workforce Development's Financial Policies. These policies are in the Final Tag, Part II-10-1 to Part II-10-14. AB&T will also follow Uniform

Guidance, (including Appendix II of the Uniform Guidance) Tennessee Department of Labor and Workforce Development's Financial Policies. AB&T will also follow any other applicable federal or state requirements.

## **TRAVEL EXPENDITURES**

Expenses associated with travel requirements for training such as workshops, conferences or seminars will follow procurement policies when applicable. The Training/Travel Expense Request Form (ATTACHMENT C) will serve as the authorizing and expense approval document for travel advances and costs associated with travel such as hotel expenses, meal allowances, rental of vehicle, and transportation cost (auto, plane, bus, etc.):

**All OUT OF AREA Training/Travel Expense Request Forms must have the supervisor's and the Executive Director's and/or his designee – Director of Finance, approval prior to attending the training.**

All expenses must be in compliance with the State of Tennessee's Comprehensive Travel Regulations. Upon completion of the training, an Out-of-State or In-State travel claim form is completed and forwarded to the Accounts Payable department with supporting documentation such as hotel, rental, parking receipts, etc. for processing. If using a company credit card, those receipts should be turned in monthly before the bills come in with documentation of each receipt.

Completed travel claim forms must be submitted within 30 days after travel has been completed.

**North East Tennessee LWDB  
FY 20-21 BUDGET NARRATIVE**



**Salaries - \$321,985.84**

Costs include personnel costs for 7 FTE's of North East Tennessee staff which are directly attributable to one identifiable grant, or those benefiting program activities of more than one program and which are not indirect in nature.

**Fringe - \$152,091.53**

Fringe benefits are computed on an individual basis for staff included under salaries (personnel) costs. Items included in fringe benefits consist of health, dental, and vision insurance, disability insurance, unemployment and worker's compensation and mandatory employer match on federal employment taxes, and retirement costs.

**Travel \$8,110.98**

Travel includes direct travel costs for staff and is reimbursed in accordance with amounts and limitations specified in the Tennessee "State Comprehensive Travel Regulations," as they are amended from time to time.

**Contractual \$1,964,355.21**

**Career Service Provider - \$1,908,555.21**

Competitively procured Career Service Provider expenses incurred in the delivery of all assigned duties as they relate to the delivery of services to the North East Tennessee LWDA.

**One-Stop Operator - \$55,800.00**

Competitively procured One-Stop Operator expenses incurred in the delivery of all assigned duties as they relate to the delivery of services within the One-Stop System of the North East Tennessee LWDA to include coordinating services, performance and targeting populations.

**Other \$274,715.56**

Costs including, but not limited to, supplies, communications, rental for AJC's and board, utilities, insurance, and board expenses necessary to carry out the direct activities and responsibilities of one identifiable grant, or those costs benefiting program activities of more than one program and which are not indirect in nature.

**Indirect - \$302,402.00**

Administrative costs directly associated with each grant, as well as administrative expenses which are pooled and allocated according to the cost allocation plan to include, but not limited to, salaries, benefits, travel, communication, supplies, contractual services, accounting and auditing, supplies, rent, utilities, computer and related costs of an administrative nature. Costs in this category do not exceed 10% administrative cap.

**BUDGET INFORMATION - Non-Construction Programs**

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

**SECTION A - BUDGET SUMMARY**

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. WIOA Adult	17.258	\$	\$	\$ 1,040,040.12	\$	\$ 1,040,040.12
2. WIOA Dislocated Worker	17.278			941,940.35		941,940.35
3. WIOA Youth	17.259			1,041,680.65		1,041,680.65
4.						
<b>5. Totals</b>		\$	\$	\$ 3,023,661.12	\$	\$ 3,023,661.12

**SECTION B - BUDGET CATEGORIES**

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1) WIOA Adult	(2) WIOA Dislocated Worker	(3) WIOA Youth	(4)	
<b>a. Personnel</b>	\$ 187,584.00	\$ 37,383.29	\$ 97,018.55	\$	\$ 321,985.84
<b>b. Fringe Benefits</b>	88,606.19	17,658.17	45,827.17		152,091.53
<b>c. Travel</b>	4,725.33	941.70	2,443.95		8,110.98
<b>d. Equipment</b>					
<b>e. Supplies</b>					
<b>f. Contractual</b>	514,733.02	754,365.58	695,256.61		1,964,355.21
<b>g. Construction</b>					
<b>h. Other</b>	140,351.58	37,397.61	96,966.37		274,715.56
<b>i. Total Direct Charges (sum of 6a-6h)</b>	936,000.12	847,746.35	937,512.65		\$ 2,721,259.12
<b>j. Indirect Charges</b>	104,040.00	94,194.00	104,168.00		\$ 302,402.00
<b>k. TOTALS (sum of 6i and 6j)</b>	\$ 1,040,040.12	\$ 941,940.35	\$ 1,041,680.65	\$	\$ 3,023,661.12
<b>7. Program Income</b>	\$	\$	\$	\$	\$

Authorized for Local Reproduction

**SECTION C - NON-FEDERAL RESOURCES**

(a) Grant Program		(b) Applicant	(c) State	(d) Other Sources	(e)TOTALS
8.	WIOA Adult	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>
9.	WIOA Dislocated Worker	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
10.	WIOA Youth	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
11.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>12. TOTAL (sum of lines 8-11)</b>		\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>

**SECTION D - FORECASTED CASH NEEDS**

	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
<b>13. Federal</b>	\$ <input type="text" value="3,023,661.12"/>	\$ <input type="text" value="453,549.15"/>	\$ <input type="text" value="755,915.28"/>	\$ <input type="text" value="907,098.33"/>	\$ <input type="text" value="907,098.36"/>
<b>14. Non-Federal</b>	\$ <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>15. TOTAL (sum of lines 13 and 14)</b>	\$ <input type="text" value="3,023,661.12"/>	\$ <input type="text" value="453,549.15"/>	\$ <input type="text" value="755,915.28"/>	\$ <input type="text" value="907,098.33"/>	\$ <input type="text" value="907,098.36"/>

**SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT**

(a) Grant Program		FUTURE FUNDING PERIODS (YEARS)			
		(b)First	(c) Second	(d) Third	(e) Fourth
16.	WIOA Adult	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>
17.	WIOA Dislocated Worker	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
18.	WIOA Youth	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
19.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>20. TOTAL (sum of lines 16 - 19)</b>		\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>

**SECTION F - OTHER BUDGET INFORMATION**

<b>21. Direct Charges:</b> <input type="text"/>	<b>22. Indirect Charges:</b> <input type="text"/>
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**23. Remarks:**

**Q: Memorandum of Understanding & Infrastructure Funding Agreement**



**TENNESSEE WIOA MEMORANDUM OF UNDERSTANDING  
BETWEEN  
Northeast Tennessee Local Workforce Development Board  
AND  
Workforce Innovation & Opportunity Act One-Stop/ American Job  
Center Partners in the  
Northeast TN Local Workforce Development Area**

Kathy Pierce

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

kpierce@ab-t.org

Email address

Judy Clouse

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

jclouse@ab-t.org

Email address

1. **CONVENING OF THE PARTIES TO MOU** (WIOA SEC. 121(C)(1)) (Tennessee MOU/ IFA Instructions Page 4)
  - List the required partner providing services in the local area
  - List the partner agency providing services of each required

REQUIRED PARTNERS AS PARTIES TO MOU	ENTITY ADMINISTERING PROGRAM TYPED NAME
Title I: Adult, Dislocated Worker, Youth	Title I Sub-Recipients for Career Services Provider (CSP) and Youth Services Provider (YSP) - East Tennessee State University
Title II: Adult Education and Family Literacy	Northeast State Community College
Title III: Employment Programs under Wagner-Peyser	TN Department of Labor & Workforce Development
Title IV: Rehabilitation Services	TDHS - Division of Rehabilitative Services
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	TN Department of Labor & Workforce Development
Community Services Block Grant (CSBG)	Upper East TN Human Resource Agency (UETHDA)
Senior Community Services Employment Program (SCSEP)	First TN Human Resource Agency (FTHRA)
Temporary Assistance for Needy Families (TANF)/ Families First	East TN State University - Families First
Unemployment Insurance	TN Department of Labor & Workforce Development



<b>Parties to the MOU</b>	<b>NAME</b>
LWDB Chair	Mike Horton
LWDA Chief Local Elected Official	Richard Venable
TDLWD Regional Director	Brian Decker

<b>OTHER PROGRAMS OFFERED IN THIS LOCAL AREA AS PARTIES TO MOU</b>		<b>IF MARKED YES, ENTITY ADMINISTERING PROGRAM</b>
Department of Human Services	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Department of Human Services
TCAT/TN Reconnect/Other	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Tennessee College of Applied Technology Elizabethton (TCAT-E)
Job Corps	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Jacobs Creek Job Corps
Perkins/Post-Secondary CTE	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	TCAT-E and Northeast State Community College (NeSCC)
<b>ADDITIONAL PARTNERS AS PARTIES TO MOU</b>		<b>ENTITY ADMINISTERING PROGRAM</b>
Native American Indian Association of TN		NAIA Employment & Training
Job Corps Contractor		MINACT, Inc.
SNAP Employment & Training		TN Department of Labor & Workforce Development
<b>ADDITIONAL PARTIES TO MOU</b>		<b>ENTITY ADMINISTERING PROGRAM</b>
Community Resource Center		TN Department of Corrections

**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

Please see Attachment I.A. Item 2 for this narrative.

**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

Please see Attachment I.A. Item 3 for this narrative.

**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

Please see Attachment I.A. Item 4 for this narrative.

**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

Please see Attachment I.A. Item 5 for this narrative.

**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

Please see Attachment I.A. Item 6 for this narrative.

**Title I (Adult, Dislocated Worker and Youth) –**  
Please see Attachment I.A. Item 6 for this narrative.

**Title II (Adult Education and Family Literacy) –**  
Please see Attachment I.A. Item 6 for this narrative.

**Title III (Employment Services under Wager-Peyser) –**  
Please see Attachment I.A. Item 6 for this narrative.

**Title IV (Rehabilitation Services) –**  
Please see Attachment I.A. Item 6 for this narrative.

**Unemployment Insurance (UI) –**  
Please see Attachment I.A. Item 6 for this narrative.

**Job Counseling, Training and Placement Services for Veterans –**  
Please see Attachment I.A. Item 6 for this narrative.

**Trade Readjustment Assistance –**  
Please see Attachment I.A. Item 6 for this narrative.

**Migrant & Seasonal Farmworkers –**  
Please see Attachment I.A. Item 6 for this narrative.

**National Farmworker Jobs Program (NFJP) –**  
Please see Attachment I.A. Item 6 for this narrative.

**Community Service Block Grant (CSBG) –**  
Please see Attachment I.A. Item 6 for this narrative.

**Senior Community Services Employment Program (SCSEP) –**  
Please see Attachment I.A. Item 6 for this narrative.

**DHS/Temporary Assistance for Needy Families (TANF) –**  
Please see Attachment I.A. Item 6 for this narrative.

**Job Corps –**  
Please see Attachment I.A. Item 6 for this narrative.

**Perkins/Post-Secondary Career & Technical Education –**  
Please see Attachment I.A. Item 6 for this narrative.

**TCAT/Tennessee Reconnect –**  
Please see Attachment I.A. Item 6 for this narrative.

**Job Corps Contractor-**  
Please see Attachment I.A. Item 6 for this narrative.

**Native American Indian (NAIA) –**  
Please see Attachment I.A. Item 6 for this narrative

**Community Resource Center (TDOC)-**  
Please see Attachment I.A. Item 6 for this narrative

**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)*

Please see Attachment I.A. Item 7 for this narrative.

**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. DO has expressed concern about this area in the past.*

**Title I (Adult, Dislocated Worker and Youth) –**

Please see Attachment I.A. Item 6 for this narrative.

**Title II (Adult Education and Family Literacy) –**

Please see Attachment I.A. Item 6 for this narrative.

**Title III (Employment Services under Wager-Peyser) –**

Please see Attachment I.A. Item 6 for this narrative.

**Title IV (Rehabilitation Services) –**

Please see Attachment I.A. Item 6 for this narrative.

**Unemployment Insurance (UI) –**

Please see Attachment I.A. Item 6 for this narrative.

**Job Counseling, Training and Placement Services for Veterans –**

Please see Attachment I.A. Item 6 for this narrative.

**Trade Readjustment Assistance –**

Please see Attachment I.A. Item 6 for this narrative.

**Migrant & Seasonal Farmworkers –**  
Please see Attachment I.A. Item 8 for this narrative.

**National Farmworker Jobs Program (NFJP) –**  
Please see Attachment I.A. Item 8 for this narrative.

**Community Service Block Grant (CSBG) –**  
Please see Attachment I.A. Item 8 for this narrative.

**Senior Community Services Employment Program (SCSEP) –**  
Please see Attachment I.A. Item 8 for this narrative.

**DHS/Temporary Assistance for Needy Families (TANF) –**  
Please see Attachment I.A. Item 8 for this narrative.

**Job Corps –**  
Please see Attachment I.A. Item 8 for this narrative.

**Perkins/Post-Secondary Career & Technical Education –**  
Please see Attachment I.A. Item 8 for this narrative.

**TCAT/Tennessee Reconnect –**  
Please see Attachment I.A. Item 8 for this narrative.

**Job Corps Contractor –**  
Please see Attachment I.A. Item 8 for this narrative.

**Native American Indian (NAIA) –**  
Please see Attachment I.A. Item 8 for this narrative.

**Community Resource Center (TDOC) –**  
Please see Attachment I.A. Item 8 for this narrative.

**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*

Please see Attachment I.A. Item 9 for this narrative

**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*

Please see Attachment I.A. Item 10 for this narrative

**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*

Please see Attachment I.A. Item 11 for this narrative

**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

Please see Attachment I.A. Item 12 for this narrative and Attachment IV for the IFA Budget.

**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 WIOA 678.500(b)(5)*

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

Please see Attachment I.A. Item 13 for this narrative

**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*

Please see Attachment I.A. Item 14 for this narrative

**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.**

Please see Attachment I.A. Item 15 for this narrative

**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.**

Please see Attachment I.A. Item 16 for this narrative

**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*

Please see Attachment I.A. Item 17 for this narrative.

**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*

Please see Attachment I.A. Item 18 for this narrative

**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)*

Please see Attachment I.A. Item 19 for this narrative

**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*

Please see Attachment I.A. Item 20 for this narrative

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

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





**TENNESSEE WIOA MEMORANDUM OF UNDERSTANDING BETWEEN  
Northeast Tennessee Local Workforce Development Board  
AND**

**Workforce Innovation & Opportunity Act One-Stop/ American Job Center  
Partners in the Northeast TN Local Workforce Development Area**

**2. PURPOSE AND SCOPE OF MOU**

The purpose of this Memorandum of Understanding (MOU) is to articulate the roles and responsibilities of each Partner in the creation of a seamless customer-focused service delivery network that integrates service delivery across programs of the One-Stop/American Job Center (AJC) service delivery system that covers the counties of Carter, Greene, Hancock, Hawkins, Johnson, Sullivan, Unicoi and Washington in Northeast TN Local Workforce Development Area (NETLWDA). The NETLWDA AJC system services will be provided as required by the Workforce Innovation and Opportunity Act WIOA Title I Public Law 113-128. The NETLWDA umbrella MOU follows Tennessee Department of Labor and Workforce Development (TDLWD) policy guidance to ensure that all Partners clearly understand their respective roles and responsibilities related to both service delivery and financial responsibilities. This MOU includes defined sharing of Partner resources (Infrastructure Funding Agreement, IFA) with the overall goal to ensure efficiency system-wide. NETLWDA Partners agree to develop and continuously improve the AJC system in order to meet the needs of employers, workers, and job seekers – including those with significant barriers to employment and those participants with disabilities. This MOU provides a foundation for assuring alignment and coordination of policies and operations across programs, supporting a responsive service delivery system, enhancing access to program services that meet the workforce development needs of adults and lead to long-term employment outcomes. Programs and services will be coordinated and integrated where feasible by jointly serving common customers, supporting interagency in-service training and providing information and services that most directly meet the customer’s needs.

This Memorandum of Understanding is entered into by and between the Parties for the operation of the One-Stop/American Job Center delivery system, including the coordination of service delivery and the sharing of infrastructure costs for NETLWDA. The Parties to the NETLWDA MOU agree to work collaboratively to carry out the provisions of this Memorandum of Understanding.

**3. VISION FOR THE SYSTEM (Tennessee Combined State Plan Section II (b))**

- 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.

**Mission –** The Northeast Tennessee Local Workforce Development Board promotes the economic vitality of the region by providing a collaborative system that meets the talent needs of business, industry and the workforce.

Vision – Northeast Tennessee is a globally competitive region where business and industry continue to have a qualified, diverse workforce and individuals have career opportunities in a prosperous and sustainable regional economy.

Regular, ongoing interaction occurs at Partner Team meetings, Regional Inter-agency Coordination Team meetings, and at Regional Planning Council meetings, which are designed to foster the shared vision and commitment of the NETLWDB and required Partners to a high-quality workforce delivery system. One of the goals of this group is to further the forward movement of vision elements.

All Vision Elements are in place across the NETLWDA.

1. Emphasis on attainment of state goals related to career and technical education, rural area development, opioid epidemic/substance abuse, and re-entry.
2. The use of labor market information to understand the supply and demand side of the economy.
3. A local and regional labor market study as well as the Regional and Local Strategic Plans have identified those industries and sectors with the most impact.
4. Common efforts with economic development with strong industry Partnerships in place.
5. A strong emphasis on sector strategies and a holistic focus on industry sectors being targeted with coordination throughout all Partners, taking into consideration the priority of service across all Partners, recognizing the varying skill levels of our customers and their need for occupations that pay a living wage.
6. Continue to educate all stakeholders and the communities served on relevant career pathways.
7. Expansion of advancement opportunities for all job seekers with a greater understanding of the need for varying skill levels and the need for both short and long term in-demand training designed to meet employer needs.
8. Expansion of the AJC system services that provides excellence in meeting the real-time and future needs of businesses and individuals.
9. Continued incorporation and expansion of the Work Ready Community initiative.
10. Business Services Function, per 20 CFR § 679.370 - Functions of the Local Workforce Development Board – The NETLWDB/AB&T will provide Business Service Functions, including engaging employers to identify and manage targeted training and employment opportunities. The NETLWDB/AB&T will retain direct participant funds to be paid to employers for on the job training, incumbent worker training, etc., as part of its Business Service Function contract management and will retain funds set-a-side for special projects/initiatives. The NETLWDB/AB&T will collaborate with the AJC Business Services Team (BST) to ensure seamless delivery systems, to eliminate duplication of effort and to ensure maintenance of all firewall requirements. The Title I Career Service Provider and other required partners will be responsible for eligibility and case management of the participants referred to employers for training and/or employment. The OSO will be required to provide monthly reports to the NETLWDB/AB&T. These reports may include, but are not limited to, list of employers contacted, number and type of services provided, number of referrals to the AJC for services, number of incumbent worker, on the job and related contacts provided to NETLWDB staff.

While all Vision Elements are in place, Partners will continue to strive toward excellence in service provision through functional alignment.

#### 4. MOU DEVELOPMENT

- 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

The Alliance for Business and Training (AB&T), as Administrative Entity and Staff to the Northeast TN Local Workforce Development Board (NETLWDB), is responsible for convening and working with One-Stop Partners to achieve consensus and informally mediate disagreements. The Local Workforce Board Chair (or designee) is responsible for providing technical assistance to new One-Stop Partners and local grant Sub-recipients to ensure they are aware of elements in the MOU and One-Stop Service Delivery system Infrastructure Funding Arrangement (IFA).

All required Partners participated in the MOU negotiations. AB&T and the NETLWDB assure that all MOU Partners have an opportunity to fully participate in the development of the One-Stop Service Delivery MOU. Opportunity for input was made available both in person during MOU specific meetings and electronically via email request and response.

As we have done since the beginning of MOU development, a consensus decision making process was used to ensure that all Partners were committed to finding solutions that all Partners could support at some level. This decision making approach ensured that all opinions, ideas, and concerns were taken into account. NETLWDB has a long history of workforce development Partners working together to best serve our communities. The mutual respect, trust, and cooperation already in place greatly helped all Partners to achieve agreeable solutions as outlined in this MOU. Through face-to-face and electronic communications, the AJC Partners identified common goals to be incorporated in the NETLWDA AJC MOU.

- ✓ Regional Planning Council Meeting, RE: Regional Plan, 04/23/2020
- ✓ Regional Planning Council Partner WebEx Meeting, RE: Regional Plan, 04/15/2020
- ✓ Regional Planning Council Meeting, RE: Regional Plan, 04/06/2020
- ✓ Regional Planning Council Meeting, RE: Regional Plan, 04/01/2020
- ✓ Partner and IFA Review Meeting, 03/26/2020
- ✓ NETLWDB Meeting, 01/16/2020
- ✓ OSO Meeting, 12/19/2019
- ✓ Regional Planning Council, RE: KPI, 12/11/2019
- ✓ Regional Inter-Agency Coordination Team Meeting, 10/31/2019
- ✓ Regional Inter-Agency Coordination Team Meeting, 8/29/2019
- ✓ NETLWDB Meeting, 08/15/2019
- ✓ Partner and IFA Review Meeting, 08/07/2019
- ✓ Regional Re-entry Committee Meeting, 06/28/2019
- ✓ Regional Inter-Agency Coordination Team, 05/02/19
- ✓ Regional Planning Council Teleconference, 04/24/19
- ✓ IFA Review Meeting, 04/03/19
- ✓ NETLWDB Meeting, 02/21/19
- ✓ IFA Review Meeting, 02/20/19
- ✓ Regional Planning Council Presentation Preparation Meeting, 02/04/2019
- ✓ Regional Planning Council Meeting, RE: Regional Plan Presentation, 01/30/2019
- ✓ Regional Planning Council Meeting, RE: Regional Plan Presentation, 01/24/2019
- ✓ Regional Planning Council Meeting, RE: Regional Plan Presentation, 01/14/2019
- ✓ Regional Planning Council Teleconference, 01/07/19

**5. NAME AND LOCATION OF COMPREHENSIVE ONE-STOPCENTER(S)**

- 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 anAJC
- Describe the local area's plans for the Mobile American Job Center
  - Note: The information provided in this section must match the TDLWD listings

**NETLWDA COMPREHENSIVE CENTERS**

Johnson City American Job Center  
2515 Wesley St.  
Johnson City, TN 37601  
Washington County

Kingsport American Job Center  
1140 East Center St.  
Kingsport, TN 37664  
Sullivan County

**NETLWDA AFFILIATE CENTERS**

Elizabethton American Job Center  
386 Hwy 91  
Elizabethton, TN 37664  
Carter County

Rogersville American Job Center  
3815 Hwy 66 South, Suite 4  
Rogersville, TN 37857  
Hawkins County

Greeneville American Job Center  
128 Serral Drive  
Greeneville, TN 37745  
Greene County

Mountain City American Job Center  
222 W. Main Street  
Mountain City, TN 37683  
Johnson County

Sneedville American Job Center  
1861 Main Street  
Sneedville, TN 37869  
Hancock County

Erwin American Job Center  
201 S. Main Street  
Erwin, TN 37650  
Unicoi County

### OTHER OPERATING TITLES

There are no other operating titles assigned to centers in NETLWDA. NETLWDA is in the process of evaluating the service footprint in each county and assessing the type and location of centers in order ensure best service provision.

### OUTREACH IN TOWNS WITHOUT AJC CENTER

NETLWDA Partners agree to work with the NETLWDB to develop and implement a more strategic outreach plan that will include, but is not limited to:

- A. Definition of clear outreach and recruitment goals and objectives
- B. More targeted outreach and recruitment efforts to populations that are most in need or most at-risk
- C. A NETLWDB AJC Partner Outreach Toolkit
- D. More comprehensive and unified use of social media geared toward targeted audiences
- E. Leveraging plan that includes both local and regional efforts

As part of the MOU negotiation process, AJC Partners have identified additional opportunities for access points in under-served areas in the counties such as the libraries, Neighborhood Service Centers, Slater Center and other. Increased priority on NETLWDA AJC staff cross training will allow all Partners more outreach opportunities in face-to-face events and meetings in our communities. The NETLWDB Regional Inter-Agency Coordination Team and the AJC Business Services Team have both incorporated active economic and community development stakeholders. This allows Partners to more efficiently and effectively target business and industry sectors. AJC Partners are actively reaching out to priority populations through one-on-one meetings, coordinated mail-outs, face-to-face interaction at housing projects and Chambers of Commerce.

Utilizing the TDLWD Mobile AJC provides an opportunity to expand access to AJC and Partner services. NETLWDB leverages the Mobile Units as an additional resource to increase access to services outside of the more traditional brick and mortar facilities. The Mobile Units can also be utilized to serve as Mobile HISET testing sites. The mobile AJC units are divided and housed across the state regionally. The local One-Stop Operator is responsible for the scheduling and coordinating use of the Mobile AJC for events in the NETLWDA. The OSO ensures collaboration between partners and designates staffing for the Mobile AJC for each event to promote and ensure comprehensive service delivery using the Mobile AJC, including follow-up and reporting on event outcomes.

## **6. DESCRIPTION OF COMPREHENSIVE ONE-STOP SERVICES (WIOA Sec. 121(c)(2)(A)(i)) (Final Rules §678.500(b)(1))**

- 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.

Each AJC Partner has committed to coordinated service delivery and has completed the Service Deliver Matrix (Attachment II).

For purposes of this MOU, each required Partner expressly agrees to participate in good faith negotiations to reach a consensus. All required Partners agree to use the prescribed TDLWD process to achieve integration of program and service goals of WIOA within their specific programmatic regulations and guidelines. Active involvement and equal opportunity to provide input by all core and required Partners was demonstrated in the MOU negotiation process and is reflected in this MOU. The AJC Partners have identified core, basic, and individualized career services that include, but are not limited to the following:

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



Financial literacy services
Follow-up services
Out-of-Area Job Search and relocation assistance
English language acquisition and integrated education and training programs
Youth 14 Elements

BUSINESS SERVICES
Establish and develop relationships and networks with large and small employers and their intermediaries
Develop, convene, or implement industry or sector Partnerships
Customized screening and referral of qualified participants in training services to employers
Customized services to employers, employer associations, or other such organizations, on employment- related issues
Customized recruitment events and related services for employers including targeted job fairs
Human resource consultation services e.g., writing/reviewing job descriptions and employee handbooks; developing performance evaluation and personnel policies; creating orientation sessions for new workers; honing job interview techniques for efficiency and compliance; analyzing employee turnover; or explaining labor laws to help employers comply with wage/hour and safety/health regulations;
Customized labor market information for specific employers, sectors, industries or clusters
Customized assistance or referral for assistance in the development of a registered apprenticeship program
Listing of Job Orders
Applicant Referral
Employer Needs Assessment
Unemployment Insurance Access
Access to Facilities
Translation Services
Developing and delivering innovative workforce investment services and strategies for area employers, e.g., career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, apprenticeship, and other effective initiatives for meeting the workforce investment needs of area employers and workers
Assistance in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, and the delivery of employment and training activities to address risk factors
Marketing of business services offered to appropriate area employers, including small and mid-sized employers
Assisting employers with accessing local, State, and Federal tax credits

**Title I (Adult, Dislocated Worker and Youth)** – Title I staff provide determinations of eligibility for assistance from the adult, dislocated worker, or youth programs; orientation to the AJC and other services available through the One-Stop delivery system; assessment of skill levels; job search and placement assistance, referrals to and coordination of activities with other programs and services, including programs and services within the One-Stop delivery system; workforce and labor market employment statistics information. Title I staff also provide information on eligible providers of training services, supportive services or appropriate referrals to those services and assistance. Title I staff are available to provide meaningful assistance regarding filing of claims for unemployment compensation. Title I staff, in Partnership with the participant, develop an Individual Employment Plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals. Title I services are provided as part of the two comprehensive AJCs (Johnson City and Kingsport) and through the AJC affiliate sites in Elizabethton, Erwin, Mountain City, Greeneville, Rogersville, and Sneedville.

**Title I Youth** –Title I Youth staff provide determinations of eligibility for assistance from the out of school and in school youth programs; orientation to the AJC and other services available through the One-Stop delivery system; assessment of skill levels; job search and placement assistance,

referrals to and coordination of activities with other programs and services, including programs and services within the One-Stop delivery system; workforce and labor market employment statistics information, and provision of all appropriate youth elements including Paid Work Experience. All 14 youth elements are reviewed with each individual. Title I Youth staff also provide information on eligible providers of training services, supportive services or appropriate referrals to those services and assistance. Title I Youth staff, in Partnership with the participant, develop an Individual Service Strategy to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals. Title I Youth services are provided as part of the two comprehensive AJCs (Johnson City and Kingsport) and through the AJC affiliate sites in Elizabethton, Erwin, Mountain City, Greeneville, Rogersville, and Sneedville. Title I Youth Services will be made available as outlined in the attached service strategy. The Board and Title I Youth Service Provider will enter into agreements / MOUs with providers offering Youth program elements as appropriate.

**Title II (Adult Education and Family Literacy)** – The Tennessee Department of Labor and Workforce Development, District One (Carter, Greene, Hancock, Hawkins, Johnson, Sullivan, Unicoi, and Washington counties) Adult Education (AE) program is designed to empower adult learners to become self-sufficient by applying instructions in basic academics, life coping and employability skills. The Adult Education Program is an open-entry institution offering year-round service. AE serves adults over 17 who have not completed, or have been recommended for service from, a high school. All customers may be scheduled through the Adult Education office. During the initial orientation, an assessment using TABE (Test of Adult Basic Education) is administered and a learning plan is developed. During the customers' time with the program, the plan is revisited and improvements are documented as progress toward the individual goals are accomplished. As a partner in the AJC system, Title II AE provides in-kind services in the comprehensive AJC locations. These in-kind contributions include providing TABE testing done by AE staff, direct Adult Basic Education (ABE) instruction, and collaboration with Career Specialists from other partner programs to develop an individual participant plan. These plans may include, but are not limited to, improvement in literacy and math, with the possibility of the participant attaining a High School Equivalence (HSE) diploma or raising Educational Functional Levels.

**Title III (Employment Services under Wagner-Peyser)** – The Wagner-Peyser Act of 1933, amended in 1998, to make ES part of the One-Stop delivery system, has undergone further changes to integrate services and require co-location under WIOA. The ES program provides "universal access" to customers seeking employment and career services, provides referrals to Partner programs, and provides reemployment services to individuals receiving unemployment insurance. WIOA provides new opportunities for coordination and referrals for planning across multiple Partner programs to ensure alignment in service delivery. In order to effectively promote and develop career pathways and sector strategies, it is vital that the WIOA core and One-Stop Partner programs work together to ensure a customer-centered approach. Services are provided as part of the two comprehensive AJCs (Johnson City and Kingsport) and can be accessed through the AJC affiliate sites. Title III also provides the Re-employment Service Eligibility Assessments (RESEA), Supplemental Nutritional Assistance Program – Employment and Training (SNAP E&T), and Alien Labor Certification (ALC) grant services.

**Unemployment Insurance (UI)** – Local AJC Staff in both Comprehensive and Affiliate sites have been cross trained to provide “Meaningful Assistance” for Unemployment Insurance (UI)”. This includes assisting customers in using Jobs4TN.gov to complete claims, and weekly certifications in the local AJC resource rooms. UI customers can directly connect to a UI specialist via Zendesk and Zophim Chat. AJC Staff have been trained to assist each individual in navigating the system and providing assistance to submit and track help desk tickets. Resource Rooms provide fax machines and scanners to allow customers to submit needed information to the UI Division. AJC, Title I & III staff also provide assistance to employers through Rapid Response services. AJC Staff are responsible for recording these services in Jobs4TN by entering activities into the individual's or employer's account.



**Job Counseling, Training and Placement Services for Veterans** – U.S. Code, Title 38, Veterans and "covered persons" are provided Priority of Service. NETLWDA has two comprehensive AJC's and each has a Disabled Veterans Outreach Program Specialist (DVOP) and a Local Veterans Employment Representative (LVER). The DVOPs are charged with providing case management services to specific veterans identified as having significant barriers to employment and helping them to overcome their barriers and become job ready. The DVOPs conduct outreach and job developments for veterans in their case load. The LVERs work with local businesses to help them identify and address their workforce needs. Through various marketing and outreach activities the LVERs will promote the hiring of veterans and are members of the Northeast Business Services Team. LVERs provide outreach activities to assist Local Business. Services are provided as part of the two comprehensive AJCs (Johnson City and Kingsport) and can be accessed through the AJC affiliate sites.

**Trade Readjustment Assistance (TRA)** – TRA makes income support available in the form of weekly cash payments to workers who are enrolled in a full-time training course, have exhausted their unemployment insurance, and meet additional requirements in Chapter 2 of Title II of the Trade Act of 1974, as amended. Services are provided as part of the two comprehensive AJCs (Johnson City and Kingsport) and can be accessed through the AJC affiliate sites.

**Trade Adjustment Assistance (TAA)** – Trade Adjustment Assistance Program (TAA Program) provides assistance to workers who have been adversely affected by foreign trade. The Trade Adjustment Assistance Reauthorization Act of 2015 (TAARA 2015), (Pub. L. No. 114-27, Title IV), recently reauthorized and reinstated changes to the Act. TAARA 2015 also revised reporting requirements to align performance accountability for the TAA Program with that of other Partner programs in the workforce system under WIOA. The TAA program seeks to provide adversely affected workers with opportunities to obtain the skills, credentials, resources, and support necessary to become reemployed. Workers are provided Case Management Services, Training Opportunities, Job Search Allowance, Relocation Allowance, Alternative Trade Adjustment Assistance (ATAA) and Reemployment Trade Adjustment Assistance (RTAA). Services are provided as part of the two comprehensive AJCs (Johnson City and Kingsport) and can be accessed through the AJC affiliate sites.

**Migrant & Seasonal Farmworkers** – TDLWD will offer migrant and seasonal farm workers (MSFW) the full range of employment services, benefits and protections, including counseling, testing, job training, and referral services. MSFW, on a proportionate basis, shall not receive fewer services than non-MSFW. AJC staff will consider the preferences, needs, and skills of individual MSFW and the availability of job and training opportunities. All AJC staff will make job order information clear and available to MSFWs. Such information will be made available either by computer, hard copy, or by any other equally effective means. Each AJC will provide adequate staff assistance to each MSFW to use job order information effectively. Services are provided as part of the two comprehensive AJCs (Johnson City and Kingsport) and can be accessed through the AJC affiliate sites.

**National Farmworker Jobs Program (NFJP)** – The AJC's outreach activities must be designed to meet the needs of MSFWs in the State and to locate and contact MSFWs who are not being reached through normal intake activities. Most of such State-outreach efforts have been implemented by the Tennessee Opportunity Programs (TOPS), 167 National Farmworker Jobs Program (NFJP) grantees. TDLWD's staff coordinates with TOPS directors and case managers to register MSFW with the goal of notifying MSFWs of the services provided by Tennessee's American Job Centers (AJCs). TDLWD will also coordinate with TOPS to use the Mobile AJC units to bring TDLWD's services to MSFW in their home communities (as outlined in the State Plan). Services are provided as part of the two comprehensive AJCs (Johnson City and Kingsport) and can be accessed through the AJC affiliate sites.

**Community Service Block Grant (CSBG)** – The mission of Upper East Tennessee Human Development Agency, Inc. is to provide education, direction and support to individuals, families and organizations in order to strengthen and stabilize the community through collaborative efforts of agency programs and cooperative Partnerships. Located throughout NETLWDA, UETHDA's Neighborhood Service Centers' staff and Family Resource Specialists work daily with clients to relieve the hardships they face. Our service team offers specifically targeted services from our emergency assistance to more long term paths for self-sufficiency. The CSBG provides assistance to local communities, working through a network of community action agencies and other neighborhood-based organizations, for the reduction of poverty, the revitalization of low income communities, and the empowerment of low income families and individuals in rural and urban areas to become fully self-sufficient through the Upper East TN Human Development Agency. Clients must be income-eligible and demonstrate need for service. Emergency Services are designed to assist individuals to overcome unforeseen emergency situations, which Emergency Employment Services assist individuals experiencing barriers to employment based on unemployment, underemployment, an employment opportunity that cannot be secured/pursued due to a barrier, or an individual that is employed and is experiencing a situation that may result in termination if the situation is not resolved. Employment Emergency consists of assistance provided for the following: Clothing; Transportation (i.e., car repairs); Equipment/Tools; Child Care; Training/Certification; and Employment/Pre-employment physical. The Employment Program assists individuals with seeking, obtaining, and maintaining employment. The Income Management Program educates individuals in important areas of financial management and budgeting. All services in this program are non-financial. The Linkages Program provides community Partnering, awareness of local needs, community outreach and helps elderly and disabled customers maintain an independent living situation. CSBG services are not co-located within an AJC. Services are provided through direct linkages in all Northeast AJC locations through coordinated service delivery methodologies at a UETHDA or AJC arranged location to meet the needs of the community. CSBG/UETHDA has been an active AJC Partner and participates in staff cross training and community Partner activities.

**Senior Community Services Employment Program (SCSEP)** – SCSEP services in NETLWDA are delivered by the First Tennessee Human Resource Agency (FTHRA). FTHRA is a Sub-recipient of the NETLWDB for Sullivan, Washington, Carter and Johnson Counties, while the other counties are funded through a Federal SCSEP grant directly to FTHRA. SCSEP provides Career/Skills Development and Business Services Functions. SCSEP provides participants with skills needed to obtain an unsubsidized job, helping them maintain self-sufficiency and engagement in their community. This program subsidizes part-time community service jobs for low income individuals age 55 years and older, who have poor employment prospects. SCSEP services are helpful to all who are eligible for the program, especially individuals who are forced to retire or who continue to face age discrimination. SCSEP participants bring the following to the program when they start: dependability, loyalty, a strong work ethic, transferrable skills, childcare skills, customer service skills, a desire to learn and contribute, and maturity. In exchange, SCSEP provides these participants with updated job-skills training and work experience as well as much-needed income from part-time work at community service assignments with local government or 501(c) (3) nonprofit agencies. SCSEP also helps participants, with low literacy skills and low organizational skills, through referrals and through work experience, respectively.

**Title IV (Rehabilitation Services)** – The Vocational Rehabilitation Program (VR) provides a variety of services to eligible individuals with disabilities based on the rehabilitation needs of the individual in accordance with the individual's aptitudes, abilities, capabilities and interests and as identified on an Individualized Plan for Employment to prepare an individual for competitive integrated employment. VR collaborates with AJC Partners, community rehabilitation service providers, educational institutions and employers to ensure that eligible persons with disabilities receive the services necessary for them to obtain employment in their communities. 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 services are directly accessible at the comprehensive AJCs in Kingsport and Johnson City as well as through local VR offices.

**Temporary Assistance for Needy Families (TANF)** – East Tennessee State University’s (ETSU) Center of Community Outreach contracts with TN Department of Human Services to provide employment and training services to TANF recipients with a work requirement. 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 provides for emphasis on education, economic supports, health and well-being, and social capital. ETSU provides services in the AJC including Families First Assessments and Intake, Job Search assistance in conjunction with the AJC, Work Experience management, Community Service management, Educational Pathway assistance, and Job Skills Training services. Compliance of all required Families First components will be managed inside the AJC system with Families First staff on-site in Kingsport, Johnson City, Elizabethton, Erwin and Greeneville with referrals being made to Partners through direct linkages.

**Job Corps** – Job Corps is a no-cost education and career technical training program administered by the U.S. Department of Labor, and operated by the USDA-Forest Service, that helps young people ages 16 through 24 improve the quality of their lives through career technical and academic training. The Job Corps program is authorized by Title I-C of WIOA. Jacobs Creek Job Corps Civilian Conservation Center supports the Job Corps program’s mission of teaching eligible young people the skills they need to become employable and independent and placing them in meaningful jobs or further education. The objective of Job Corps is to support responsible citizenship and provide young people, ages 16-24, with the skills that lead to successful careers that will result in economic self-sufficiency and opportunities for advancement in in-demand occupations or the Armed Forces, or enrollment in postsecondary education, including an apprenticeship program. Jacobs Creek Job Corps’ work-based learning (WBL) program provides students with opportunities to link their career technical training with practical, on-the-job activities. Students participating in WBL improve their work habits and attitudes, identification of goals and aptitudes, and the motivation to complete and further their education. Jacobs Creek Job Corps offers a comprehensive array of career development services to prepare students for successful careers in demand sectors including Advanced Manufacturing, Automotive and Machine Repair, Construction, Finance and Business, Homeland Security and Transportation. Jacobs Creek Job Corps participates in the cross-training of staff and provides direct linkage to AJC Partner services.

**Job Corps Contractor (MINACT, Inc.)** - Job Corps is a no-cost education and career technical training program administered by the U.S. Department of Labor. MINACT, Inc. is contracted to assist young people ages 16 through 24 to improve the quality of their lives by matching them with an appropriate Job Corps Center where they can receive the necessary training that will assist them in becoming productive members of society. Once these young people have completed their training, MINACT Inc. will be responsible for assisting them with obtaining successful careers, including job search and placement assistance, which will give them opportunities for advancement in in-demand occupations, resulting in economic self-sufficiency.

**Carl Perkins/Post-Secondary Career & Technical Education** – Through the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV) TCAT-E receives federal funding from the State for the improvement of secondary and postsecondary career and technical education (CTE) programs. This funding allows TCAT-E to develop more fully the academic, career, and technical skills of secondary and postsecondary students who elect to enroll in CTE programs. Perkins IV postsecondary recipients can engage with core Partners in the One-Stop system for the following: using common labor market data to inform local CTE program development; aligning education, training, and supportive services; streamlining efforts to engage and involve employers in local program development; establishing common definitions and measures for student performance;

and making data on CTE students publicly available in training provider reports.

Perkins IV at NeSCC supports secondary and postsecondary Partnerships to promote career and technical education training. Activities funded through Perkins include, but are not limited to, CTE dual enrollment and the Career Academy, dual credit, and career exploration and recruitment events specifically for AAS programs. Services and activities supported by Perkins occur primarily on Northeast State Community College campuses located in NETLWDA. Some Perkins IV activities and services also take place within the community college's service region high schools.

TCAT-E and NeSCC are active AJC Partners. Staff participate in cross-training, provide mutual appropriate direct linkages and utilize the Northeast AJC Partner referral process.

**TCAT/Tennessee Reconnect and Other Scholarships and Grants** – Tennessee Reconnect Grant is a “last dollar” scholarship that pays the remaining balance after other state and Pell Grants have been applied. This Grant is available for students who want to attend Tennessee Colleges of Applied Technology. The following criteria are required: TN resident, U.S. Citizen; have a FAFSA dependency status of independent; enroll full time at a TN College of Applied Technology; be in pursuit of a certificate or diploma; maintain continuous enrollment and satisfactory academic progress. To apply, students do not fill out a separate application. The process for applying for the grant is handled by TCAT. For this, and any other aid needed, the student fills out a FAFSA. This ensures that they will receive all the federal aid qualified for. The TN Reconnect Scholarship is a last dollar scholarship, so it funds the remaining tuition after the federal government, and any other eligible state programs chip in. The result for qualifying students is the same: Tuition-free education at TCAT. Other scholarships and grants include Wider-Naifeh Technical Skills Grant (Lottery Grant), Federal Pell Grant, TN Promise, Federal Supplemental Educational Opportunity Grant (FSEOG), Federal Work Study Grant (FWS) Program, and Tennessee Student Assistance Award Program (TSAA).

**TN Reconnect Act-** Tennessee Reconnect Act establishes a last-dollar scholarship for adults to attend a community college tuition free. With this extension of the drive to 55, which comes at no additional cost to taxpayers, every Tennessean has the opportunity to enter or reenter public higher education with no tuition expenses. To be eligible for Tennessee Reconnect, the student must: not already have an associate or bachelor degree; have been a TN resident for at least one year preceding the date of application for the grant; complete the FAFSA and be deemed an independent student; be admitted to an eligible institution (public community college or any four year institution that is eligible for the TN education lottery scholarship); and participate in an advising program approved by THEC. In order to maintain TN Reconnect, the student must enroll in classes leading to an associate's degree or certificate, maintain a 2.0 GPA, and maintain continuous enrollment. Adults who meet all requirements will receive a last-dollar scholarship, which is equal to the difference between tuition and fees and any gift aid (grants and scholarships) that a student receives.

**Native American Indian** – If you are Native American Indian (or descendant), Native Hawaiian, or an Alaska Native and unemployed or underemployed, the Native American Indian Association (NAIA) of Tennessee provides a program that can help individuals 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, provide job search and placement assistance are also provided.

**Community Resource Center (TDOC)** – The Tennessee Department of Corrections Community Resource Center is an Additional Party, not a Required or Additional Partner, added to this MOU agreement beginning May of 2020, and as such did not participate in the original development of this MOU. As an Additional Party, the TDOC/CRC and NETLWDB/AJC work collaboratively to offer basic re-entry services for offenders. The AJC



Re-entry Specialist is responsible for facilitating weekly Job Classes at no cost to TDOC. The AJC Re-entry Specialist will participate as a guest speaker regarding AJC services if requested by TDOC. The AJC Re-entry Specialist and other AJC staff will comply with the TDOC volunteer and coordination of community involvement standards as applicable. The TDOC/CRC will make available to NETLWDB/AJC the classroom space and furnishings as are reasonably necessary and appropriate for the delivery of Job Classes. The TDOC/CRC will cooperate with NETLWDB/AJC in arranging the delivery of Job Classes at the CRC according to such schedule, frequency, and duration as the parties shall further agree. The TDOC/CRC will provide to AJC Re-entry Specialist or other identified staff such orientation training according to indication of need by either party.

**ONGOING PARTNER DEVELOPMENT**

Below is a sampling of multi-Partner professional development and staff cross-trainings completed in order to equip staff with information and resource access to continue progression of functional alignment, staff cross training and MOU development.

AJC Professional Development and Training
Work Ready Communities (WRC) meetings
AB&T All Hands meetings
Business Service Team meetings
MSHA Project Employment Hope
Bi-monthly AJC Partner Trainings – Partner Cross Training
Apprenticeship Forum and Apprenticeship USA Training
Inter-Agency Coordination Team meetings
Rick Record Regional Partner training
TDLWD/WIOA/TDHS “2 Generation” training
NETLWDB Strategic Planning sessions
Case Management Training
TAA/TRA Conference & Video Conference Training Sessions
VOS and Jobs4TN training
VOS/RESEA Training
RESEA Mini-Conference & monthly webinars
WIOA Partnership CLEE Training
SNAP Job Shadowing & Conference
Veterans Conference
Business Services Forum
TN Economic and Community Development Training
SETA Conference
WIOA Partnership Training
Rapid Response Training
WIOA/DHS Partnership Training
National Association of Workforce Development Professionals Conference
Regional Strategic Planning Training and Workgroups
Global Career Development Facilitator (GCDF) Training
Customer Centered Design (CCD) webinar and on-site training
Job Seeker Engagement/Addressing Business Needs
Understanding WIOA Common Measures for Adult Programs
Case Management and Service Delivery for Youth

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Understanding the ABC's of WIOA Common Measures
WIOA Partner Follow-Up from Rick Record and Maher/Maher Training Sessions
Workforce 360
Regional TAA/TRA Training
South Eastern Training Association (SETA) Conference
WIOA Partnership Training
TN Reconnect Community Ambassadors Training
AJC Partnership Training – Vision/Mission/Customer Centered Design
AJC Partnership Training – AJC Self Certification – LWDA expanded
AJC Partnership Training – Workplace Safety
AJC Partnership Training – Business Services, LMI, and Serving Dislocated Workers
Microsoft Outlook and Excel
Fundamentals of Project Management
Good Practices in Social Work
Communication Skills and Business Communication
Human Resources
Customer Service.

**SERVICE ACCESS LOCATIONS****COMPREHENSIVE CENTERS****Johnson City American Job Center in Washington County  
2515 Wesley St., Johnson City, 37601**

<b>Function/Partner</b>	<b>Service Provider</b>
Shared Welcome Function	One-Stop Operator Subrecipient
Title I Adult, Dislocated Worker, Youth	Career Services Provider Subrecipient
Title I Youth	Youth Services Provider Subrecipient
Title II Adult Education & Family Literacy	Northeast State Community College
Title III Wagner Peyser	TDLWD, Division of Workforce Services
Title IV Vocational Rehabilitation	TDLWD – Division of Vocational Rehabilitation Services
TANF	East Tennessee State University – Families First
Veteran Services	TDLWD, Division of Workforce Services
Trade Adjustment Assistance (TAA/TRA)	TDLWD, Division of Workforce Services
Re-employment Services Eligibility Assessment (RESEA)	TDLWD, Division of Workforce Services
Supplemental Nutritional Program (SNAP) E & T	TDLWD, Division of Workforce Services
Job Corps	MINACT Inc.

*Off-site Partners: all remaining required Partners*

**Kingsport American Job Center in Sullivan County  
1140 East Center St., Kingsport, TN 37664**

<b>Function/Partner</b>	<b>Service Provider</b>
Shared Welcome Function	One-Stop Operator Subrecipient
Title I Adult, Dislocated Worker, Youth	Career Services Provider Subrecipient
Title I Youth	Youth Services Provider Subrecipient
Title II Adult Education	Northeast State Community College
Title III Wagner Peyser	TDLWD, Division of Workforce Services
Title IV Vocational Rehabilitation	TDLWD – Division of Vocational Rehabilitation Services
Veteran Services	TDLWD, Division of Workforce Services
Trade Adjustment Assistance (TAA/TRA)	TDLWD, Division of Workforce Services
Re-employment Services Eligibility Assessment (RESEA)	TDLWD, Division of Workforce Services
Supplemental Nutritional Program (SNAP) E & T	TDLWD, Division of Workforce Services
TANF	East Tennessee State University – Families First

*Off-site Partners: all remaining required Partners*

**AFFILIATE and SPECIALIZED SITES****Elizabethton American Job Center in Carter County  
386 Hwy 91, Elizabethton, TN 37644**

Function/Partner	Service Provider
Shared Welcome Function	One-Stop Operator Subrecipient
Title I Adult, Dislocated Worker, Youth	Career Services Provider Subrecipient
Title I Youth	Youth Services Provider Subrecipient
TANF	East Tennessee State University- Families First
Re-employment Services Eligibility Assessment (RESEA)	Career Services Provider Subrecipient
SNAP Employment and Training	TDLWD, Division of Workforce Services

**Greeneville American Job Center in Greene County  
128 Serral Drive, Greeneville, TN 37745**

Function/Partner	Service Provider
Shared Welcome Function	One-Stop Operator
Title I Adult, Dislocated Worker, Youth	Career Services Subrecipient
Title I Youth	Youth Services Subrecipient
Re-employment Services Eligibility Assessment (RESEA)	Career Services Provider Subrecipient
TANF	East Tennessee State University- Families First

**Sneedville American Job Center in Hancock County  
1861 Main Street, Sneedville, TN 37869**

Function/Partner	Service Provider
Title I Adult, Dislocated Worker, Youth	Career Services Provider Subrecipient
Title I Youth	Youth Services Provider Subrecipient

**Rogersville American Job Center in Hawkins County  
3815 Hwy 66 South, Suite 4, Rogersville, TN 37857**

Function/Partner	Service Provider
Title I Adult, Dislocated Worker, Youth	Career Services Provider Subrecipient
Title I Youth	Youth Services Provider Subrecipient

**Mountain City American Job Center in Johnson County  
222 W. Main St., Mountain City, TN 37683**

Function/Partner	Service Provider
Title I Adult, Dislocated Worker, Youth	Career Services Provider Subrecipient
Title I Youth	Youth Services Provider Subrecipient

**Erwin American Job Center in Unicoi County  
201 S. Main St., Erwin, TN 37650**

Function/Partner	Service Provider
Title I Adult, Dislocated Worker, Youth	Career Services Provider Subrecipient
Title I Youth	Youth Services Provider Subrecipient
TANF	East Tennessee State University- Families First



## 7. PROCUREMENT OF ONE-STOP OPERATOR (Tennessee Memorandum Guidelines for One- Stop Operator Procurement)

- 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)

Pursuant to WIOA and TDLWD guidance, Local Workforce Development Boards (LWDB) must competitively procure the One-Stop Operator for the NETLWDA American Job Center system. This procurement must meet the criteria as outlined in 20 CFR 678.605 and in the Workforce Services Policy – One-Stop Operator and Service Provider Procurement effective date June 5, 2020, ensuring an efficient and effective process is in place for the selection of the One-Stop Operator. The purpose of the Request for Proposal (RFP) is to identify and fund an entity, “One-Stop Operator (OSO)” to coordinate service delivery of the required One-Stop American Job Center Partners in the American Job Centers in NETLWDA. The role of the OSO in the State of Tennessee American Job Centers is further defined through guidance provided in WIOA Workforce Services Regional and Local Planning Policy and as outlined in the posted OSO RFP.

The NETLWDA OSO is currently provided by East Tennessee State University (ETSU), and was secured through competitive procurement. NETLWDB/AB&T observed and was in compliance with all TDLWD RFP process requirements and with uniform guidance concerning procurement.

The One-Stop Operator’s primary role is to coordinate multiple American Job Center Partners and service providers throughout Northeast TN LWDA to help assure functional alignment of services and management of operational resources; conduct quality review of Partner and service provider activities; and facilitate the Welcome Function at the AJC, including helping supervise shared Welcome Function staff at larger AJCs if needed. The OSO will\*:

### 1. Manage Daily AJC Operations:

To help ensure that all AJCs are operating in an effective and efficient manner, the OSO must:

- Manage daily operations in coordination with WIOA fiscal agent for the lease, utilities and other activities to support the center;
- Manage AJC hours of operation; and
- Help ensure that every AJC is physically and programmatically accessible to individuals with disabilities.

### 2. Help ensure Coordination of Partner Programs within the AJC System:

To help ensure all required services are provided in the AJC system the OSO must:

- Maintain a list of all partner programs, to include a brief description of services available by each partner within each AJC;
- Monitor partner adherence to the MOU and report MOU changes to Board Staff;
- Help provide integration of services in the center;
- Disseminate and help implement state and local policy and procedural changes to all applicable program staff within the AJC;
- Help ensure compliance with all federal, state and local regulations and policies;
- Help make core services available;
- Schedule regular meetings with partners to address areas of concern, best practices, and technical assistance; and
- Design an integrated system to coordinate referrals across the AJC system.

### 3. Evaluate the Customer Experience:

To help ensure seamless service delivery within the AJC system, the OSO must:

- Help hire and supervise “shared” staff in the welcome function, if applicable;

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- Develop a plan to help ensure adequate staffing within the AJC, to include cross-training of partner program staff;
  - Help ensure priority of service is given to targeted populations;
  - Help ensure that basic services are available (orientations, labor market information, resource room);
  - Improve AJC operations by analyzing:
    - Traffic counts;
    - Customer sign-ins to according to each partner program;
    - Registration of job seekers;
    - Compliance with data validation; and
    - Evaluation of equal opportunity and customer complaints;
  - Market OSO services in coordination with the LWDB; and
  - Help assure appropriate AJC branding and logos are included in all marketing materials and presentations.
4. Evaluate Negotiated Performance Measures:  
To report on how well the AJC system is meeting negotiated performance measures the OSO must:
- Write a plan to address how the AJC system will support the Local and Regional Plans;
  - Facilitate maintenance and sharing of data within Jobs4TN;
  - Report monitoring and compliance using Jobs4TN on topics such as performance metrics and cost per participant;
  - Reporting to LWDB on operations, performance and continuous improvement recommendations; and
  - Make available other activities and programs carried out under their program direction or authorizing law.
5. Functional Leader  
The OSO must perform the following functions along with functional team leads.
- Create staffing plans that help provide adequate office coverage at all times, including in a manner that helps to allow fair and equitable opportunity for time off;
  - Coordinate staff vacations/leave with formal supervisors to help ensure adequate coverage by AJC staff;
  - Coordinate with Team Leads to help ensure staff are cross-functionally trained
  - Design a room-scheduling system for workshops and meetings;
  - Approve posted informational signs;
  - Ensure or help to ensure that all staff members present a professional and positive image; and
  - Help ensure that consistent communication procedures are followed

Welcome staff responsibilities will include, but not be limited to, greeting customers, conducting initial assessments, overseeing the resource room/computer lab, helping to ensure that applicants register for Jobs4TN.gov, and offering basic career services (see below) as appropriate to the service delivery model of the proposing agency. Staff may be full-time or part-time based on need and budget limitations.

The cost of Welcome Function staff will be reimbursed to the Sub-recipient by the NETLWDB/AB&T; however, costs will ultimately be charged to Partners through the Memorandum of Understanding and Infrastructure Funding Agreement as “shared” staff. If “shared” staff are not present in an AJC and/or not available during all business hours, the One-Stop Operator will coordinate with appropriate Partners to provide the Welcome Function. The NETLWDA OSO will not perform any of the functions that might be an actual or perceived conflict of interest (§ 678.620(b)).

\*The parties acknowledge that in its role as OSO ETSU, as an Institution of the State of Tennessee, may only be and is only responsible for the actions or inactions of its employees and agents. The parties further acknowledge that no other party hereto is an agent of ETSU and ETSU may not be and is not responsible for the actions or inactions of any other party hereto, including any or all other partners to this MOU/IFA.

The OSO must not perform the following functions:

- Assist in the development, preparation and submission of the Local Plan;
- Develop or submit a budget for activities of the LWDB;
- Manage or participate in the competitive selection process of the OSO;
- Select or terminate the OSO, CSP, or partner providers;
- Negotiate local performance accountability measures or the LWDB budget; or
- Be responsible for oversight of itself.

**8. REFERRAL PROCESS (WIOA Sec. 121 (c)(2)(A)(iii))**

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.

The NETLWDA One-Stop Operator's role and responsibility in coordinating referrals among required Partners is to facilitate cross training of staff on Partner programs. It is also to oversee a method of tracking referrals among Partners. To the extent possible per program/service regulations, referral will incorporate Customer Centered Design service philosophies and will include the use of direct linkages to ensure appropriate and timely Partner referrals. Entering a referral to a Partner service in a specific Partner database, such as Jobs4TN, alone does not constitute a trackable referral that allows for feedback. The following are the roles related to referrals:

- Front line staff will be cross trained in the Partner programs so that appropriate referrals can be made at the first point of contact. This includes the use of websites to provide information to the customer on each Partner program. Staff may make additional referrals to Partners programs as needs are identified through the assessment process.
- Partner program leadership members will meet on a regular basis to assess the number and quality of referrals that are being received. All staff will be informed of updates and upgrades to the referral process through email notification, staff training and any other appropriate means developed in the local area.
- An electronic Partner Referral Form will be utilized by all Partners for referral. A ppt. with directions for use and links to the referral form can be found online at [https://drive.google.com/open?id=1vac3cefuMe48jMIZHJMZnhKIQBEFlNcJsr9MYNQKI\\_o](https://drive.google.com/open?id=1vac3cefuMe48jMIZHJMZnhKIQBEFlNcJsr9MYNQKI_o) and the referral form v2.0 is found online at <https://tinyurl.com/ycku26k9>
- The organization receiving the referral will make a good faith effort to contact the customer within 3 business days of date on the referral form. The receiving organization agrees to make a good faith effort to schedule an appointment with the customer within 10 business days of date on the referral form and confirm such with the referring organization via email.

Referrals do not imply automatic eligibility; the result of the referral is dependent on eligibility determination by each Partner based on their unique program guidelines and fund availability.

**PARTNER PROGRAM REFERRALS AND METHODS OF REFERRAL**

**Title I (Adult, Dislocated Worker and Youth)** – Title I programs will follow the NETLWDA AJC Electronic Referral Processes to refer to and accept referrals from all AJC Partners. NETLWDA staff Partner cross trainings help to ensure that all AJC Partners provide appropriate mutual referrals.

**Title I Youth** – Title I Youth will follow the NETLWDA AJC Electronic Referral Processes to refer to and accept referrals from all AJC Partners and external community agencies that serve this

population, including secondary and post-secondary education institutions. NETLWDA staff Partner cross trainings help to ensure that all AJC Partners provide appropriate mutual referrals.

**Title II (Adult Education and Family Literacy)** – Title II programs will follow the NETLWDA AJC Electronic Referral Processes to refer to and accept referrals from all AJC Partners. Title II staff will also provide in-kind services on site at the AJC comprehensive centers. NETLWDA staff Partner cross trainings help to ensure that all AJC Partners provide appropriate mutual referrals.

**Title III (Employment Services under Wagner-Peyser)** – Title III staff will, after a needs assessment is made - will refer appropriate clients to applicable Partner program staff electronically via Jobs4TN.gov, when that Partner is a user of that system. Title III programs will follow the NETLWDA AJC Electronic Referral Processes to refer to and accept referrals from Partners not co-located at the Comprehensive AJC and when providing a “warm handoff” to co-located Partners. NETLWDA staff Partner cross trainings help to ensure that all AJC Partners provide appropriate mutual referrals. The only exception is in the case of UI, when the referral will be in the form of direction to the applicable website, and/or to the Zendesk ticket creation process, Zophim chat, or direct referral via telephone.

**Unemployment Insurance (UI)** – Unemployment Insurance (UI) will follow the NETLWDA AJC Referral Processes to refer to and accept referrals from all AJC Partners. NETLWDA staff Partner cross trainings help to ensure that all AJC Partners provide appropriate mutual referrals.

**Job Counseling, Training and Placement Services for Veterans** – Veterans are given Priority of Service in all aspects of AJC operations. Individual Veterans who self-identify in the VOS system as having a Significant Barrier to Employment (SBE) have an electronic referral to the AJC WP Staff; these individuals are contacted to explain services and see if additional services are needed from the DVOP. Walk-in requests are monitored based on the customer flow chart and are requested to complete the Veteran Services Form - which is uploaded into VOS with other information. Individuals prescreened as having an SBE can be referred to the DVOP for assistance only after they have been assessed. The NETLWDA AJC's have integrated the Electronic Referral Processes to refer to and accept referrals from all AJC Partners for Veterans Services. NETLWDA staff Partner cross training helps to ensure that all AJC Partners provide appropriate mutual referrals.

**Trade Readjustment Assistance (TRA)** – Affected workers from new petitions are identified and sent notifications to submit TRA Claims online, by phone, or in some cases Mass Claims taking activities. Individuals are then referred in this process to the nearest local AJC. TAA staff will assist with referral for Training, ATAA, RTAA, or dislocated worker assistance. These workers are tracked using the VOS system. AJC staff will refer appropriate clients to file for TRA benefits once identified directly to the TRA Unit via email and case noted. NETLWDA AJC Electronic Referral Processes will be used to refer to and accept referrals from Partners not co-located at the Comprehensive AJC and when providing a “warm handoff” to co-located Partners. Northeast staff Partner cross trainings help to ensure that all AJC Partners provide appropriate mutual referrals.

**Trade Adjustment Assistance (TAA)** – The TAA program seeks to provide adversely affected workers with opportunities to obtain the skills, credentials, resources, and support necessary to become reemployed. Workers are provided Case Management Services, Training opportunities, Job Search Allowance, Relocation Allowance, Alternative Trade Adjustment Assistance (ATAA), and Reemployment Trade Adjustment Assistance (RTAA). These may generate additional referral Title I and Title II services as co-enrollment is a critical part of this process. These processes are also tracked using the TAA link in VOS. NETLWDA AJC Electronic Referral Processes will be used to refer to and accept referrals from Partners not co-located at the Comprehensive AJC and when providing a “warm handoff” to co-located Partners. NETLWDA staff Partner cross training helps to ensure that all AJC Partners provide appropriate mutual referrals. TAA staff will record appropriate referral information in the Jobs4TN system in accordance with agency policy.

**Migrant & Seasonal Farmworkers** – Individuals who have identified themselves as a migrant

## ATTACHMENT I.A

seasonal farm worker (MSFW), will be offered the full range of employment services, benefits, and protections, including; counseling, testing, job training, and referral services. MSFW, on a proportionate basis, shall not receive fewer services than non-MSFW. These referrals will be tracked through the VOS system to insure proper recording and documentation of services. MSFW programs will follow the NETLWDA AJC Electronic Referral Processes to refer to and accept referrals from Partners not co-located at the Comprehensive AJC and when providing a “warm handoff” to co-located Partners. NETLWDA staff Partner cross trainings help to ensure that all AJC Partners provide appropriate mutual referrals.

**National Farmworker Jobs Program (NFJP)** – Tennessee Opportunity Programs (TOPS), 167 National Farmworker Jobs Program (NFJP) grantees. TDLWD’s staff will coordinate with TOPS directors and case managers to register MSFW with the goal of notifying MSFWs of the services provided by Tennessee’s American Job Centers (AJCs). TDLWD will also coordinate with TOPS to use the mobile career coach units to bring TDLWD’s services to MSFW in their home communities (As outlined in the State Plan). NFJP programs will follow the NETLWDA AJC Electronic Referral Processes to refer to and accept referrals from Partners not co-located at the Comprehensive AJC and when providing a “warm handoff” to co-located Partners. NETLWDA staff Partner cross trainings help to ensure that all AJC Partners provide appropriate mutual referrals.

**Community Service Block Grant (CSBG)** – CSBG programs will follow the NETLWDA AJC Referral Processes to refer to and accept referrals from all AJC Partners. NETLWDA staff Partner cross trainings help to ensure that all AJC Partners provide appropriate mutual referrals.

**Senior Community Services Employment Program (SCSEP)** – Senior Community Services Employment Program (SCSEP) will follow the NETLWDA AJC Referral Processes to refer to and accept referrals from all AJC Partners. NETLWDA staff Partner cross trainings help to ensure that all AJC Partners provide appropriate mutual referrals.

**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. For co-located staff or VR offices, the referral method will meet the AJC Partner standard. 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.

**Temporary Assistance for Needy Families (TANF)** – East TN State University’s (ETSU) Center for Community Outreach currently refers TANF recipients to the respective county AJC primarily via email. In addition and where possible, a phone call is also made to ensure a warm hand off of the client to the AJC. Follow up is also conducted through personal contact of the Partner and documented in the DHS state system of record ACCENT. Additional referrals are made to other Partners located in the AJC such as Adult, Dislocated Worker, Youth, Veterans, Title IV, Rehabilitation Services, etc. NETLWDA staff Partner cross trainings help to ensure that all AJC Partners provide appropriate mutual referrals.

**Job Corps** - Jacobs Creek Job Corps participates in the cross-training of staff and provides direct linkage to AJC Partner services.

**Job Corps Contractor (MINACT INC.)** - Referral Processes is used to refer to and accept referrals from all AJC Partners. To that end, MINACT, Inc., may make referrals to any available Partner program to meet the needs of the participants.

**Carl Perkins/Post-Secondary Career & Technical Education** – TCAT-E and NeSCC programs will follow the NETLWDA AJC Electronic Referral Processes to refer to and accept referrals from all AJC Partners. NETLWDA staff Partner cross trainings help to ensure that all AJC Partners provide appropriate mutual referrals.

**TCAT/Tennessee Reconnect/Other Scholarships and Grants** – TCAT-Elizabethton Tennessee



Reconnect Grant program will participate in the NETLWDA AJC Electronic Referral Processes to refer to and accept referrals from all AJC Partners. NETLWDA staff Partner cross trainings help to ensure that all AJC Partners provide appropriate mutual referrals

**Native American Indian** – Native American Indian will follow the NETLWDA AJC Electronic Referral Processes to refer to and accept referrals from all AJC Partners. NETLWDA staff Partner cross trainings help to ensure that all AJC Partners provide appropriate mutual referrals.

**Community Resource Center (TDOC, Additional Party)** – As a function of providing Job Classes weekly on-site at the CRC, the AJC Re-entry Specialist will make referrals as appropriate to AJC services/partners/programs.

### THE METHOD OF TRACKING REFERRALS

The primary method of referral is the electronic AJC Referral Process, which can be accessed by all Partners at <https://tinyurl.com/ycku26k9>. This electronic system allows for ease of tracking and for OSO follow-up to ensure service provision.

#### **9. PHYSICAL ACCESSIBILITY (WIOA Sec. 121 (c)(2)(A)(iv)) (WIOA Final Rules §678.500(b) (4))**

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

All AJCs in NETLWDA have been checked to ensure access is available to all individuals including those with a disability. The AJC was evaluated with the Section 188 Disability Self-Evaluation Tool to ensure access is available to all individuals, including those with a disability. All NETLWDA centers are fully ADA compliant.

The comprehensive AJCs in NETLWDA work to maintain a culture of inclusiveness in compliance with Section 188 of WIOA, the Americans with Disabilities Act (ADA) of 1990 and all other applicable statutory and regulatory requirements. The physical characteristics of the facility, both indoor and outdoor, have been reviewed relative to compliance with 29 CFR Part 37, and ADA standards for Accessible Design and the Uniform Federal Accessibility Standards.

The Tennessee Vocational Rehabilitation (VR) Program is authorized to provide information and technical assistance to individuals and entities that are covered by the Americans with Disabilities Act (ADA) and Workforce Innovation and Opportunity Act (WIOA) Section 188 and has completed an Accessibility and Accommodation Survey of each the AJCs located in NETLWDA. VR provided informational guidance, technical assistance and recommendations related to each site's parking, entrance, reception, public areas, accessible restrooms, resource room, communication, signage, drinking fountains, alarms, and emergency egress planning. These recommendations were reviewed and taken into consideration for continual improvement for NETLWDA centers. Indoor space in NETLWDA centers is designed in an "equal and meaningful" manner, providing access for individuals with disabilities. Staff work with our VR Partner to convert other Partners' materials to Braille. This information is updated as needed. Staff receive professional development and cross training to stay abreast of new technology and techniques in assisting individuals with disabilities.

Center locations are chosen and reviewed according to service footprint in order to ensure that services are available in convenient, high traffic and accessible locations, taking into account reasonable distance from public transportation and adequate parking (including parking clearly marked for individuals with disabilities).

#### **10. PROGRAMMATIC ACCESSIBILITY (WIOA Sec. 121 (c)(2)(A)(iv)) (WIOA Final Rules**

**§678.500(b)(4))**

- 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 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

The comprehensive One-Stop center provides access to all required career services in the most inclusive and appropriate settings for each individual participant. Meaningful access and adaptation for customers with disabilities is ensuring that the premises, programs, and resources are fully accessible and available to people with disabilities. Access and adaptation allows for effective and meaningful participation in available system supports and services. Services of all NETLWDA AJCs are available to job seekers with disabilities in terms of equality with all other persons.

The OSO participated in technical assistance training to ensure human centered design and has incorporated additional resources to assist customers with disabilities in the AJCs. In additions to assistive technologies, staff have provided large print workshop materials for visually impaired customers and have partnered with the National Federation of the blind to have the menu of services transcribed and printed in Braille.

AJC Partners assure that individuals with barriers to employment have access to AJC services.

- Each Partner identifies its own “priority of service” based upon specific funding sources and requirements under each statute. As such, some Partner services may not be identified as entitlement programs and suitability for services is not automatic.
- “Individuals with barriers to employment” include recipients of public assistance, low-income individuals, and individuals who are basic skill deficient.
- Partners will commit to offer priority for services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA adult funds.
- Partners will ensure individuals are provided with the location of every comprehensive and affiliate AJC as well as access point and access to the Mobile AJC within the NETLWDA.

All Parties certify that they will adhere to all applicable statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA 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, English language learners and other populations identified in federal and state guidance.

All Partners agree that they will not discriminate in their employment practices or services on the basis of gender, gender identity/or expression, age, race, religion, national origin, disability, veterans 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. The Partners further assure that, to the best of their knowledge, they are currently in compliance with all applicable state and federal laws and regulations regarding these issues.

All NETLWDA AJC staff and Partners participate in training and cross-training to appropriately provide services to all, regardless of range of abilities, mobility, age, language, learning style, and intelligence or education level. Interpreter services are available if a language barrier is present.

Assistive devices, such as screen-reading, software programs, and assistive listening devices are available. All Partners will cooperate with compliance monitoring that is conducted at the local level to ensure that all centers, programs, services, technology, and materials are accessible and available to all. These services will be provided in person or via technology consistent with the "direct linkage" requirement as defined in WIOA and Partner legislation and outlined in the MOU.

### 11. DATA SHARING AND COLLECTION

- 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

TDLWD guidance states that the management information system that will be used to case manage participants for the programs listed below will be the Jobs4TN system. To date, these include:

- 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

Using the Jobs4TN 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 for these Partners will reside in this system. Reports can be generated and shared with program staff to ensure that performance targets will be met. The State has held core Partner meetings where the State has established performance workgroups 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.

AJC Partners agree to work together/cooperate to reach a data sharing agreement that allows each program to comply with the applicable federal laws governing it and that will be used to improve mutual referrals and communication. Partners agree to comply with applicable federal and state laws governing protection of Personally Identifiable Information. Partners agree to share data and information and otherwise collaborate to assure all that all common primary indicators of performance for the local area will be achieved while making reasonable and necessary efforts to ensure confidentiality of PII for program participants. This will be achieved through the use of existing State Level data sharing agreements and a common Release of Information.

All Partners to the MOU expressly agree to abide by all applicable federal, state, and local laws regarding confidential information and to adhere to the same standards of confidentiality as State employees including, but not limited to:

- 29 USC 2935(a)(4) - as amended by WIOA - Reports, Recordkeeping, Investigation.
- 29 U.S.C. 2871(f)(3) - as amended by WIOA - regarding complying with confidentiality.
- 20 CFR Part 603 - Safeguards and security requirements regarding disclosed information under Unemployment Compensation.
- 42 U.S.C.A. 503 – regarding state laws governing UI operations.
- 20 U.S.C.A. 123g - regarding family educational and privacy rights.



- 20CFR617.57(b) - regarding disclosure of information under the Trade Act.
- 29 U.S.C.A. 491-2(a)(2) - as amended under WIOA - regarding information to be confidential under the Wagner Peysner Act
- The Privacy Act (5 USC 552a).
- The Family Educational and Privacy Rights Act (20 USC 1232g)
- 34 CFR 361.38 Protection, use and release of personal information of Vocational Rehabilitation Services participants.
- HIPAA: 45 CFR 164.500- 164.534.
- 2 CFR 200.303 regarding reasonable measures to safeguard protected personally identifiable information.

Each Partner agrees to take reasonable measures to ensure that the collection and use of any information, systems, or records that contain personally identifiable information will be limited to purposes that support the programs and activities described in this MOU as part of the American Job Center service delivery system. Each Partner agrees to take reasonable measures to ensure that access to software systems and files under its control that contain personally identifiable information will be limited to authorized staff members who are assigned responsibilities in support of the services and activities provided as part of the American Job Center service delivery system and who must access the information to perform those responsibilities. Each Partner expressly agrees to take measures to ensure that no personally identifiable information is accessible by unauthorized individuals. Each Partner will maintain a current list of staff members who are authorized to access personally identifiable information and will identify the types of data and data sources that the authorized staff members will access. Partners will submit a copy of the list to the individual responsible for maintaining confidential records on behalf of the local area. Work 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.

Each TDLWD 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. 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. TDLWD maintains written procedures detailing approaches for use of wage data to ensure that the information is only given to authorized personnel, used for only authorized purposes and that all wage data is maintained and destroyed in a timely manner using appropriate methodologies.

**12. COST SHARING OF SERVICES (WIOA Sec. 121 (c)(2)(A)(ii)) (WIOA Final Rules §678.755 and §678.760)**

- 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

WIOA mandates that the Local WDB, Chief Elected Officials, and One-Stop Partners agree to amounts and methods of calculating amounts each Partner will contribute for One-Stop infrastructure funding, include the infrastructure funding terms in the MOU and sign the MOU. All Partner contributions to the costs of operating and providing services within the One-Stop Center system must adhere to the Partner program's federal authorizing statute, adhere to the Federal cost principles requiring that costs are reasonable, necessary and allocable, and are consistent with Federal cost principles contained in the Uniform Guidance at 2 CFR part 200 and the Department of Labor's exceptions at 2 CFR part 2900. To ensure that relative benefits received by each Partner are reasonable and necessary in the AJC, allocation methods, determined by the Partners, utilize square footage and full-time equivalent (FTE). The Northeast IFA is the operating budget that is necessary to maintain the area's high-standard American Job Center system. The current IFA duration is July 1, 2020 – June 20, 2022.

All costs must be included in the MOU and reconciled on a regular basis against actual costs

incurred and adjusted accordingly. The AJC operating budget is expected to be transparent and negotiated among Partners on an equitable basis to ensure costs are shared appropriately. All Partners must negotiate in good faith and seek to establish outcomes that are reasonable and fair. The following are the general steps in the allocation of infrastructure costs process:

1. Identify One-Stop operating costs, including infrastructure costs and additional costs.
2. Develop the One-Stop operating budget that includes an infrastructure costs budget and additional costs budget.
3. Develop the cost allocation methodology, including the identification of cost pools and allocation bases.
4. Determine estimated Partner contributions.
5. Prepare and agree to the IFA(s).
6. Allocate actual costs by each Partner's proportionate use and relative benefit received.
7. Conduct a periodic reconciliation. The IFA will be reviewed by all partners on a quarterly basis. This meeting will be held in conjunction with and immediately prior to the Regional Planning Council. Outcomes of this review will include comparison of actual versus planned expenditures and update of any changes to cost distribution.
8. Modify infrastructure costs budget and/or cost allocation methodology, as appropriate.
9. Evaluate the existing process and prepare for the following program year.

Cost sharing and allocating infrastructure costs methodology requirements documented in the following will be adhered to.

- WIOA Sec. 121(h)
- WIOA Joint Final Rule - 20 CFR 678.700 -678.755
- Uniform Guidance: 2 CFR part 200: Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards: Final Rule. December 26, 2013; and
- 2 CFR part 2900: Office of Management Budget (OMB) approved exceptions for DOL
- TEGL 17-16,
- RSA TAC 17-03,
- OCTAE Program Memo 17-3, Infrastructure Funding of the One-Stop Delivery System)

All Parties shall comply with the debarment and suspension requirements (E.O.12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

### **13. DURATION/AMENDMENT/APPEAL PROCEDURES (WIOA Sec. 121 (c)(2)(A)(v)) (WIOA Final Rules §678.500(b)(5))**

- 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 WIOA 678.500(b)(5)
- NOTE: Ensure the MOU reflects the most recent date as amendments are approved

This MOU reflects a MOU modification effective July 1, 2020 to June 30, 2022. This modification documents amended service strategies and changes in the cost sharing and the allocation of infrastructure methodology. Pursuant to the aforementioned WIOA legislation, the MOU shall be reviewed not less than once every 3- year period. The MOU shall automatically renew on July 1 of subsequent years unless otherwise amended, for no more than five years, and in compliance with MOU renewal guidelines per the TDLWD. The following outlines the Duration/Amendment/Appeal Procedures that will be adhered, including the TDLWD Guidance for Grievance and Complain Resolution Procedures.

AMENDMENT – Requirements concerning an amendment of this MOU are outlined in TEGL 16-16, RSA TAC 17-02, and OCTAE Program Memo 17-4, One-Stop Operations Guidance for the American Job Center Network. Amendment or modification of the Northeast MOU only requires the Partners to review and agree to the elements of the MOU that changed. 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. 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. This Northeast MOU may be amended upon mutual agreement of the Parties that is consistent with federal, State, or local laws, regulations, rules, plans or policies or for one or more of the following reasons:

1. The addition or removal of a Partner from this MOU.
2. A change in the One-Stop Operator or a change in the physical location of the TN AJC.
3. A change in the services, service delivery methods currently utilized, referral methods, or methods to allocate costs or the removal or addition of program responsibilities for any Partner.
4. The need to renegotiate a Partner's proportionate share of costs based on changes in the method of service delivery or program or funding changes that affect a Partner's continued ability to meet its shared cost obligations.

The Parties seeking an amendment will submit a written request to the Northeast Tennessee Local Workforce Development Board (NETLWDB) via designated staff that includes:

- The requesting party's name.
- The reason(s) for the amendment request.
- Each Article and Section of this MOU that will require revision.
- The desired date for the amendment to be effective.
- The signature of the requesting party's authorized representative.

If the request is approved, the NETLWDB or designated staff will notify the remaining parties of the intent to amend and will provide each remaining party thirty (30) days from the date of the notice (unless another time frame is specified in the notice) to review the anticipated changes and to submit a response to the NETLWDB. Failure by a party to respond within the prescribed timeframe will be deemed that party's approval of the proposed changes.

In the event that a remaining party has questions and/or concerns regarding the proposed amendment, the party must list its questions and/or concerns in writing and submit the list to NETLWDB designee within the specified timeframe. The NETLWDB will review the listed questions/concerns and issue a response within fifteen (15) working days of receipt. If deemed necessary, the listed questions/concerns will be sent to all other parties and/or a meeting with all parties will be scheduled to discuss the proposed changes and to achieve consensus on a final amendment draft. The final, approved amendment draft will be signed by authorized representatives of the affected Partners, then submitted to the NETLWDB for the final approval and signatures. The fully executed MOU amendments will be distributed to all Parties.

### **DISPUTE RESOLUTION PROCESS**

The parties shall first attempt to resolve all disputes informally. Any party may call a meeting of the Northeast Partners to discuss and resolve disputes. Should informal resolution efforts fail, the dispute shall be referred to the Chair of the NETLWDB or its staff designee within 30 days, who shall place the dispute upon the agenda of a regular or special meeting of the WDB or Committee designated by the Chair. The WDB or Designated Committee of the WDB shall attempt to mediate with the Directors of the parties, or their designees, and resolve the dispute. Disputes shall be attempted to be resolved in accordance with NETLWDB by-laws unless such a decision is in contradiction of applicable State and Federal laws or regulations. The dispute resolution process described herein is not binding on the parties, nor is it exclusive and does not deny a party the

right to exercise any remedy available to it in law. The parties acknowledge that only the Attorney General may enter into a settlement that is binding upon the State (see TCA § § 8-6-301 and 20-13-103).

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

- All Parties mutually agree to terminate this MOU prior to the end date.
- 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.
- WIOA is repealed or superseded by subsequent federal law.
- Local area designation is changed under WIOA.
- A party breaches any provision of this MOU and such breach is not cured within thirty (30) days after receiving written notice from the Local WDB 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.

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. Any party may request to terminate its inclusion in this MOU by following the modification process identified in the Modification Process section above. All Parties agree that this MOU shall be reviewed and renewed not less than once every 3-year period to ensure appropriate funding and delivery of services.

**14. RENEWAL PROVISIONS (WIOA Sec. 121(c)(2)(A)(v)) (WIOA Final Rules §678.500(b)(6))**

- 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

Within 90 days prior to the end date of this MOU, the Partners shall review the MOU and negotiate any needed changes to the provisions herein. The Partners shall collaboratively evaluate the effectiveness of operations pursuant to this MOU, make any necessary modifications and renew the MOU for a term to be determined at the time of renewal, not to exceed five years and within the required guidelines as provided by the TDLWD. Pursuant to the aforementioned WIOA legislation, the MOU shall be reviewed not less than once every 3-year period. The MOU shall automatically renew on July 1 of subsequent years unless otherwise amended. Renewal approval dates will be documented in the NETLWDB minutes.

Requirements concerning renewal of this MOU are outlined in TEGE 16-16, RSA TAC 17-02, and OCTAE Program Memo 17-4, One-Stop Operations Guidance for the American Job Center Network. Renewal of this MOU requires all Partners to review and agree to all elements of the MOU and resign the MOU.

**15. ADDITIONAL LOCAL PROVISIONS (OPTIONAL) (WIOA Sec. 121(c)(2)(B)) (WIOA Final Rules §678.500(c))**

Not Applicable

**16. ADDITIONAL PARTNERS (WIOA Sec. 121 (b)(2)) AND PARTIES**

<b>Additional Partner as Parties to MOU</b>	<b>Entity Administering Program</b>
Native American Indian Association of TN	NAIA Employment & Training
Jobs Corps Contractor	MINACT Inc.
SNAP Employment & Training	TDLWD
<b>Additional Parties to MOU</b>	<b>Entity Administering Program</b>
Community Resource Center	TN Department of Corrections

**17. OTHER CONTRIBUTIONS (TEGL16-16)**

- 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

Not Applicable

**18. NON-DISCRIMINATION & EQUAL OPPORTUNITY (WIOA Section 188)**

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

Partners shall be an AA/EEO employer that does not unlawfully discriminate, harass, or allow harassment against any employee, applicant for employment, or AJC applicant due to gender, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation or marital status. The AJC Partner agrees to comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990) and related, applicable regulations. Each Partner will assure compliance with the Americans with Disabilities Act of 1990 and its amendments, which prohibits discrimination on the basis of disability, as well as other applicable regulations and guidelines issued pursuant to the Americans with Disabilities Act. The AJC Partners commit to promoting capacity building and professional development for staff in order to increase awareness and understanding of serving individuals with barriers to employment and individuals with disabilities.

The MOU parties specifically agree that they will comply fully with the non-discrimination and equal opportunity provisions of:

- Workforce Innovation and Opportunity Act Section 188
- Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et. seq.)
- Nontraditional Employment for Women Act of 1991
- Civil Rights of 1964 Title VI (as amended)
- Rehabilitation Act of 1973 Section 504 (as amended)
- Age Discrimination Act of 1967 (as amended)
- Education Amendments of 1972 Title IX (as amended)

**19. PRIORITY of SERVICE**

- 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 certify that they will adhere to all applicable statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA 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. TDLWD Veteran Priority of Service Policy provides additional information that is followed by AJC Partners.

As directed by TDLWD and federal guidance, the following demographics are specifically targeted for services:

- Individuals with significant barriers to employment



- Displaced homemakers
- Eligible migrant and seasonal farmworkers
- Re-entry services
- Homeless individuals
- Individuals facing substantial cultural barriers
- Individuals with disabilities, including youth with disabilities
- Individuals within two years of exhausting lifetime eligibility under Part A of the Social Security Act
- Individuals who are English language learners
- Individuals who are unemployed, including the long-term unemployed Individuals who have low levels of literacy
- Individuals without a high school diploma
- Low income individuals (including TANF and Supplemental Nutrition Assistance Program [SNAP] recipients) Native Americans, Alaskan Natives, and Native Hawaiians Older individuals Single parents (including single pregnant women and non-custodial parents) Veterans
- Youth who are in, or have aged out of, the foster care system

For the WIOA Title I Adult Program, this means that LWDBs must provide priority for training activities to individuals in the target populations. Priority must be provided in the following order: The participant is an eligible veteran or spouse of a veteran who is receiving public assistance and is considered low-income or basic skills deficient.

1. This participant is not a veteran or spouse of a veteran who is receiving public assistance and is considered low income or basic skills deficient.
2. The participant is an eligible veteran or spouse of a veteran who has no barriers.
3. This participant is not a veteran or spouse of a veteran.

### **20. AUTHORITY AND SIGNATURES**

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

The signatures of the Parties affixed to this MOU affirm that they are duly authorized to commit and bind their respective departments and organizations to the terms and conditions set forth in this MOU.

### **21. ATTACHMENTS**

- [Services Matrix -](#)
- [Individual AJC Budget Template](#)

ATTACHMENT II

BASIC CAREER SERVICES											
REQUIRED PARTNERS	Eligibility for Title I	Outreach intake, orientation	Initial Skills Assessment	Labor exchange services, including job search and placement assistance	Referral and coordination with other programs	Workforce and labor market information and statistics	Performance and cost information on providers of education, training and workforce services	Performance info for the local area as a whole	Information on the availability of supportive services	Information and meaningful assistance with UI claims	Assistance establishing eligibility for financial aid for non-WIOA training and education
Title I: Adult, Dislocated Worker, Youth	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Title II: Adult Education and Family Literacy		✓			✓						
Title III: Employment Programs under Wagner-Peyser		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Title IV: Rehabilitation Services		✓	✓	✓	✓	✓	✓	✓	✓		✓
Post-secondary Career and Technical Education under Perkins											
Unemployment Insurance										✓	
Job Counseling, Training and Placement Services for Veterans		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Trade Readjustment Allowance (TRA)											
Trade Adjustment Assistance (TAA)		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Migrant and Seasonal Farmworkers											
National Farmworker Jobs Program (NFJP)											
Community Services Block Grant (CSBG)											
Senior Community Services Employment Program (SCSEP)		✓	✓	✓	✓				✓		
TANF			✓		✓				✓		✓

ATTACHMENT II

BASIC CAREER SERVICES												
REQUIRED PARTNERS	Eligibility for Title IB	Outreach, intake, orientation	Initial Skills Assessment	Labor exchange services, including job search and placement assistance	Referral and coordination with other programs	Workforce and labor market information and statistics	Performance and cost information on providers of education, training and workforce services	Performance info for the local area as a whole	Information on the availability of supportive services	Information and meaningful assistance with UI claims	Assistance establishing eligibility for financial aid for non- WIOA training and education	
Job Corps		✓	✓		✓							
Job Corp Contractor, Alutiiq Commercial Ent.		✓		✓								
Native American Indian		✓	✓	✓	✓							
INDIVIDUALIZED AND FOLLOW-UP CAREER SERVICES												
REQUIRED PARTNERS	Comprehensive and specialized assessments	Development of an individual employment plan	Group counseling	Individual counseling	Career Planning	Short-term pre-vocational services	Internships and work experience	Workforce preparation activities	Financial literacy services	Out-of-area job search assistance	English language acquisition	Follow-up services for participants in adult and dislocated worker programs
Title I: Adult, Dislocated Worker, Youth	✓	✓	✓	✓		✓	✓	✓	✓	✓		✓
Title II: Adult Education and Family Literacy	✓				✓						✓	
Title III: Employment Programs under Wagner- Peysler	✓	✓	✓	✓				✓		✓		✓
Title IV: Rehabilitation Services	✓							✓		✓		
Post-secondary Career and Technical Education under												
Unemployment Insurance					✓							
Job Counseling, Training and Placement Services	✓	✓	✓		✓			✓		✓		✓



ATTACHMENT II

REQUIRED PARTNERS	Comprehensive and specialized assessments	Development of an individual employment plan	Group counseling	Individual counseling	Career Planning	Short-term pre-vocational services	Internships and work experience	Workforce preparations activities	Financial Literacy Activities	Out-of-area job search assistance	English language acquisition	Follow-up services for participants in adult and dislocated worker
Trade Readjustment Allowance (TRA)												
Trade Adjustment Assistance (TAA)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Migrant and Seasonal Farmworkers												
National Farmworker Jobs Program (NFJP)												
Community Services Block Grant (CSBG)									✓			
Senior Community Services Employment Program (SCSEP)	✓	✓	✓	✓	✓	✓		✓	✓			
TANF	✓	✓						✓				
Job Corps	✓	✓	✓	✓	✓	✓		✓	✓	✓		
Job Corps Contractor, Alutiiq Commercial				✓				✓				
Native American Indian	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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<b>Other Programs and Activities Available Through the Local Comprehensive One-Top Centers</b>	
<b>REQUIRED PARTNER</b>	<b>OTHER PROGRAMS AND ACTIVITIES PROVIDED</b>
Title I (Adult, Dislocated Worker, Youth)	This page intentionally left blank. Please refer to pages 1 & 2 of the MOU.
Title II: Adult Education and Family Literacy	
Title III: Employment Programs under Wagner-Peyser	
Title IV: Rehabilitation Services	
Post-secondary Career and Technical Education under Perkins	
Unemployment Insurance	
Job Counseling, Training and Placement Services for Veterans	
Trade Readjustment Allowance (TRA)	
Trade Adjustment Assistance (TAA)	
Migrant and Seasonal Farmworkers	
Community Services Block Grant (CSBG)	
Senior Community Services Employment Program (SCSEP)	
TANF	
Job Corps	

<b>Youth Service Strategy</b>			
<b>Element Number</b>	<b>Program Element</b>	<b>Description</b>	<b>Provider (Sub-recipient and/or Referral)</b>
1	Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent or for a recognized postsecondary credential	Such services focus on providing academic support, helping a youth identify areas of academic concern, assisting with overcoming learning obstacles, and providing tools and resources to develop learning strategies. This can be provided in a one-on-one setting, in a group setting, through resources, and in workshops. Secondary school dropout prevention strategies include services and activities that keep a young person in-school and engaged in formal learning and/or training setting. Strategies include, but are not limited to tutoring, literacy development, active learning experiences, after-school opportunities, and individualized instruction.	Referral - Adult Education Local Education Agencies
2	Alternative secondary school services, or dropout recovery services, as appropriate	Alternative secondary school services, such as basic education skills training, individualized academic instruction, and English as a Second Language training, are services that assist youth who have struggled in traditional secondary education. Dropout recovery services, such as credit recovery, counseling, and educational plan development, are those that assist youth who have dropped out of school. The goal is to help youth re-engage and persist in education that leads to the completion of a recognized high school equivalent.	Referral - Adult Education Secondary Alternative Schools operated by Local Education Agencies
3	Paid and unpaid work experiences, that have an academic and occupational education component	Work experiences have academic and occupational education as a component, and may include the follow types of work experiences: (i) Summer employment opportunities or other employment available throughout the school year;	Sub-recipient and Referral - Vocational Rehabilitation TANF / Families First Postsecondary

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		<p>(ii) Pre-apprenticeship programs - designed to prepare individuals to enter and succeed in apprenticeship program registered under the National Apprenticeship Act;</p> <p>(iii) Internships and job shadowing a work experience option where youth learn about a job by walking through the work day as a shadow to a competent worker; and</p> <p>On-the-job training (OJT) opportunities.</p>	<p>Institutions Local Education Agencies Migrant &amp; Seasonal Farmworker Program</p>
4	Occupational skills training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupation in the local area involved	<p>Includes priority consideration for training programs that lead to recognized post-secondary credentials that align with in-demand industry sectors or occupations in the local area involved, if the Local Board determines that the programs meet the quality criteria described in WIOA sec. 123.</p> <p>Funding for training through Individual Training Accounts (ITAs) for unmet need after other Federal and State financial aid such as TN Promise, TN Reconnect, Lottery, Pell, TSAC, etc.</p>	<p>Referral - ETPL Providers TCAT Northeast State Community College East TN State University Early Postsecondary Opportunities (EPSOs)</p>
5	Education offered concurrently with, and in the same context as, workforce preparation activities and training for a specific occupation or occupational cluster	<p>An integrated education and training model that describes how workforce preparation activities, basic academic skills, and hands-on occupational skills training are to be taught within the same time frame and connected to training in a specific occupation, occupational cluster or career pathway. While programs developing basic academic skills, which are included in as part of alternative secondary school services and dropout recovery services, workforce preparation activities that occur as part of a work experience, and occupational skills training can all occur separately and at different times (and thus are</p>	<p>Sub-recipient and Referral - Adult Education Local Education Agencies Postsecondary Institutions – ETSU, NeSCC, T-CAT Work Experience Sites</p>

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		<p>counted under separate program elements), this program element refers to the concurrent delivery of these services which make up an integrated education and training model. Several postsecondary training programs, such as healthcare and manufacturing, provide academic and hands on learning through cooperatives or internship opportunities. For instance, all nursing programs include clinical experience in various healthcare employment settings such as hospitals, nursing homes, and clinics. At the secondary level, work-based learning opportunities are incorporated as part of career pathways and the TN Pathways Certification.</p>	
6	<p>Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors (as appropriate)</p>	<p>20 CFR § 681.520 defines this program element as opportunities that encourage responsibility, confidence, employability, self-determination, and other positive social behaviors such as: (a) exposure to postsecondary educational possibilities; (b) community and service learning projects; (c) peer-centered activities, including peer mentoring and tutoring; (d) organizational and team work training, including team leadership training; (e) training in decision-making, including determining priorities and problem-solving; (f) citizenship training, including life skills training such as parenting and work behavior training; (g) civic engagement activities that place youth in a leadership role such as serving on youth leadership committees, such as a standing Youth committee. To encourage responsibility, confidence, employability, and exposure to postsecondary opportunities, Youth can attend workshops in the AJCs such as Financial Literacy, complete assignments in Allison (Jobs4TN), receive an adult mentor through work experience, receive career</p>	<p>Sub-recipient and Referral - Community Organizations Local Education Agencies</p>

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		counseling from a career advisor, and / or be referred to TN Promise and TN Reconnect mentors and counselors.	
7	Supportive Services	20 CFR § 681.570 describes supportive services for youth as defined in WIOA Sec. 3(59), as services that enable an individual to participate in WIOA activities. These services include, but not limited to, the following: (a) linkages to community services; (b) assistance with transportation; (c) assistance with childcare and dependent care; (d) assistance with housing; (e) needs-related payments; (f) assistance with educational testing; (g) accommodations for youth with disabilities; (h) legal aid services; (i) referrals to healthcare; (j) assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear; (k) assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes; (l) payments and fees for employment and training-related applications, tests and certifications.	Sub-recipient and Referral - Adult Education Vocational Rehabilitation TANF / Families First TAA Veterans Employment Services Migrant & Seasonal Farm worker Community Organizations
8	Adult mentoring for the period of participation and a subsequent period, for a minimum total of 12 months	As listed in 20 CFR § 681.490, adult mentoring is offered for a duration of at least 12 months, and may occur both during the program and following exit from the program. Adult mentoring is a formal relationship between a youth participant and an adult mentor that includes structured activities where mentor offers guidance, support and encouragement to develop the competence and character of the mentee. This may include workplace mentoring where the program matches a youth participant with an employer or employee of a company. While the Department of Labor strongly prefers that case managers not serve as adult mentors, the final rule allows case manager	Sub-recipient and Referral - Work Experience Sites Local Education Agencies Postsecondary Institutions Other Community Resources

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		to serve as mentors in areas where adult mentors are sparse, such as in rural areas like Northeast TN. However, the desired method of providing leadership development includes connecting youth with a community mentor, which can usually be found through a work experience, postsecondary institution, or by referral to other community resources.	
9	Follow-up services, for a minimum of 12 months, after the completion of participation (as appropriate)	Services are provided for not less than 12 months from the exit date. 20 CFR § 681.580 describes follow up services as “critical services provided following a youth’s exit from the program to help ensure the youth is successful in employment and/or postsecondary education and training.” Follow up services may include regular contact with the youth participant’s employer, including assistance in addressing work-related problems that arise, and may include the following program elements: (1) supportive services; (2) adult mentoring; (3) financial literacy education; (4) services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, or career exploration services; (5) activities that help youth prepare for and transition to postsecondary education and training. Follow up services include more than only a contact attempted or made for securing documentation in order to report a performance outcome. Title I staff provide follow-up services to identify any barriers participants may be having, which might impede their progress, in order to provide the necessary services to assist in overcoming the barriers.	Sub-recipient and Referral - Community Organizations
10	Comprehensive guidance and counseling, which	Provides individualized counseling to participants, and may include referrals to other partner programs for	Sub-recipient and Referral - Local Education Agencies

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	may include drug and alcohol abuse counseling and referral (as appropriate)	services such as substance and alcohol abuse counseling or mental health counseling. Staff members are responsible for assisting participants in collecting and analyzing information to determine the best mix of services necessary to obtain employment. Information areas may include a participant’s needs, strengths, support systems, education, job skills, interests, and career goals. Information may be gathered informally, via interviews or observations, or formally via assessment tools such as aptitude tests, computer assisted programs, and interest inventories. Based on the results of the assessment process, staff connect participants to services available through the AJC and will make referrals to other programs a necessary if their needs are outside of the scope of life skills (time management, developing a support system to be successful in school, finding transportation to and from school, developing good study habits, etc.).	Community Organizations
11	Financial Literacy Education	The AJCs are in partnership with local financial institutions to offer workshops on Financial Literacy on-site at the AJCs. The class covers banking services, tracking your money, credit, loans, and the basics of home ownership. There are also many resources on Job4TN’s online learning resources.	Referral - Small Business Development Centers Small Business Associations (SBAs) Chambers of Commerce
12	Entrepreneurial Skills Training	20 CFR § 681.560 states this program element provides the basics on starting and operating a small business. Such training must develop the skills associated with entrepreneurship, such as the ability to take initiative, creatively seek out and identify business opportunities, develop budgets and forecast resource needs, understand various options for acquiring capital and the trade-offs associated with each option, and communicate effectively and market	Referral - Small Business Development Centers Small Business Associations (SBAs) Chambers of Commerce



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		<p>oneself and one’s ideas. Rather than choosing to enroll in a formal training program to attain an entrepreneurship-training certificate, many jobseekers are interested in self-employment, and thus explore independent routes. Small Business Development Centers (SBDCs), Small Business Associations (SBAs), and Chambers of Commerce identify resources to assist these individuals. SBAs helps entrepreneurs and existing owners to start, build, or grow their businesses offering services such as information on financing, loan applications, and regulations and licensing. The SBDCs also provide one-on-one assistance through a referral to provide expert business advice to all types of businesses including, but not limited to counseling, business planning, marketing assistance, training, and cash flow analysis to start-up entrepreneurs and existing business owners. Business Services Team members may also host information sessions at partner agencies about the grants available through the AJCs, such as On-the-Job Training and Incumbent Worker Training, which can assist small business owners off-set the cost of training new and existing employees.</p>	
13	<p>Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career</p>	<p>Includes services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services. Interest inventories and other career planning tools are available through websites such as <a href="http://careeronestop.org">careeronestop.org</a>. The AJCs also utilize <a href="http://Jobs4TN.gov">Jobs4TN.gov</a> to provide labor market and employment information.</p>	<p>Sub-recipient and Referral - Wagner Peyser</p>

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	exploration services		
14	Activities that help youth prepare for and transition to postsecondary education and training	Includes exploring post-secondary education options including technical training schools, community colleges, 4-year colleges and universities, and registered apprenticeships, assisting the youth in preparation for the ACT/SAT testing, assisting with the college admission applications, searching and applying for scholarships and grants, completing the FAFSA, filling out the proper Financial Aid applications and adhering to changing guidelines, and connecting youth or youth adults to postsecondary education programs. Youth served through the AJCs may receive assistance in using Jobs4TN.gov and other resources to identify postsecondary training opportunities, and to receive related employment information.	Sub-recipient and Referral - Local Education Agencies Postsecondary Institutions Adult Education TANF / Families First Migrant & Seasonal Farm Workers TN Promise & Reconnect TN Achieves Vocational Rehabilitation

Northeast Tennessee Local Workforce Development Area  
Memorandum Of Understanding  
Infrastructure Funding Agreement 2020-2021

**PARTNER PROGRAM AUTHORIZATION/CATEGORY**

Partner Program & Authorization / Category	Partner Organization	Physically Co-located - WASHINGTON	Direct Linkage - WASHINGTON	Physically Co-located - SULLIVAN	Direct Linkage - SULLIVAN	Physically Co-located - CARTER AFFILIATE	Direct Linkage - CARTER AFFILIATE	Physically Co-located - UNICOI AFFILIATE	Direct Linkage - UNICOI AFFILIATE	Physically Co-located - JOHNSON COUNTY AFFILIATE	Direct Linkage - JOHNSON COUNTY AFFILIATE	Physically Co-located - HAWKINS COUNTY AFFILIATE	Direct Linkage - HAWKINS COUNTY AFFILIATE	Physically Co-located - HANCOCK COUNTY AFFILIATE	Direct Linkage - HANCOCK COUNTY AFFILIATE	Physically Co-located - GREENE COUNTY AFFILIATE	Direct Linkage - GREENE COUNTY AFFILIATE
Shared Welcome Function	ONE STOP OPERATOR	X		X		X			X		X		X		X		X
WIOA Title I Adult, Dislocated Worker and Youth	TITLE I SUBRECIPIENT	X		X		X		X		X		X		X		X	
WIOA Title I Youth	OUT OF SCHOOL SUBRECIPIENT	X		X		X		X		X		X		X		X	
WIOA Title II Adult Education and Family Literacy Act (AEFLA) program	NORTHEAST STATE COMMUNITY COLLEGE	X		X			X		X		X		X		X		X
WIOA Title III Wagner-Peyser Employment Services (ES), authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), also providing the state's public labor exchange	TDOLWD	X		X			X		X		X		X		X		X
WIOA Title IV State Vocational Rehabilitation program, authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C.720 et seq.)	TDHS-VR	X			X		X		X		X		X		X		X
Temporary Assistance for Needy Families (TANF), authorized under part A of title IV of the Social Security Act (42 U.S.C. 601et seq.)	ETSU	X		X		X		X		X		X		X		X	
Senior Community Service Employment Program (SCSEP), authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)	ALLIANCE FOR BUSINESS AND TRAINING		X		X		X		X		X		X		X		X
	FIRST TN HUMAN RESOURCE AGENCY		X		X		X		X		X		X		X		X
Career & Technical Education Programs, authorized under the Carl D. Perkins Act	TENNESSEE COLLEGE OF APPLIED TECHNOLOGY		X		X		X		X		X		X		X		X
	NORTHEAST STATE COMMUNITY COLLEGE		X		X		X		X		X		X		X		X
Trade Adjustment Assistance (TAA), authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271et seq.)/Trade Readjustment Assistance	TDOLWD	X		X			X		X		X		X		X		X
Jobs for Veterans State Grants (JVSG), authorized under chapter 41 of title 38, U.S.C.	TDOLWD	X		X			X		X		X		X		X		X
Employment and training activities carried out under the Community Services Block	UPPER EAST HUMAN DEVELOPMENT AGENCY		X		X		X		X		X		X		X		X
Unemployment Insurance (UI) programs under state unemployment compensation laws	TDOLWD	X	X	X	X		X		X		X		X		X		X

**PARTNER PROGRAM AUTHORIZATION/CATEGORY**

Partner Program & Authorization / Category	Partner Organization	Physically Co-located - WASHINGTON	Direct Linkage - WASHINGTON	Physically Co-located - SULLIVAN	Direct Linkage - SULLIVAN	Physically Co-located - CARTER AFFILIATE	Direct Linkage - CARTER AFFILIATE	Physically Co-located - UNICOI AFFILIATE	Direct Linkage - UNICOI AFFILIATE	Physically Co-located - JOHNSON COUNTY AFFILIATE	Direct Linkage - JOHNSON COUNTY AFFILIATE	Physically Co-located - HAWKINS COUNTY AFFILIATE	Direct Linkage - HAWKINS COUNTY AFFILIATE	Physically Co-located - HANCOCK COUNTY AFFILIATE	Direct Linkage - HANCOCK COUNTY AFFILIATE	Physically Co-located - GREENE COUNTY AFFILIATE	Direct Linkage - GREENE COUNTY AFFILIATE
Migrant & Seasonal Farmworker Program	TDOLWD	X		X			X		X		X		X		X		X
Additional Partner - Re-Employment Services and	TDOLWD	X		X		X			X		X		X		X		X
Additional Partner - Supplemental Nutrition Assistance Program	TDOLWD	X		X		X			X		X		X		X		X
Additional Partner - Permanent Labor Certification for Foreign Workers (ALC)	TDOLWD	X		X			X		X		X		X		X		X
JOB CORPS	MINACT, INC.	X			X		X		X		X		X		X		X
NORTHEAST TN RECONNECT	ALLIANCE FOR BUSINESS AND TRAINING		X		X		X		X		X		X		X		X
JOB CORPS	JACOBS CREEK		X		X		X		X		X		X		X		X
NATIVE AMERICAN INDIAN ASS	NAIA OF TN		X		X		X		X		X		X		X		X

NORTHEAST TENNESSEE LOCAL WORKFORCE DEVELOPMENT AREA

ONE-STOP OPERATING BUDGET

American Job Centers - Two Comprehensive Centers

Location	Partner	Cost Category	Cost Pool	Cost Item	Allocation	Cost
CARTER	WIOA	Shared Direct	Benefits	Benefits	Shared-Direct	\$ 40,500.00
CARTER	WIOA	Shared Direct	IT/Data Processing	Computer Upgrades	Shared-Direct	\$ 8,866.00
CARTER	WIOA	Additional	IT/Data Processing	Computer Upgrades	FTE	\$ 2,500.00
CARTER	WIOA	Infrastructure Costs	Copiers Rental	Copiers	FTE	\$ 1,000.00
CARTER	WIOA	Shared Direct	Indirect	Indirect	Shared-Direct	\$ 14,085.00
CARTER	WIOA	Infrastructure Costs	Internet	Internet	FTE	\$ 3,600.00
CARTER	WIOA	Infrastructure Costs	Maint & Repair	Maint	Square Footage	\$ 6,000.00
CARTER	WIOA	Additional	One Stop Operator	One stop operator	FTE	\$ 5,322.00
CARTER	WIOA	Non-Shared Direct	Participant Costs	Participant training and support	Direct	\$ 175,000.00
CARTER	WIOA	Infrastructure Costs	Rent	Rent	Square Footage	\$ 24,999.96
CARTER	WIOA	Additional	Welcome Function	Staff welcome function	FTE	\$ 43,097.00
CARTER	WIOA	Shared Direct	Salaries	Salaries	Shared-Direct	\$ 83,400.00
CARTER	WIOA	Infrastructure Costs	Supplies & Materials	Supplies	FTE	\$ 1,500.00
CARTER	WIOA	Infrastructure Costs	Telephone	Telephone	FTE	\$ 1,500.00
CARTER	WIOA	Shared Direct	Travel	Travel	Shared-Direct	\$ 5,000.00
CARTER	WIOA	Infrastructure Costs	Utilities and Fuel	Utilities	Square Footage	\$ 6,000.00
GREENE	TANF	Shared Direct	Benefits	Benefits	Shared-Direct	\$ 7,020.00
GREENE	WIOA	Shared Direct	Benefits	Benefits	Shared-Direct	\$ 13,440.00
GREENE	WIOA	Shared Direct	IT/Data Processing	Computer Upgrades	Shared-Direct	\$ 1,500.00
GREENE	WIOA	Additional	IT/Data Processing	Computer Upgrades	FTE	\$ 1,500.00
GREENE	WIOA	Infrastructure Costs	Copiers Rental	Copiers	FTE	\$ 1,200.00
GREENE	WIOA	Shared Direct	Indirect	Indirect	Shared-Direct	\$ 9,150.00
GREENE	WIOA	Infrastructure Costs	Internet	Internet	FTE	\$ 1,600.00
GREENE	WIOA	Infrastructure Costs	Maint & Repair	Maint	Square Footage	\$ 7,800.00
GREENE	WIOA	Additional	One Stop Operator	One stop operator	FTE	\$ 7,741.00
GREENE	WIOA	Non-Shared Direct	Participant Costs	Participant training and support	Direct	\$ 225,000.00
GREENE	WIOA	Infrastructure Costs	Rent	Rent	Square Footage	\$ 25,200.00
GREENE	TANF	Shared Direct	Salaries	Salaries	Shared-Direct	\$ 23,400.00
GREENE	WIOA	Shared Direct	Salaries	Salaries	Shared-Direct	\$ 32,000.00
GREENE	WIOA	Infrastructure Costs	Supplies & Materials	Supplies	FTE	\$ 1,000.00
GREENE	WIOA	Infrastructure Costs	Telephone	Telephone	FTE	\$ 1,500.00
GREENE	WIOA	Shared Direct	Travel	Travel	Shared-Direct	\$ 500.00
GREENE	WIOA	Infrastructure Costs	Utilities and Fuel	Utilities	Square Footage	\$ 4,000.00
GREENE	WIOA	Additional	Welcome Function	Staff welcome function	FTE	\$ 14,218.95
HANCOCK	WIOA	Shared Direct	Benefits	Benefits	Shared-Direct	\$ 13,440.00
HANCOCK	WIOA	Shared Direct	IT/Data Processing	Computer Upgrades	Shared-Direct	\$ 1,500.00
HANCOCK	WIOA	Additional	IT/Data Processing	Computer Upgrades	FTE	\$ 1,500.00
HANCOCK	WIOA	Infrastructure Costs	Copiers Rental	Copiers	FTE	\$ 1,650.00
HANCOCK	WIOA	Shared Direct	Indirect	Indirect	Shared-Direct	\$ 5,000.00
HANCOCK	WIOA	Infrastructure Costs	Internet	Internet	FTE	\$ 2,100.00
HANCOCK	WIOA	Infrastructure Costs	Maint & Repair	Maint	Square Footage	\$ 1,800.00
HANCOCK	WIOA	Additional	One Stop Operator	One stop operator	FTE	\$ 2,519.00
HANCOCK	WIOA	Non-Shared Direct	Participant Costs	Participant training and support	Direct	\$ 150,000.00
HANCOCK	WIOA	Infrastructure Costs	Rent	Rent	Square Footage	\$ 9,600.00
HANCOCK	WIOA	Shared Direct	Salaries	Salaries	Shared-Direct	\$ 32,000.00
HANCOCK	WIOA	Infrastructure Costs	Supplies & Materials	Supplies	FTE	\$ 500.00
HANCOCK	WIOA	Infrastructure Costs	Telephone	Telephone	FTE	\$ 2,100.00
HANCOCK	WIOA	Shared Direct	Travel	Travel	Shared-Direct	\$ 500.00
HANCOCK	WIOA	Infrastructure Costs	Utilities and Fuel	Utilities	Square Footage	\$ 600.00
HAWKINS	WIOA	Shared Direct	Benefits	Benefits	Shared-Direct	\$ 13,440.00
HAWKINS	WIOA	Shared Direct	IT/Data Processing	Computer Upgrades	Shared-Direct	\$ 1,500.00
HAWKINS	WIOA	Additional	IT/Data Processing	Computer Upgrades	FTE	\$ 1,500.00
HAWKINS	WIOA	Infrastructure Costs	Copiers Rental	Copiers	FTE	\$ 1,650.00
HAWKINS	WIOA	Shared Direct	Indirect	Indirect	Shared-Direct	\$ 5,000.00
HAWKINS	WIOA	Infrastructure Costs	Internet	Internet	FTE	\$ 2,100.00
HAWKINS	WIOA	Infrastructure Costs	Maint & Repair	Maint	Square Footage	\$ 1,800.00
HAWKINS	WIOA	Additional	One Stop Operator	One stop operator	FTE	\$ 2,419.00
HAWKINS	WIOA	Non-Shared Direct	Participant Costs	Participant training and support	Direct	\$ 150,000.00
HAWKINS	WIOA	Infrastructure Costs	Rent	Rent	Square Footage	\$ 30,000.00
HAWKINS	WIOA	Shared Direct	Salaries	Salaries	Shared-Direct	\$ 32,000.00
HAWKINS	WIOA	Infrastructure Costs	Supplies & Materials	Supplies	FTE	\$ 1,500.00
HAWKINS	WIOA	Infrastructure Costs	Telephone	Telephone	FTE	\$ 2,100.00
HAWKINS	WIOA	Shared Direct	Travel	Travel	Shared-Direct	\$ 500.00
HAWKINS	WIOA	Infrastructure Costs	Utilities and Fuel	Utilities	Square Footage	\$ 6,000.00
JOHNSON	WIOA	Shared Direct	Benefits	Benefits	Shared-Direct	\$ 13,440.00
JOHNSON	WIOA	Additional	IT/Data Processing	Computer Upgrades	FTE	\$ 1,500.00
JOHNSON	WIOA	Shared Direct	Indirect	Indirect	Shared-Direct	\$ 4,500.00
JOHNSON	WIOA	Infrastructure Costs	Internet	Internet	FTE	\$ 900.00
JOHNSON	WIOA	Infrastructure Costs	Maint & Repair	Maint	Square Footage	\$ 500.00
JOHNSON	WIOA	Additional	One Stop Operator	One stop operator	FTE	\$ 2,419.00
JOHNSON	WIOA	Non-Shared Direct	Participant Costs	Participant training and support	Direct	\$ 100,000.00
JOHNSON	WIOA	Shared Direct	Salaries	Salaries	Shared-Direct	\$ 32,000.00
JOHNSON	WIOA	Infrastructure Costs	Supplies & Materials	Supplies	FTE	\$ 250.00
JOHNSON	WIOA	Infrastructure Costs	Telephone	Telephone	FTE	\$ 900.00
JOHNSON	WIOA	Shared Direct	Travel	Travel	Shared-Direct	\$ 5,000.00
SULLIVAN	TANF	Shared Direct	Benefits	Benefits	Shared-Direct	\$ 4,894.50
SULLIVAN	TAA	Shared Direct	Benefits	Benefits	Shared-Direct	\$ 10,632.00
SULLIVAN	RESEA	Shared Direct	Benefits	Benefits	Shared-Direct	\$ 11,815.80
SULLIVAN	WIOA	Shared Direct	Benefits	Benefits	Shared-Direct	\$ 23,000.00
SULLIVAN	Vets	Shared Direct	Benefits	Benefits	Shared-Direct	\$ 35,528.00
SULLIVAN	WP	Shared Direct	Benefits	Benefits	Shared-Direct	\$ 45,931.68
SULLIVAN	WP	Shared Direct	Communications	Communicaions	Shared-Direct	\$ 7.22
SULLIVAN	WIOA	Additional	IT/Data Processing	Computer Upgrades	FTE	\$ 8,866.00
SULLIVAN	WP	Additional	Computers	Computers	FTE	\$ 2,757.00
SULLIVAN	WIOA	Infrastructure Costs	Copiers Rental	Copiers	FTE	\$ 2,000.00
SULLIVAN	RESEA	Shared Direct	Indirect	Indirect	Shared-Direct	\$ 5,910.88
SULLIVAN	TAA	Shared Direct	Indirect	Indirect	Shared-Direct	\$ 6,214.45
SULLIVAN	WIOA	Shared Direct	Indirect	Indirect	Shared-Direct	\$ 11,200.00

NORTHEAST TENNESSEE LOCAL WORKFORCE DEVELOPMENT AREA

ONE-STOP OPERATING BUDGET

American Job Centers - Two Comprehensive Centers

Location	Partner	Cost Category	Cost Pool	Cost Item	Allocation	Cost
SULLIVAN	Vets	Shared Direct	Indirect	Indirect	Shared-Direct	\$ 20,226.61
SULLIVAN	WP	Shared Direct	Indirect	Indirect	Shared-Direct	\$ 27,167.95
SULLIVAN	WIOA	Infrastructure Costs	Internet	Internet	FTE	\$ 2,000.00
SULLIVAN	WIOA	Additional	One Stop Operator	One stop operator	FTE	\$ 27,334.00
SULLIVAN	VR	Non-Shared Direct	Participant Costs	Participant training and support	Direct	\$ 287,560.00
SULLIVAN	WIOA	Non-Shared Direct	Participant Costs	Participant training and support	Direct	\$ 300,000.00
SULLIVAN	WIOA	Additional	Printing	Printing	FTE	\$ 4,000.00
SULLIVAN	TAA	Shared Direct	Prof. Services	Prof Services	Shared-Direct	\$ 457.74
SULLIVAN	RESEA	Shared Direct	Prof. Services	Prof Services	Shared-Direct	\$ 566.54
SULLIVAN	Vets	Shared Direct	Prof. Services	Prof Services	Shared-Direct	\$ 1,504.14
SULLIVAN	WP	Shared Direct	Prof. Services	Prof Services	Shared-Direct	\$ 1,792.22
SULLIVAN	WP	Infrastructure Costs	Rent	Rent	Square Footage	\$ 32,186.00
SULLIVAN	TANF	Shared Direct	Salaries	Salaries	Shared-Direct	\$ 7,468.50
SULLIVAN	RESEA	Shared Direct	Salaries	Salaries	Shared-Direct	\$ 21,022.44
SULLIVAN	TAA	Shared Direct	Salaries	Salaries	Shared-Direct	\$ 23,892.72
SULLIVAN	Vets	Shared Direct	Salaries	Salaries	Shared-Direct	\$ 76,842.05
SULLIVAN	WIOA	Shared Direct	Salaries	Salaries	Shared-Direct	\$ 78,000.00
SULLIVAN	WP	Shared Direct	Salaries	Salaries	Shared-Direct	\$ 105,001.35
SULLIVAN	VR	Shared Direct	Salaries and benefits	Salaries and Benefits	Shared-Direct	\$ 49,500.00
SULLIVAN	WIOA	Additional	Benefits	Staff welcome function	FTE	\$ 22,625.00
SULLIVAN	WIOA	Additional	Welcome Function	Staff welcome function	FTE	\$ 49,200.00
SULLIVAN	WIOA	Shared Direct	Supplies & Materials	Supplies	Shared-Direct	\$ 3,000.00
SULLIVAN	WP	Infrastructure Costs	Telephone	Telephone	FTE	\$ 1,515.00
SULLIVAN	RESEA	Shared Direct	Travel	Travel	Shared-Direct	\$ 710.36
SULLIVAN	WIOA	Shared Direct	Travel	Travel	Shared-Direct	\$ 1,000.00
SULLIVAN	TAA	Shared Direct	Travel	Travel	Shared-Direct	\$ 2,802.92
SULLIVAN	WP	Shared Direct	Travel	Travel	Shared-Direct	\$ 4,182.24
SULLIVAN	Vets	Shared Direct	Travel	Travel	Shared-Direct	\$ 4,489.40
SULLIVAN	WIOA	Infrastructure Costs	Utilities and Fuel	Utilities	Square Footage	\$ -
UNICOI	TANF	Shared Direct	Benefits	Benefits	Shared-Direct	\$ 4,056.00
UNICOI	WIOA	Shared Direct	Benefits	Benefits	Shared-Direct	\$ 46,500.00
UNICOI	WIOA	Additional	IT/Data Processing	Computer Upgrades	FTE	\$ 3,000.00
UNICOI	WIOA	Shared Direct	Indirect	Indirect	Shared-Direct	\$ 14,085.00
UNICOI	WIOA	Infrastructure Costs	Internet	Internet	FTE	\$ 1,800.00
UNICOI	WIOA	Infrastructure Costs	Maint & Repair	Maint	Square Footage	\$ 3,500.00
UNICOI	WIOA	Additional	One Stop Operator	One stop operator	FTE	\$ 5,322.00
UNICOI	WIOA	Non-Shared Direct	Participant Costs	Participant training and support	Direct	\$ 150,000.00
UNICOI	WIOA	Infrastructure Costs	Rent	Rent	Square Footage	\$ 24,000.00
UNICOI	TANF	Shared Direct	Salaries	Salaries	Shared-Direct	\$ 7,468.50
UNICOI	WIOA	Shared Direct	Salaries	Salaries	Shared-Direct	\$ 97,400.00
UNICOI	WIOA	Infrastructure Costs	Supplies & Materials	Supplies	FTE	\$ 1,000.00
UNICOI	WIOA	Infrastructure Costs	Telephone	Telephone	FTE	\$ 2,600.00
UNICOI	WIOA	Shared Direct	Travel	Travel	Shared-Direct	\$ 5,000.00
UNICOI	WIOA	Infrastructure Costs	Utilities and Fuel	Utilities	Square Footage	\$ 6,000.00
WASHINGTON	ALC	Shared Direct	Indirect	ALC Staff	Shared-Direct	\$ 700.85
WASHINGTON	ALC	Shared Direct	Salaries	ALC Staff	Shared-Direct	\$ 9,810.24
WASHINGTON	ALC	Shared Direct	Benefits	ALC Staff	Shared-Direct	\$ 142.20
WASHINGTON	ALC	Shared Direct	Travel	ALC Staff	Shared-Direct	\$ 3,617.46
WASHINGTON	Vets	Shared Direct	IT/Data Processing	Computer Upgrades	Shared-Direct	\$ 104.99
WASHINGTON	SNAP	Shared Direct	IT/Data Processing	Computer Upgrades	Shared-Direct	\$ 395.94
WASHINGTON	WIOA	Additional	IT/Data Processing	Computer Upgrades	FTE	\$ 8,866.00
WASHINGTON	SNAP	Shared Direct	Prof. Svcs State	Contractors	Shared-Direct	\$ 426.53
WASHINGTON	WP	Shared Direct	Prof. Svcs State	Contractors	Shared-Direct	\$ 1,725.24
WASHINGTON	WIOA	Infrastructure Costs	Copiers Rental	Copiers	FTE	\$ 2,400.00
WASHINGTON	SNAP	Shared Direct	Communications	Dedicated Phone lines	Shared-Direct	\$ 8.39
WASHINGTON	WIOA	Non-Shared Direct	Participant Costs	Direct Participant Costs	Direct	\$ 300,000.00
WASHINGTON	Vets	Shared Direct	Prof. Svcs State	Instructors	Shared-Direct	\$ 986.40
WASHINGTON	WIOA	Infrastructure Costs	Internet	Internet	FTE	\$ 6,000.00
WASHINGTON	Job Corps	Shared Direct	Indirect	JC Staff	Shared-Direct	\$ 1,000.00
WASHINGTON	Job Corps	Shared Direct	Benefits	JC Staff	Shared-Direct	\$ 15,924.00
WASHINGTON	Job Corps	Shared Direct	Salaries	JC Staff	Shared-Direct	\$ 37,000.00
WASHINGTON	WIOA	Infrastructure Costs	Maint & Repair	Maint	Square Footage	\$ 17,000.00
WASHINGTON	WIOA	Additional	One Stop Operator	One stop operator	FTE	\$ 27,818.00
WASHINGTON	WIOA	Infrastructure Costs	Printing	Printing	FTE	\$ 4,000.00
WASHINGTON	WIOA	Infrastructure Costs	Rent	Rent	Square Footage	\$ 90,000.00
WASHINGTON	RESEA	Shared Direct	Travel	RESEA Staff	Shared-Direct	\$ 458.45
WASHINGTON	RESEA	Shared Direct	Indirect	RESEA Staff	Shared-Direct	\$ 5,218.44
WASHINGTON	RESEA	Shared Direct	Benefits	RESEA Staff	Shared-Direct	\$ 11,484.96
WASHINGTON	RESEA	Shared Direct	Salaries	RESEA Staff	Shared-Direct	\$ 22,285.56
WASHINGTON	SNAP	Shared Direct	Supplies & Materials	SNAP Staff	Shared-Direct	\$ 106.71
WASHINGTON	SNAP	Shared Direct	Travel	SNAP Staff	Shared-Direct	\$ 1,328.45
WASHINGTON	SNAP	Shared Direct	Indirect	SNAP Staff	Shared-Direct	\$ 6,446.01
WASHINGTON	SNAP	Shared Direct	Benefits	SNAP Staff	Shared-Direct	\$ 12,397.73
WASHINGTON	SNAP	Shared Direct	Salaries	SNAP Staff	Shared-Direct	\$ 29,954.49
WASHINGTON	WIOA	Additional	Benefits	Staff welcome function	FTE	\$ 22,482.00
WASHINGTON	WIOA	Additional	Welcome Function	Staff welcome function	FTE	\$ 49,200.00
WASHINGTON	WP	Shared Direct	Communications	State phone lines	Shared-Direct	\$ 17.03
WASHINGTON	WIOA	Shared Direct	Supplies & Materials	Supplies	Shared-Direct	\$ 3,000.00
WASHINGTON	WIOA	Infrastructure Costs	Supplies & Materials	Supplies	FTE	\$ 3,000.00
WASHINGTON	TAA	Shared Direct	Prof. Svcs State	TAA Staff	Shared-Direct	\$ 624.30
WASHINGTON	TAA	Shared Direct	Travel	TAA Staff	Shared-Direct	\$ 1,230.75
WASHINGTON	TAA	Shared Direct	Indirect	TAA Staff	Shared-Direct	\$ 2,135.54
WASHINGTON	TAA	Shared Direct	Benefits	TAA Staff	Shared-Direct	\$ 2,657.40
WASHINGTON	TAA	Shared Direct	Salaries	TAA Staff	Shared-Direct	\$ 6,006.84
WASHINGTON	TANF	Shared Direct	Benefits	TANF Staff	Shared-Direct	\$ 5,584.80
WASHINGTON	TANF	Shared Direct	Salaries	TANF Staff	Shared-Direct	\$ 7,468.50
WASHINGTON	WIOA	Infrastructure Costs	Telephone	Telephones	FTE	\$ 10,000.00
WASHINGTON	ALC	Shared Direct	Prof. Svcs State	Training Instructors	Shared-Direct	\$ 58.46

NORTHEAST TENNESSEE LOCAL WORKFORCE DEVELOPMENT AREA

ONE-STOP OPERATING BUDGET

American Job Centers - Two Comprehensive Centers

Location	Partner	Cost Category	Cost Pool	Cost Item	Allocation	Cost
WASHINGTON	RESEA	Shared Direct	Prof. Svcs State	Training Instructors	Shared-Direct	\$ 369.57
WASHINGTON	WIOA	Infrastructure Costs	Utilities and Fuel	Utilities	Square Footage	\$ 16,000.00
WASHINGTON	Vets	Shared Direct	Travel	VETS Staff	Shared-Direct	\$ 5,327.70
WASHINGTON	Vets	Shared Direct	Indirect	VETS Staff	Shared-Direct	\$ 14,192.57
WASHINGTON	Vets	Shared Direct	Benefits	VETS Staff	Shared-Direct	\$ 38,136.96
WASHINGTON	Vets	Shared Direct	Salaries	VETS Staff	Shared-Direct	\$ 69,516.00
WASHINGTON	VR	Shared Direct	Equipment	VR Staff	Shared-Direct	\$ 2,400.00
WASHINGTON	VR	Shared Direct	Benefits	VR Staff	Shared-Direct	\$ 14,600.00
WASHINGTON	VR	Shared Direct	Salaries	VR Staff	Shared-Direct	\$ 34,700.00
WASHINGTON	VR	Non-Shared Direct	Participant Costs	VR Staff	Direct	\$ 287,000.00
WASHINGTON	WIOA	Shared Direct	Travel	WIOA Staff	Shared-Direct	\$ 5,000.00
WASHINGTON	WIOA	Shared Direct	Indirect	WIOA Staff	Shared-Direct	\$ 17,126.00
WASHINGTON	WIOA	Shared Direct	Benefits	WIOA Staff	Shared-Direct	\$ 56,333.00
WASHINGTON	WIOA	Shared Direct	Salaries	WIOA Staff	Shared-Direct	\$ 96,000.00
WASHINGTON	WP	Shared Direct	Travel	WP Staff	Shared-Direct	\$ 4,108.05
WASHINGTON	WP	Shared Direct	Indirect	WP Staff	Shared-Direct	\$ 24,266.04
WASHINGTON	WP	Shared Direct	Benefits	WP Staff	Shared-Direct	\$ 42,972.96
WASHINGTON	WP	Shared Direct	Salaries	WP Staff	Shared-Direct	\$ 115,401.84
					<b>TOTAL</b>	<b>\$ 4,708,926.47</b>



## COST BY ALLOCATION BASE

### Cost Allocation and Partner Contributions - A County

Row Labels	Cost
<b>Direct</b>	<b>\$ 2,124,560.00</b>
<b>Non-Shared Direct</b>	<b>\$ 2,124,560.00</b>
CARTER	\$ 175,000.00
JOHNSON	\$ 100,000.00
SULLIVAN	\$ 587,560.00
UNICOI	\$ 150,000.00
WASHINGTON	\$ 587,000.00
GREENE	\$ 225,000.00
HANCOCK	\$ 150,000.00
HAWKINS	\$ 150,000.00
<b>FTE</b>	<b>\$ 382,670.95</b>
<b>Infrastructure Costs</b>	<b>\$ 64,965.00</b>
CARTER	\$ 7,600.00
JOHNSON	\$ 2,050.00
SULLIVAN	\$ 5,515.00
UNICOI	\$ 5,400.00
WASHINGTON	\$ 25,400.00
GREENE	\$ 5,300.00
HANCOCK	\$ 6,350.00
HAWKINS	\$ 7,350.00
<b>Additional</b>	<b>\$ 317,705.95</b>
CARTER	\$ 50,919.00
JOHNSON	\$ 3,919.00
SULLIVAN	\$ 114,782.00
UNICOI	\$ 8,322.00
WASHINGTON	\$ 108,366.00
GREENE	\$ 23,459.95
HANCOCK	\$ 4,019.00
HAWKINS	\$ 3,919.00
<b>Shared-Direct</b>	<b>\$ 1,888,709.56</b>
<b>Shared Direct</b>	<b>\$ 1,888,709.56</b>
CARTER	\$ 151,851.00
JOHNSON	\$ 54,940.00
SULLIVAN	\$ 584,761.71
UNICOI	\$ 174,509.50
WASHINGTON	\$ 730,757.35
GREENE	\$ 87,010.00
HANCOCK	\$ 52,440.00
HAWKINS	\$ 52,440.00
<b>Square Footage</b>	<b>\$ 312,985.96</b>
<b>Infrastructure Costs</b>	<b>\$ 312,985.96</b>
CARTER	\$ 36,999.96
JOHNSON	\$ 500.00
SULLIVAN	\$ 32,186.00
UNICOI	\$ 33,500.00
WASHINGTON	\$ 123,000.00
GREENE	\$ 37,000.00
HANCOCK	\$ 12,000.00
HAWKINS	\$ 37,800.00
<b>Grand Total</b>	<b>\$ 4,708,926.47</b>

CARTER	\$ 44,599.96
JOHNSON	\$ 2,550.00
SULLIVAN	\$ 37,701.00
UNICOI	\$ 38,900.00
WASHINGTON	\$ 148,400.00
GREENE	\$ 42,300.00
HANCOCK	\$ 18,350.00
HAWKINS	\$ 45,150.00
	\$ 377,950.96

OFFICE SHARING PAYMENT RATIO

Cost Allocation and Partner Contributions

Office Sharing / Payment Ratio<sup>1</sup>

American Job Centers - Two Comprehensive Centers

FTE

37.5 Use as the FTE divisor in Column D, do not delete

Partner Program	# of Staff	Weekly Staff Hours	# of FTEs	Payment Ratio	Office Number	Notes:	
WIOA Title I Adult, Dislocated Worker & Youth	3	93.8	2.50	100%			On-Site Washington County Comprehensive Center
WIOA Title III Wagner-Peyser Employment Services	5	108.4	2.89	58%			
TAA	2	7.3	0.19	4%			
Additional Partner - ALC	1	13.9	0.37	7%			
Additional Partner - RESEA	2	34.8	0.93	19%			
Additional Partner - SNAP	3	23.1	0.62	12%			
VETS	2	75.0	2.00	100%			
Vocational Rehabilitation	1	30.0	0.80	100%			
TANF	1	7.5	0.20	20%			
Job Corp	1	37.5	1.00	100%			
WIOA Title I Adult, Dislocated Worker & Youth	3	112.5	3.00	100%			On-Site Sullivan County Comprehensive Center
WIOA Title III Wagner-Peyser Employment Services	5	149.4	3.98	80%			
TAA	1	24.6	0.66	13%			
Additional Partner - ALC							
Additional Partner - RESEA	1	13.5	0.36	7%			
Additional Partner - SNAP							
VETS	2	75.0	2.00	100%			
Vocational Rehabilitation	1	37.5	1.00	100%			
TANF	1	7.5	0.20	20%			
WIOA Title I Adult, Dislocated Worker & Youth	2	75.0	2.00	100%			Affiliate Carter
TANF			0.00				
WIOA Title 1 Adult, Dislocated Worker & Youth	2	75.0	2.00	100%			Unicoi
TANF	1	7.5	0.20	100%			
WIOA Title I Adult, Dislocated Worker & Youth	1	37.5	1.00	100%			Affiliate Johnson
WIOA Title I Adult, Dislocated Worker & Youth	3	112.5	3.00	100%			Affiliate GREENE
TANF	1	7.5	0.20	100%			
WIOA Title 1 Adult, Dislocated Worker & Youth	2	60.0	1.60	100%			Affiliate HANCOCK
WIOA Title I Adult, Dislocated Worker & Youth	3	71.3	1.90	100%			Affiliate HAWKINS
<b>TOTALS</b>	<b>50</b>	<b>1298</b>	<b>34.60</b>	<b>69%</b>	<b>0</b>	<b>0</b>	

Square Footage

American Job Centers - Two Comprehensive Centers

Partner Program	Assigned Office Space / Square Footage	# of Staff	Weekly Staff Hours	Square Footage Paid for Based on Office Sharing / Payment Ratio	% of Total Square Footage	Square Footage Cost	Square Footage Cost Breakdown by Cost Category				
							Infrastructure Costs	Additional Costs	Shared Direct	Non-Shared Direct	
WIOA Title I Adult, Dislocated Worker & Youth	286.0	3.00	94	286	22.24%	\$ 27,355	\$ 27,354.56	\$ 0	\$ -	\$ -	WASHINGTON
WIOA Title III Wagner-Peyser Employment Services	632.0	5	108	365	28.41%	\$ 34,947	\$ 34,946.95	\$ 0	\$ -	\$ -	
TAA	0.0	2	7	25	1.91%	\$ 2,353	\$ 2,353.44	\$ 0	\$ -	\$ -	
Additional Partner - ALC	0.0	1	14	47	3.64%	\$ 4,481	\$ 4,481.20	\$ 0	\$ -	\$ -	
Additional Partner - RESEA	0.0	2	35	117	9.12%	\$ 11,219	\$ 11,219.13	\$ 0	\$ -	\$ -	
Additional Partner - SNAP	0.0	3	23	78	6.05%	\$ 7,447	\$ 7,447.18	\$ 0	\$ -	\$ -	
VETS	132.0	2	75	132	10.26%	\$ 12,625	\$ 12,625.19	\$ 0	\$ -	\$ -	
Vocational Rehabilitation	140.0	1	30	140	10.89%	\$ 13,390	\$ 13,390.36	\$ 0	\$ -	\$ -	
TANF	80.0	1	8	16	1.24%	\$ 1,530	\$ 1,530.33	\$ 0	\$ -	\$ -	
Job Corp	80.0	1	38	80	6.22%	\$ 7,651.63	\$ 7,651.63	\$ 0	\$ -	\$ -	
WIOA Title I Adult, Dislocated Worker & Youth	170.3	3	113	170.30	21.93%	\$ 7,057	\$ 7,057	\$ 0	\$ -	\$ -	SULLIVAN
WIOA Title III Wagner-Peyser Employment Services	427.2	5	149	340.42	43.83%	\$ 14,107	\$ 14,107	\$ 0	\$ -	\$ -	
TAA	0.0	1	25	56.05	7.22%	\$ 2,323	\$ 2,323	\$ 0	\$ -	\$ -	
Additional Partner - ALC	0.0	0	0	0.00	0.00%	\$ 0	\$ 0	\$ 0	\$ -	\$ -	
Additional Partner - RESEA	0.0	1	14	30.76	3.96%	\$ 1,275	\$ 1,275	\$ 0	\$ -	\$ -	
Additional Partner - SNAP	0.0	0	0	0.00	0.00%	\$ 0	\$ 0	\$ 0	\$ -	\$ -	
VETS	114.4	2	75	114.40	14.73%	\$ 4,741	\$ 4,741	\$ 0	\$ -	\$ -	
Vocational Rehabilitation	55.3	1	38	55.25	7.11%	\$ 2,290	\$ 2,290	\$ 0	\$ -	\$ -	
TANF	47.5	1	8	9.49	1.22%	\$ 393	\$ 393	\$ 0	\$ -	\$ -	
WIOA Title I Adult, Dislocated Worker & Youth	555.6	2	75	556	100.00%	\$ 37,000	\$ 37,000	\$ 0	\$ -	\$ -	CARTER
TANF				0	0.00%	\$ 0	\$ 0	\$ 0	\$ -	\$ -	
WIOA Title 1 Adult, Dislocated Worker & Youth	590.0	2	75	590	89.94%	\$ 30,130	\$ 30,130	\$ 0	\$ -	\$ -	UNICOI
TANF	66.0	0	8	66	10.06%	\$ 3,370	\$ 3,370	\$ 0	\$ -	\$ -	
WIOA Title I Adult, Dislocated Worker & Youth	250.0	1	38	250	100.00%	\$ 500	\$ 500	\$ 0	\$ -	\$ -	JOHNSON
WIOA Title I Adult, Dislocated Worker & Youth	240.0	3	113	240	75.00%	\$ 27,750	\$ 27,750	\$ 0	\$ -	\$ -	GREENE
TANF	80.0	1	8	80	25.00%	\$ 9,250	\$ 9,250				
WIOA Title 1 Adult, Dislocated Worker & Youth	250.0	2	60	250	100.00%	\$ 12,000	\$ 12,000	\$ 0	\$ -	\$ -	HANCOCK
WIOA Title I Adult, Dislocated Worker & Youth	250.0	3	71	250	100.00%	\$ 37,800	\$ 37,800	\$ 0	\$ -	\$ -	HAWKINS
<b>Total Office Space Square Footage</b>	<b>3,588.3</b>					<b>\$ 0</b>	<b>\$ 0</b>	<b>0</b>			
<b>Total Common / Shared Area Square Footage <sup>2</sup></b>	<b>15,101</b>						<b>\$ 0</b>				
<b>Total</b>	<b>18,689</b>			<b>4,344</b>		<b>\$ 312,986</b>	<b>\$ 312,986</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

Total \$ 312,986

<sup>1</sup> These partners/programs are linked virtually through online service access to a program staff member via American Job Center resource rooms and through cross-trained front desk staff and other, physically co-located, partner staff who can provide information and referrals.

<sup>2</sup> Common / shared areas include: resource rooms, conference rooms, classrooms, workshop rooms, staff break room/kitchen, bathrooms, etc.

CARTER	100.00%	0.00%
JOHNSON	100.00%	0.00%
SULLIVAN	100.00%	0.00%
UNICOI	100.00%	0.00%
WASHINGTON	100.00%	0.00%
GREENE	100.00%	0.00%
HANCOCK	100.00%	0.00%
HAWKINS	100.00%	0.00%

Full- Time Equivalent (FTE)<sup>1</sup>

American Job Centers - Two Comprehensive Centers

Partner Program	# of Staff	Weekly Staff Hours	FTEs	% of Total FTEs	FTE Cost	FTE Cost Breakdown by Cost Category				
						Infrastructure Costs	Additional Costs	Shared Direct	Non-Shared Direct	
WIOA Title I Adult, Dislocated Worker & Youth	3	93.8	2.5	21.74%	\$ 29,079.57	\$ 5,521.74	\$ 23,557.83			WASHINGTON
WIOA Title III Wagner-Peyser Employment Services	5	108.4	2.9	25.14%	\$ 33,623.73	\$ 6,384.60	\$ 27,239.13			
TAA	2	7.3	0.2	1.69%	\$ 2,264.33	\$ 429.96	\$ 1,834.37			
Additional Partner - ALC	1	13.9	0.4	3.22%	\$ 4,311.53	\$ 818.69	\$ 3,492.84			
Additional Partner - RESEA	2	34.8	0.9	8.07%	\$ 10,794.33	\$ 2,049.67	\$ 8,744.67			
Additional Partner - SNAP	3	23.1	0.6	5.36%	\$ 7,165.20	\$ 1,360.56	\$ 5,804.65			
VETS	2	75.0	2.0	17.39%	\$ 23,263.65	\$ 4,417.39	\$ 18,846.26			
Vocational Rehabilitation	1	30.0	0.8	6.96%	\$ 9,305.46	\$ 1,766.96	\$ 7,538.50			
TANF	1	7.5	0.2	1.74%	\$ 2,326.37	\$ 441.74	\$ 1,884.63			
Job Corp	1	37.5	1.0	8.70%	\$ 11,631.83	\$ 2,208.70	\$ 9,423.13			
WIOA Title I Adult, Dislocated Worker & Youth	3	112.5	3.0	26.79%	\$ 32,222.41	\$ 1,477.23	\$ 30,745.18			SULLIVAN
WIOA Title III Wagner-Peyser Employment Services	3	149.4	4.0	35.57%	\$ 42,791.36	\$ 1,961.76	\$ 40,829.60			
TAA	1	24.6	0.7	5.86%	\$ 7,045.97	\$ 323.02	\$ 6,722.95			
Additional Partner - ALC	0	0.0	0.0	0.00%	\$ -	\$ -	\$ -			
Additional Partner - RESEA	1	13.5	0.4	3.21%	\$ 3,866.69	\$ 177.27	\$ 3,689.42			
Additional Partner - SNAP	0	0.0	0.0	0.00%	\$ -	\$ -	\$ -			
VETS	2	75.0	2.0	17.86%	\$ 21,481.61	\$ 984.82	\$ 20,496.79			
Vocational Rehabilitation	1	37.5	1.0	8.93%	\$ 10,740.80	\$ 492.41	\$ 10,248.39			
TANF	1	7.5	0.2	1.79%	\$ 2,148.16	\$ 98.48	\$ 2,049.68			
WIOA Title I Adult, Dislocated Worker & Youth	2	75.0	2.0	100.00%	\$ 58,519.00	\$ 7,600.00	\$ 50,919.00			
TANF	0	0.0	0.0	0.00%	\$ -	\$ -	\$ -			CARTER
WIOA Title 1 Adult, Dislocated Worker & Youth	2	75.0	2.0	90.91%	\$ 12,474.55	\$ 4,909.09	\$ 7,565.45			UNICOI
TANF	1	7.5	0.2	9.09%	\$ 1,247.45	\$ 490.91	\$ 756.55			
WIOA Title I Adult, Dislocated Worker & Youth	1	37.5	1.0	100.00%	\$ 5,969.00	\$ 2,050.00	\$ 3,919.00			JOHNSON
WIOA Title I Adult, Dislocated Worker & Youth	3	112.5	3.0	93.75%	\$ 26,962.45	\$ 4,968.75	\$ 21,993.70			GREENE
	1	7.5	0.2	6.25%	\$ 1,797.50	\$ 331.25	\$ 1,466.25			
WIOA Title 1 Adult, Dislocated Worker & Youth	2	60.0	1.6	100.00%	\$ 10,369.00	\$ 6,350.00	\$ 4,019.00			HANCOCK
WIOA Title I Adult, Dislocated Worker & Youth	3	71.3	1.9	100.00%	\$ 11,269.00	\$ 7,350.00	\$ 3,919.00			HAWKINS
<b>TOTALS</b>	<b>39</b>	<b>1297.6</b>	<b>34.60</b>		<b>\$ 382,670.95</b>	<b>\$ 64,965.00</b>	<b>\$ 317,705.95</b>	<b>\$ -</b>	<b>\$ -</b>	

Total \$ 382,671

<sup>1</sup> An FTE (full-time equivalent) is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day or 40 hours per work week.

<sup>2</sup> These partners/programs are linked virtually through online service access to a program staff member via American Job Center resource rooms and through cross-trained front desk staff and other, physically co-located, partner staff who can provide information and referrals.

## DIRECT COSTS

Direct Costs			
Cost	Column Labels		
Row Labels	Direct	Shared-Direct	Grand Total
WASHINGTON	\$ 587,000.00	\$ 730,757.35	\$ 1,317,757.35
ALC		\$ 14,329.21	\$ 14,329.21
Job Corps		\$ 53,924.00	\$ 53,924.00
RESEA		\$ 39,816.98	\$ 39,816.98
SNAP		\$ 51,064.25	\$ 51,064.25
TAA		\$ 12,654.83	\$ 12,654.83
TANF		\$ 13,053.30	\$ 13,053.30
Vets		\$ 128,264.62	\$ 128,264.62
VR	\$ 287,000.00	\$ 51,700.00	\$ 338,700.00
WIOA	\$ 300,000.00	\$ 177,459.00	\$ 477,459.00
WP		\$ 188,491.16	\$ 188,491.16
SULLIVAN	\$ 587,560.00	\$ 584,761.71	\$ 1,172,321.71
RESEA		\$ 40,026.02	\$ 40,026.02
TAA		\$ 43,999.83	\$ 43,999.83
TANF		\$ 12,363.00	\$ 12,363.00
Vets		\$ 138,590.20	\$ 138,590.20
VR	\$ 287,560.00	\$ 49,500.00	\$ 337,060.00
WIOA	\$ 300,000.00	\$ 116,200.00	\$ 416,200.00
WP		\$ 184,082.66	\$ 184,082.66
CARTER	\$ 175,000.00	\$ 151,851.00	\$ 326,851.00
WIOA	\$ 175,000.00	\$ 151,851.00	\$ 326,851.00
UNICOI	\$ 150,000.00	\$ 174,509.50	\$ 324,509.50
TANF		\$ 11,524.50	\$ 11,524.50
WIOA	\$ 150,000.00	\$ 162,985.00	\$ 312,985.00
JOHNSON	\$ 100,000.00	\$ 54,940.00	\$ 154,940.00
WIOA	\$ 100,000.00	\$ 54,940.00	\$ 154,940.00
GREENE	\$ 225,000.00	\$ 87,010.00	\$ 312,010.00
TANF		\$ 30,420.00	\$ 30,420.00
WIOA	\$ 225,000.00	\$ 56,590.00	\$ 281,590.00
HANCOCK	\$ 150,000.00	\$ 52,440.00	\$ 202,440.00
WIOA	\$ 150,000.00	\$ 52,440.00	\$ 202,440.00
HAWKINS	\$ 150,000.00	\$ 52,440.00	\$ 202,440.00
WIOA	\$ 150,000.00	\$ 52,440.00	\$ 202,440.00
<b>Grand Total</b>	<b>\$ 2,124,560.00</b>	<b>\$ 1,888,709.56</b>	<b>\$ 4,013,269.56</b>

TOTAL CONTRIBUTIONS BY ALLOCATION BASE

Total Partner Contributions - Allocation Base							
American Job Centers - Two Comprehensive Centers							
Partner Program	Square Footage Cost	FTE Cost	FTE Additional	Shared-Direct Costs	Non-Shared Direct Costs	Total	
WIOA Title I Adult, Dislocated Worker & Youth	\$ 27,354.59	\$ 5,521.74	\$ 23,557.83	\$ 177,459.00	\$ 300,000.00	\$ 533,893.15	
WIOA Title III Wagner-Peyser Employment Services	\$ 34,946.95	\$ 6,384.60	\$ 27,239.13	\$ 188,491.16	\$ -	\$ 257,061.84	
TAA	\$ 2,353.44	\$ 429.96	\$ 1,834.37	\$ 12,654.83	\$ -	\$ 17,272.60	
Additional Partner - ALC	\$ 4,481.20	\$ 818.69	\$ 3,492.84	\$ 14,329.21	\$ -	\$ 23,121.94	
Additional Partner - RESEA	\$ 11,219.13	\$ 2,049.67	\$ 8,744.67	\$ 39,816.98	\$ -	\$ 61,830.44	
Additional Partner - SNAP	\$ 7,447.18	\$ 1,360.56	\$ 5,804.65	\$ 51,064.25	\$ -	\$ 65,676.64	
VETS	\$ 12,625.19	\$ 4,417.39	\$ 18,846.26	\$ 128,264.62	\$ -	\$ 164,153.47	
Vocational Rehabilitation	\$ 13,390.36	\$ 1,766.96	\$ 7,538.50	\$ 51,700.00	\$ 287,000.00	\$ 361,395.82	
TANF	\$ 1,530.33	\$ 441.74	\$ 1,884.63	\$ 13,053.30	\$ -	\$ 16,909.99	
Job Corp	\$ 7,651.63	\$ 2,208.70	\$ 9,423.13	\$ 53,924.00	\$ -	\$ 73,207.46	
WIOA Title I Adult, Dislocated Worker & Youth	\$ 7,057.32	\$ 1,477.23	\$ 30,745.18	\$ 116,200.00	\$ 300,000.00	\$ 455,479.73	
WIOA Title III Wagner-Peyser Employment Services	\$ 14,107.37	\$ 1,961.76	\$ 40,829.60	\$ 184,082.66	\$ -	\$ 240,981.39	
TAA	\$ 2,322.90	\$ 323.02	\$ 6,722.95	\$ 43,999.83	\$ -	\$ 53,368.70	
Additional Partner - ALC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Additional Partner - RESEA	\$ 1,274.76	\$ 177.27	\$ 3,689.42	\$ 40,026.02	\$ -	\$ 45,167.47	
Additional Partner - SNAP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
VETS	\$ 4,740.79	\$ 984.82	\$ 20,496.79	\$ 138,590.20	\$ -	\$ 164,812.60	
Vocational Rehabilitation	\$ 2,289.59	\$ 492.41	\$ 10,248.39	\$ 49,500.00	\$ 287,560.00	\$ 350,090.39	
TANF	\$ 393.27	\$ 98.48	\$ 2,049.68	\$ 12,363.00	\$ -	\$ 14,904.43	
WIOA Title I Adult, Dislocated Worker & Youth	\$ 36,999.96	\$ 7,600.00	\$ 50,919.00	\$ 151,851.00	\$ 175,000.00	\$ 422,369.96	
TANF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
WIOA Title I Adult, Dislocated Worker & Youth	\$ 30,129.57	\$ 4,909.09	\$ 7,565.45	\$ 162,985.00	\$ 150,000.00	\$ 355,589.12	
TANF	\$ 3,370.43	\$ 490.91	\$ 756.55	\$ 11,524.50	\$ -	\$ 16,142.38	
WIOA Title I Adult, Dislocated Worker & Youth	\$ 500.00	\$ 2,050.00	\$ 3,919.00	\$ 54,940.00	\$ 100,000.00	\$ 161,409.00	
WIOA Title I Adult, Dislocated Worker & Youth	\$ 27,750.00	\$ 4,968.75	\$ 21,993.70	\$ 56,590.00	\$ 225,000.00	\$ 336,302.45	
TANF	\$ 9,250.00	\$ 331.25	\$ 1,466.25	\$ 30,420.00	\$ -	\$ 41,467.50	
WIOA Title I Adult, Dislocated Worker & Youth	\$ 12,000.00	\$ 6,350.00	\$ 4,019.00	\$ 52,440.00	\$ 150,000.00	\$ 224,809.00	
WIOA Title I Adult, Dislocated Worker & Youth	\$ 37,800.00	\$ 7,350.00	\$ 3,919.00	\$ 52,440.00	\$ 150,000.00	\$ 251,509.00	
<b>Total</b>	<b>\$ 312,985.96</b>	<b>\$ 64,965.00</b>	<b>\$ 317,705.95</b>	<b>\$ 1,888,709.56</b>	<b>\$ 2,124,560.00</b>	<b>\$ 4,708,926.47</b>	
						<b>\$ 4,708,926.47</b>	
						<b>\$ -</b>	

Difference indicates an incorrect formula or figure in a previous worksheet

**TOTAL CONTRIBUTIONS BY COST CATEGORY**

Total Partner Contributions - By Cost Category								
American Job Centers - Two Comprehensive Centers								
Partner Program	Infrastructure Costs	Additional Costs	Shared-Direct Costs	Non-Shared Direct Costs	Total	Billed Amount		
WIOA Title I Adult, Dislocated Worker & Youth	\$ 32,876.33	\$ 23,557.83	\$ 177,459.00	\$ 300,000.00	\$ 533,893.15	\$ 56,434.15	AJC WASHINGTON COUNTY	\$1,574,523.35
WIOA Title III Wagner-Peyser Employment Services	\$ 41,331.55	\$ 27,239.13	\$ 188,491.16	\$ -	\$ 257,061.84	\$ 68,570.68		
TAA	\$ 2,783.40	\$ 1,834.37	\$ 12,654.83	\$ -	\$ 17,272.60	\$ 4,617.77		
Additional Partner - ALC	\$ 5,299.89	\$ 3,492.84	\$ 14,329.21	\$ -	\$ 23,121.94	\$ 8,792.73		
Additional Partner - RESEA	\$ 13,268.80	\$ 8,744.67	\$ 39,816.98	\$ -	\$ 61,830.44	\$ 22,013.46		
Additional Partner - SNAP	\$ 8,807.74	\$ 5,804.65	\$ 51,064.25	\$ -	\$ 65,676.64	\$ 14,612.39		
VETS	\$ 17,042.59	\$ 18,846.26	\$ 128,264.82	\$ -	\$ 164,153.47	\$ 35,888.85		
Vocational Rehabilitation	\$ 15,157.31	\$ 7,538.50	\$ 51,700.00	\$ 287,000.00	\$ 361,395.82	\$ 22,695.82		
TANF	\$ 1,972.07	\$ 1,884.63	\$ 13,053.30	\$ -	\$ 16,909.99	\$ 3,856.69		
Job Corp	\$ 9,860.33	\$ 9,423.13	\$ 53,924.00	\$ -	\$ 73,207.46	\$ 19,283.46		
WIOA Title I Adult, Dislocated Worker & Youth	\$ 8,534.55	\$ 30,745.18	\$ 116,200.00	\$ 300,000.00	\$ 455,479.73	\$ 39,279.73	AJC SULLIVAN COUNTY	\$1,324,804.71
WIOA Title III Wagner-Peyser Employment Services	\$ 16,069.14	\$ 40,829.60	\$ 184,082.66	\$ -	\$ 240,981.39	\$ 56,898.73		
TAA	\$ 2,645.92	\$ 6,722.95	\$ 43,999.83	\$ -	\$ 53,368.70	\$ 9,368.87		
Additional Partner - ALC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Additional Partner - RESEA	\$ 1,452.03	\$ 3,689.42	\$ 40,026.02	\$ -	\$ 45,167.47	\$ 5,141.45		
Additional Partner - SNAP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
VETS	\$ 5,725.61	\$ 20,496.79	\$ 138,590.20	\$ -	\$ 164,812.60	\$ 26,222.40		
Vocational Rehabilitation	\$ 2,782.00	\$ 10,248.39	\$ 49,500.00	\$ 287,560.00	\$ 350,090.39	\$ 13,030.39		
TANF	\$ 491.75	\$ 2,049.68	\$ 12,363.00	\$ -	\$ 14,904.43	\$ 2,541.43		
WIOA Title I Adult, Dislocated Worker & Youth	\$ 44,599.96	\$ 50,919.00	\$ 151,851.00	\$ 175,000.00	\$ 422,369.96	\$ 95,518.96		
TANF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
WIOA Title 1 Adult, Dislocated Worker & Youth	\$ 35,038.66	\$ 7,565.45	\$ 162,985.00	\$ 150,000.00	\$ 355,589.12	\$ 42,604.12	UNICOI	\$371,731.50
TANF	\$ 3,861.34	\$ 756.55	\$ 11,524.50	\$ -	\$ 16,142.38	\$ 4,617.88		
WIOA Title I Adult, Dislocated Worker & Youth	\$ 2,550.00	\$ 3,919.00	\$ 54,940.00	\$ 100,000.00	\$ 161,409.00	\$ 6,469.00	JOHNSON	\$161,409.00
WIOA Title I Adult, Dislocated Worker & Youth	\$ 32,718.75	\$ 21,993.70	\$ 56,590.00	\$ 225,000.00	\$ 336,302.45	\$ 54,712.45	GREENE	\$336,302.45
TANF	\$ 9,581.25	\$ 1,466.25	\$ 30,420.00	\$ -	\$ 41,467.50	\$ 11,047.50		
WIOA Title 1 Adult, Dislocated Worker & Youth	\$ 18,350.00	\$ 4,019.00	\$ 52,440.00	\$ 150,000.00	\$ 224,809.00	\$ 22,369.00	HANCOCK	\$224,809.00
WIOA Title I Adult, Dislocated Worker & Youth	\$ 45,150.00	\$ 3,919.00	\$ 52,440.00	\$ 150,000.00	\$ 251,509.00	\$ 49,069.00	HAWKINS	\$251,509.00
<b>Total</b>	<b>\$ 377,950.96</b>	<b>\$ 317,705.95</b>	<b>\$ 1,888,709.56</b>	<b>\$ 2,124,560.00</b>	<b>\$ 4,708,926.47</b>	<b>\$ 695,656.91</b>		

\$ -

\$ 4,708,926.47

\$ -

Difference indicates incorrect formula or figure in previous worksheet



**MEMORANDUM OF UNDERSTANDING SIGNATURE PAGE**

**Partner Programs:**

**Title III: Employment Programs under Wagner-Peyser  
Trade Readjustment Assistance (TRA)  
Trade Adjustment Assistance (TAA)  
Job Counseling, Training, Placement Services for Veterans  
Migrant and Seasonal Farmworkers  
SNAP Employment & Training  
Party to MOU: TDLWD Regional Director**

  
Signature

Brian Decker  
Printed Name

Northeast TN Regional Director  
Title

5/11/2020  
Date

Tennessee Department of Labor and Workforce Development  
Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU, IF DIFFERENT THAN THE SIGNATORY ABOVE**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Organization





**MEMORANDUM OF UNDERSTANDING SIGNATURE PAGE**

**Other Programs Offered in this Local Area as Party to MOU:**  
**TCAT, TN Reconnect/Other, Perkins/Post-Secondary CTS**

Signature

**Dean Blevins**

Printed Name

**President**

Title

**May 11, 2020**

Date

**Tennessee College of Applied Technology - Elizabethton**

Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU, IF DIFFERENT THAN THE SIGNATORY ABOVE**

\_\_\_\_\_

Signature

\_\_\_\_\_

Printed Name

\_\_\_\_\_

Title

\_\_\_\_\_

Date

\_\_\_\_\_

Organization



**MEMORANDUM OF UNDERSTANDING SIGNATURE PAGE**

**Partner Program: Title II: Adult Education and Family Literacy, Perkins/Post-Secondary CTS**

*Bethany Bullock*  
\_\_\_\_\_  
Signature

Bethany Flora  
\_\_\_\_\_  
Printed Name

President  
\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

Northeast State Community College  
\_\_\_\_\_  
Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU, IF DIFFERENT THAN THE SIGNATORY ABOVE**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Title


\_\_\_\_\_  
Date

\_\_\_\_\_  
Organization



**MEMORANDUM OF UNDERSTANDING SIGNATURE PAGE**

**Partner Program: Senior Community Services Employment Program (SCSEP)**

  
\_\_\_\_\_  
Signature

**Jason Cody**  
\_\_\_\_\_  
Printed Name

**Executive Director**  
\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

**First TN Human Resource Agency**  
\_\_\_\_\_  
Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU, IF DIFFERENT THAN THE SIGNATORY ABOVE**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Organization



**MEMORANDUM OF UNDERSTANDING SIGNATURE PAGE**

**Partner Program: Title I: Adult, Dislocated Worker, Youth**

  
\_\_\_\_\_  
Signature

**Kathy Pierce**  
\_\_\_\_\_  
Printed Name

**Executive Director**  
\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

**Alliance for Business and Training/Northeast TN**  
**Local Workforce Development Board/WIOA Title I**

Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU, IF DIFFERENT THAN THE SIGNATORY ABOVE**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Organization



**MEMORANDUM OF UNDERSTANDING SIGNATURE PAGE**

**Partner Program: Title IV: Rehabilitation Services, Department of Human Services**

Kevin R. Wright Digitally signed by Kevin R. Wright  
DN: cn=Kevin R. Wright, o=DHS, ou=Rehabilitation  
Services, email=Kevin.R.Wright@dhs.gov, ou=2  
Date: 2020.05.15 08:38:57 -0500

---

Signature

**Director of Operations**

---

Title

**Kevin R. Wright**

---

Printed Name

**05/15/2020**

---


Date

**TNDHS Division of Rehabilitation Services**

---

Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU, IF DIFFERENT THAN THE SIGNATORY ABOVE**



---

Signature

---

Title

---

Printed Name

---

Date

---

Organization





**MEMORANDUM OF UNDERSTANDING SIGNATURE PAGE**

**Party to MOU: LWDA Chief Local Elected Official**

*Richard S. Venable*

Signature

**Richard S. Venable**

Printed Name

**Sullivan County Mayor**

Title

05/13/2020

Date

**Northeast TN Local Workforce Development Area**

Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU, IF DIFFERENT THAN THE SIGNATORY ABOVE**

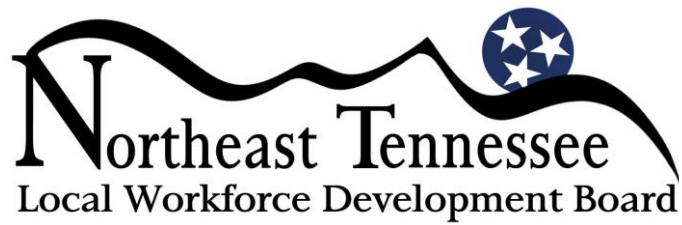
Signature

Printed Name

Title

Date

Organization



**MEMORANDUM OF UNDERSTANDING SIGNATURE PAGE**

**Partner Program: Community Services block Grant (CSBG)**

*Timothy Jaynes*  
Signature

Timothy Jaynes  
Printed Name

Executive Director  
Title

\_\_\_\_\_  
Date

Upper East TN Human Development Agency  
Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU, IF DIFFERENT THAN THE SIGNATORY ABOVE**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Organization





**MEMORANDUM OF UNDERSTANDING SIGNATURE PAGE**

**Additional Partner as Party to MOU: Native American Indian Association of TN, NAIA Employment and Training**

Turia D. Enloe Digitally signed by Turia D. Enloe  
Date: 2020.05.08 14:43:18 -05'00'  
Signature


Turia D. Enloe  
Printed Name

Director  
Title

\_\_\_\_\_  
Date

Native American Indian Association of TN, Inc.  
Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU, IF DIFFERENT THAN THE SIGNATORY ABOVE**

  
\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Organization



**MEMORANDUM OF UNDERSTANDING SIGNATURE PAGE**

**Additional Partner as Party to MOU: Job Corps Contractor**

Williams.Vanessa Digitally signed by  
Williams.Vanessa  
Date: 2020.05.13 11:23:56 -05'00'  
Signature

Vanessa Williams  
Printed Name

Program Manager  
Title

\_\_\_\_\_  
Date

MINACT, Inc.  
Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU, IF DIFFERENT THAN THE SIGNATORY ABOVE**

Curtis R. Easley Digitally signed by Curtis R.  
Easley  
Date: 2020.05.12 15:57:08 -05'00'  
Signature

Curtis Easley  
Printed Name

Ex. Dir. of Purchasing  
Title

5/12/2020  
Date

MINACT, Inc  
Organization



**MEMORANDUM OF UNDERSTANDING SIGNATURE PAGE**

**Other Programs Offered in this Local Area as Party to MOU: Job Corps**

DENNIS VAUGHT Digitally signed by DENNIS VAUGHT  
Date: 2020.05.12 10:12:14 -04'00'  
\_\_\_\_\_  
Signature

Dennis Vaught  
\_\_\_\_\_  
Printed Name

Academic Manager  
\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

Jacobs Creek Job Corps  
\_\_\_\_\_  
Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU, IF DIFFERENT THAN THE SIGNATORY ABOVE**

MICHAEL FOUST Digitally signed by MICHAEL FOUST  
Date: 2020.05.12 08:54:55 -04'00'  
\_\_\_\_\_  
Signature

Michael Foust  
\_\_\_\_\_  
Printed Name

Center Director  
\_\_\_\_\_  
Title

5/12/2020  
\_\_\_\_\_  
Date

Jacobs Creek Job Corps  
\_\_\_\_\_  
Organization



MEMORANDUM OF UNDERSTANDING SIGNATURE PAGE

**Partner Program: Temporary Assistance for Needy Families (TANF)/Families First Department of Human Services \***

*William R. Duncan*  
\_\_\_\_\_  
Signature

William Duncan  
\_\_\_\_\_  
Printed Name

Vice Provost, Research  
\_\_\_\_\_  
Title

5-14-2020  
\_\_\_\_\_  
Date

East Tennessee State University  
\_\_\_\_\_  
Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU, IF DIFFERENT THAN THE SIGNATORY ABOVE**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Organization

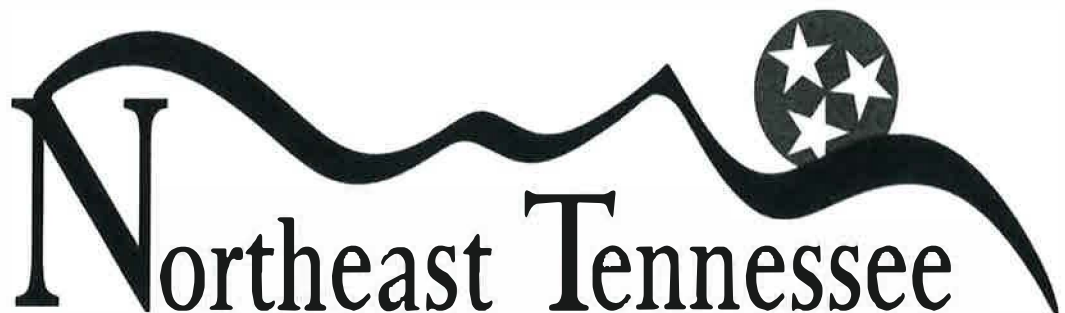
\*ETSU hereby provides notice that its consent to this MOU/IFA by way of this signature shall be (1) terminated and/or revoked if ETSU fails to receive sufficient funding from the Tennessee Department of Human Services (TDHS) to continue its TANF/Families First operations beyond June 30, 2020 and / or, if such funding is received, (2) is conditional upon the Tennessee Department of Human Services also agreeing to pay for Families First co-location costs in Kingsport, Johnson City or Knoxville. If DHS declines to provide co-location funding for these three locations, then ETSU will not co-locate in these three locations and shall pay no costs associated with said co-location.



Title VI Training

As NETLWDB Board Staff, I acknowledge that I have received training on Title VI of the Civil Rights Act of 1964, which prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance, the individuals who are covered by these protections, the entities that must follow this law, and how Title VI is enforced. I agree to abide by Title VI of the Civil Rights Act of 1964.

Sammy Sledge      6-11-2020  
Name & Date



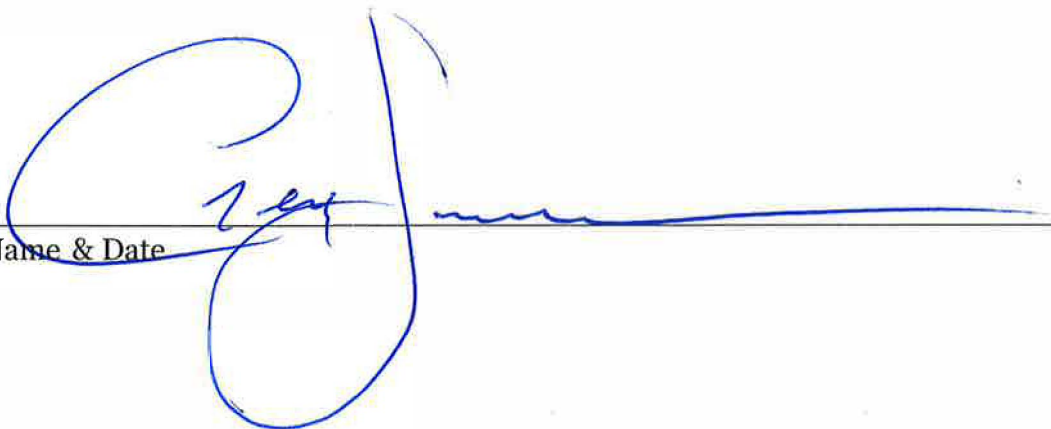
# Northeast Tennessee

## Local Workforce Development Board

### Title VI Training

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Name & Date





## Title VI Training

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*Kathy Peric*      *6/11/2020*  
\_\_\_\_\_  
Name & Date





# Northeast Tennessee

## Local Workforce Development Board

### Title VI Training

As NETLWDB Board Staff, I acknowledge that I have received training on Title VI of the Civil Rights Act of 1964, which prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance, the individuals who are covered by these protections, the entities that must follow this law, and how Title VI is enforced. I agree to abide by Title VI of the Civil Rights Act of 1964.

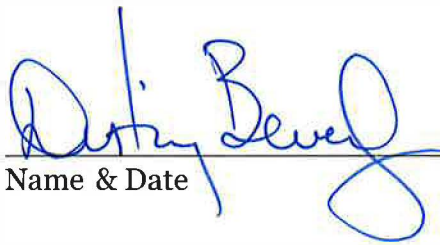
  
Name & Date

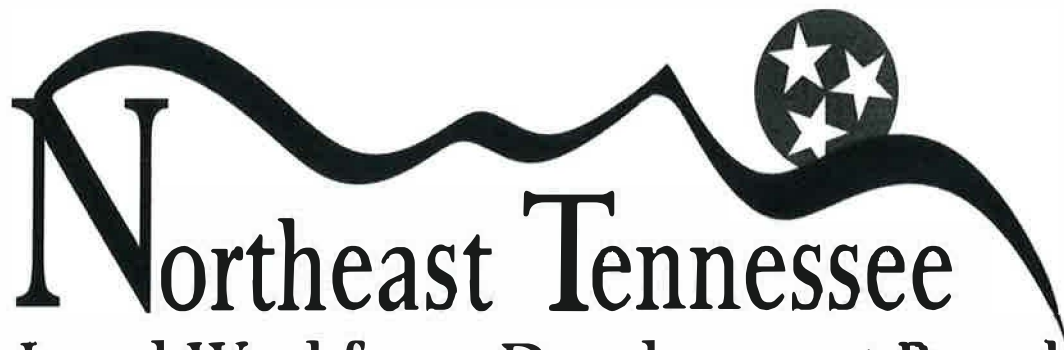




## Title VI Training

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Name & Date



# Northeast Tennessee

## Local Workforce Development Board

### Title VI Training

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Name & Date



# Northeast Tennessee

## Local Workforce Development Board

### Title VI Training

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*Lisa Evans*

Name & Date



# Northeast Tennessee

## Local Workforce Development Board

### Title VI Training

As NETLWDB Board Staff, I acknowledge that I have received training on Title VI of the Civil Rights Act of 1964, which prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance, the individuals who are covered by these protections, the entities that must follow this law, and how Title VI is enforced. I agree to abide by Title VI of the Civil Rights Act of 1964.

*Jane Brant*      *5-1-2020*  
Name & Date



## Title VI Training

As NETLWDB Board Staff, I acknowledge that I have received training on Title VI of the Civil Rights Act of 1964, which prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance, the individuals who are covered by these protections, the entities that must follow this law, and how Title VI is enforced. I agree to abide by Title VI of the Civil Rights Act of 1964.

  
Employee signature

05/06/2020

Name & Date



# Harassment and Discrimination Prevention Certificate

THIS CERTIFIES THAT

Jennifer" Stout

completed the following course:

Harassment and Discrimination Prevention

10-14-2019

East Tennessee State University

AWARDED BY EVERFI





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# Harassment and Discrimination Prevention Certificate

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THIS CERTIFIES THAT

Mary" Hensley

completed the following course:

Harassment and Discrimination Prevention

10-11-2019

East Tennessee State University

AWARDED BY **EVERFI**





# Harassment and Discrimination Prevention Certificate

THIS CERTIFIES THAT

Brandi" Christian

completed the following course:  
Harassment and Discrimination Prevention

10-11-2019

East Tennessee State University

AWARDED BY

EVERFI





# Harassment and Discrimination Prevention Certificate

THIS CERTIFIES THAT

Rachel" Linden

completed the following course:  
Harassment and Discrimination Prevention

10-03-2019  
East Tennessee State University

AWARDED BY EVERFI



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# Harassment and Discrimination Prevention Certificate

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THIS CERTIFIES THAT

Kristy" Ramsey

completed the following course:

Harassment and Discrimination Prevention

10-01-2019

East Tennessee State University

AWARDED BY **EVERFI**



# Harassment and Discrimination Prevention Certificate

THIS CERTIFIES THAT

**Mellissa" Szucs**

completed the following course:  
Harassment and Discrimination Prevention

11-08-2019  
East Tennessee State University

AWARDED BY **EVERFI**



# Harassment and Discrimination Prevention Certificate

THIS CERTIFIES THAT

Sara" Grindstaff

completed the following course:

Harassment and Discrimination Prevention

10-30-2019  
East Tennessee State University

AWARDED BY EVERFI



# Harassment and Discrimination Prevention Certificate

THIS CERTIFIES THAT

Amelia" Osborne

completed the following course:  
Harassment and Discrimination Prevention

11-09-2019  
East Tennessee State University

AWARDED BY EVERFI

*Kingsport ASC*





# Harassment and Discrimination Prevention Certificate

THIS CERTIFIES THAT

Amanda" Sells

completed the following course:  
Harassment and Discrimination Prevention

10-16-2019  
East Tennessee State University

AWARDED BY EVERFI



# Harassment and Discrimination Prevention Certificate

THIS CERTIFIES THAT

Joshua" Henry

completed the following course:  
Harassment and Discrimination Prevention

10-07-2019  
East Tennessee State University

AWARDED BY EVERFI



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# Harassment and Discrimination Prevention Certificate

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THIS CERTIFIES THAT

Tonyia" Stewart

completed the following course:  
Harassment and Discrimination Prevention

10-16-2019  
East Tennessee State University

AWARDED BY **EVERFI**

Rogersville AJS-189





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# Harassment and Discrimination Prevention Certificate

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THIS CERTIFIES THAT

Elizabeth Price

completed the following course:  
Harassment and Discrimination Prevention

10-14-2019  
East Tennessee State University

AWARDED BY **EVERFI**



# Harassment and Discrimination Prevention Certificate

THIS CERTIFIES THAT

Anne" Sparkman

completed the following course:  
Harassment and Discrimination Prevention

10-07-2019  
East Tennessee State University

AWARDED BY EVERFI



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# Harassment and Discrimination Prevention Certificate

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THIS CERTIFIES THAT

**Jeanine" Minch**

completed the following course:  
Harassment and Discrimination Prevention

10-04-2019  
East Tennessee State University

AWARDED BY **EVERFI**

Elizabethan ASJC 192



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# Harassment and Discrimination Prevention Certificate

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THIS CERTIFIES THAT

**Jessica" Mynhier**

completed the following course:  
Harassment and Discrimination Prevention

11-08-2019  
East Tennessee State University

AWARDED BY **EVERFI**





# Harassment and Discrimination Prevention Certificate

THIS CERTIFIES THAT

**Keesha" Rhudy**

completed the following course:  
Harassment and Discrimination Prevention

10-01-2019  
East Tennessee State University

AWARDED BY **EVERFI**



# Harassment and Discrimination Prevention Certificate

THIS CERTIFIES THAT

**Lisa" Cross**

completed the following course:  
Harassment and Discrimination Prevention

10-02-2019  
East Tennessee State University

AWARDED BY **EVERFI**



# Harassment and Discrimination Prevention Certificate

THIS CERTIFIES THAT

**Johanna" Miller**

completed the following course:  
Harassment and Discrimination Prevention

10-03-2019  
East Tennessee State University

AWARDED BY **EVERFI**



# Harassment and Discrimination Prevention Certificate

THIS CERTIFIES THAT

**William" Harold**

completed the following course:  
Harassment and Discrimination Prevention

10-03-2019  
East Tennessee State University

AWARDED BY **EVERFI**





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# Harassment and Discrimination Prevention Certificate

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THIS CERTIFIES THAT

Jennifer" Lockmiller

completed the following course:

Harassment and Discrimination Prevention

10-22-2019

East Tennessee State University

AWARDED BY **EVERFI**

## **S: Interlocal Consortium Agreement**

### INTERLOCAL CONSORTIUM AGREEMENT BY AND BETWEEN THE LOCAL ELECTED OFFICIALS OF THE NORTHEAST TENNESSEE LOCAL WORKFORCE DEVELOPMENT AREA FOR IMPLEMENTATION OF THE WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA), AS AMENDED

JULY 1, 2020 – JUNE 30, 2022

#### **A. Purpose of Interlocal Agreement**

Public Law 113-128, the Workforce Innovation and Opportunity Act (WIOA), was enacted into law in July, 2014. WIOA prescribes that a unified, integrated system be deployed to provide workforce development services which will: 1) increase employment, retention and earnings of participants; 2) increase attainment of recognized credentials; 3) improve the quality of the workforce; 4) reduce welfare dependency; 5) increase economic self-sufficiency; 6) meet skill requirements of employers; and 7) enhance regional employment, productivity and competitiveness.

PL 113-128 (WIOA) requires that when multiple local governments exist within a Local Workforce Development Area (LWDA), the Local Elected Officials (LEOs) of said LWDA must execute an agreement which defines the responsibilities, duties and liabilities of said LEOs and which identifies mechanisms for the Chief Local Elected Official (CLEO) and the LEOs to carry out the vision for the Local Workforce Development Area's plan for implementation of WIOA. In order to implement PL 113- 128, WIOA, in accordance with statutory requirements, the signatory Local Elected Officials of the units of local government of The Northeast Tennessee Local Workforce Development Area do hereby form The Northeast Tennessee Local Workforce Development Area (NETLWDA) Consortium and do agree to participate in the implementation of the Workforce Innovation and Opportunity Act of 2014. For purposes of this agreement said officials shall be the County Mayors of Carter, Greene, Hancock, Hawkins, Johnson, Sullivan, Unicoi and Washington Counties of the State of Tennessee, representing their respective local jurisdictions.

The term of this agreement shall begin July 1, 2020 and shall continue in effect not to exceed two (2) years or until otherwise amended and shall be enacted according to provisions of the Workforce Innovation and Opportunity Act. Further, this agreement may be amended to ensure ongoing compliance with the WIOA law and any regulations, amendment and/or guidance received from the U. S. Department of Labor or from the Tennessee Department of Labor and Workforce Development and at the request and vote of a simple majority of the county mayors referred to herein. The effective date of this agreement shall begin July 1, 2020 and shall end June 30, 2022.

#### **B. Participating Local Elected Officials**

Local Elected Officials shall serve as members of the Consortium representing their respective counties during their term of elected office. Should an incumbent be removed from office through election or other means, the official assuming that office shall receive, within thirty (30) business days, an orientation as to the roles, responsibilities, and liabilities as it relates to WIOA and the mission/vision for regional workforce development. Upon assumption of the

office of County Mayor and the resulting joining of this Consortium, each LEO shall provide written documentation that he/she has read, understands and will comply with the elements of this agreement, and that he/she understands the importance of participation in workforce development and related activities for the Northeast Tennessee Local Workforce Development Area and the Region, in compliance with the WIOA statute.

As elected County Mayors, LEOs reserve the option to request negotiations to amend this agreement at any time during tenure in office. By signature hereto, the Mayors of the eight (8) counties which comprise the Northeast Tennessee Local Workforce Development Area acknowledge that they have read, understand and will comply with the Interlocal Agreement. Should local election outcomes result in a change in membership of the Counties who serve as members of the Consortium, the newly elected mayor(s) of said counties shall, by signature hereto, execute a written statement acknowledging that he/she has read, understands and will comply with the Interlocal agreement. Further, should local election outcomes result in a change in membership of the Counties who serve as members of the Consortium, the newly elected mayor(s) of said counties reserve the right to request negotiations to amend the Interlocal Agreement at any time during the official's tenure as a Local Elected Official. Said amendments shall be submitted to the Northeast Tennessee Local Workforce Development Board and to the Tennessee Department of Labor and Workforce Development.

Should local election outcomes result in a change in membership of the Consortium which removes the designated Chief Local Elected Official from participation in the Consortium, Consortium members shall convene to nominate and elect a new Chief Local Elected Official. Upon such change, the Chief Elected Official, shall execute a written statement acknowledging that he/she has read, understands and complies with the current Interlocal Agreement. The new Chief Local Elected Official may also reserve the option to request amendment to the Consortium Interlocal Agreement. Further, in regard to other Local Elected Officials, should local election outcomes result in a change in membership of the other Counties who serve as members of the Consortium, the newly elected mayor(s) of said counties shall execute a written statement acknowledging that he/she has read, understands and complies with the Interlocal Agreement. Should local election outcomes result in a change in membership of the other Counties who serve as members of the Consortium, the newly elected mayor(s) of said counties reserve the right to request negotiations to amend the Interlocal Agreement at any time during the official's tenure as a Local Elected Official.

Carter, Greene, Hancock, Hawkins, Johnson, Sullivan, Unicoi and Washington Counties comprise the Northeast Tennessee Local Workforce Development Area. Parties to this agreement include:

County Legislative Body, Sullivan County, Tennessee  
County Legislative Body, Washington County, Tennessee  
County Legislative Body, Greene County, Tennessee  
County Legislative Body, Carter County, Tennessee  
County Legislative Body, Hawkins County, Tennessee  
County Legislative Body, Unicoi County, Tennessee  
County Legislative Body, Johnson County, Tennessee  
County Legislative Body, Hancock County, Tennessee

For the Northeast Tennessee Local Workforce Development Area, the participating Local Elected Officials, as of the date of execution of this agreement are:

- **Richard Venable, Mayor, Sullivan County**  
3411 Hwy 126, Suite 106  
Blountville, TN 37617  
423-323-6417  
[rvenable@sullivancountyttn.org](mailto:rvenable@sullivancountyttn.org)
- **Joe Grandy, Mayor, Washington County**  
P. O. Box 219  
Jonesborough, TN 37659  
423-753-1666  
[jgrandy@washingtoncountyttn.org](mailto:jgrandy@washingtoncountyttn.org)
- **Kevin Morrison, Mayor, Greene County**  
204 N. Cutler Street, Suite 206  
Greeneville, TN 37645  
423-798-1766  
[mayorkevinmorrison@greencountytngov.com](mailto:mayorkevinmorrison@greencountytngov.com)
- **Rusty Barnett, Mayor, Carter County**  
801 East Elk Avenue Elizabethton, TN 37643  
423-542-1801  
[mayor@cartercountyttn.gov](mailto:mayor@cartercountyttn.gov)
- **Jim Lee, Mayor, Hawkins County**  
150 E. Washington Street, Suite 2  
Rogersville, TN 37857  
423-272-7359  
[jim.lee@hawkinscountymayor.com](mailto:jim.lee@hawkinscountymayor.com)
- **Garland Evely, Mayor, Unicoi County**  
P.O. Box 169  
Erwin, TN 37650 423-743-9391  
[garland.evely@gmail.com](mailto:garland.evely@gmail.com)
- **Mike Taylor, Mayor, Johnson County**  
222 West Main Street Mountain City, TN 37683  
423-727-9696  
[mayor@johnsoncountyttn.gov](mailto:mayor@johnsoncountyttn.gov)
- **Thomas Harrison, Mayor, Hancock County**  
1237 Main Street  
P.O. Box 347

Sneedville, TN 37869  
423-733-4341  
[officemanager@hancockmayortn.com](mailto:officemanager@hancockmayortn.com)

WIOA Section (107)(c)(1)(A) authorizes LEOs to appoint the members of the Local Workforce Development Board in accordance with the criteria established under Section 107(b) of the WIOA. Authority to appoint members to the LWDB lies solely with the Chief Local Elected Official.

### **C. Designation of Chief Local Elected Official**

The parties to this Agreement agree that a Chief Local Elected Official shall be selected to serve as Chairperson by the body of Local Elected Officials and may act on behalf of the other Local Elected Officials to execute any documents as may be reasonably necessary to implement the provisions of WIOA.

In addition to the designation as CLEO, the CLEO will serve as Chairperson of the Consortium for the purpose of conduct of meetings and transaction of other business. In addition to the CLEO/Chair designation, the Consortium may elect additional officers of the Consortium. Said election shall occur each year at the Annual Meeting of the Consortium.

The Chief Local Elected Official shall be determined through nomination and majority approval of the Local Elected Officials. The CLEO shall serve as the signatory on behalf of the Consortium. The term of the CLEO shall be for the duration of this agreement. If the CLEO is not performing their function that is befitting the LWDA, then the LEOs may unseat the CLEO by a two-thirds (2/3) majority vote. If this occurs, the TDLWD will be notified immediately by sending correspondence to [Workforce.Board@tn.gov](mailto:Workforce.Board@tn.gov).

On behalf of the LEO Consortium, the CLEO shall have authority to:


- execute any and all binding agreements which pertain to the execution of responsibilities as outlined in WIOA, including, but not limited to, agreements with the Local Workforce Development Board or its designee;
- appoint members of the Northeast TN Local Workforce Development Board;
- collaborate with the Northeast Tennessee Local Workforce Development Board in the approval of the designation and certification of One Stop Operator (OSO) and to terminate for cause the eligibility of such operator;
- collaborate with the Northeast Tennessee Local Workforce Development Board in the development of a Memorandum of Understanding with AJC Partners;
- collaborate with the Northeast Tennessee Local Workforce Development Board in the oversight of the AJC delivery system;
- collaborate with the Northeast Tennessee Local Workforce Development Board in the establishment of NETLWDB by-laws;
- submit regional and local plans in accordance with Sections 106 (c)(2) and 107(d)(1) of WIOA, and as developed in collaboration with the Northeast Tennessee Local Workforce Development Board;
- collaborate with the Northeast Tennessee Local Workforce Development Board in the negotiation and agreement for determination of local performance accountability

- measures as described in WIOA Section 116 (c);
- act on behalf of the LEO Consortium in routine matters; however, any such action taken shall be communicated to all LEO Consortium members;
- represent the interests of the LEO's of the Northeast Tennessee Local Workforce Development Area relating to workforce and economic development, in collaboration with the NETLWDB Chair;
- take other actions as shall be deemed necessary, in accordance with WIOA and any regulations/guidance thereto;
- approve additional grant applications which may result from funds other than WIOA, including related grant contracts/sub-contracts, grant modifications, etc.; and
- sign other such agreements, contracts, and other legal documents as may be required from time to time.

As of the date of execution of this agreement, the CLEO for the Northeast Tennessee Local Workforce Development Area shall be Richard Venable, Mayor of Sullivan County, who shall serve as signatory official.

By signature hereto, Mayor Venable attests that he has read, understands and will comply with the Interlocal Agreement.

**Richard Venable, Mayor, Sullivan County**  
**3411 Hwy 126, Suite 106**  
**Blountville, TN 37617**  
**423-323-6417**  
[rvenable@sullivancountyttn.org](mailto:rvenable@sullivancountyttn.org)

  
 \_\_\_\_\_  
 Richard Venable, CLEO

**D. Grant Recipient and Signatory**

The Chief Local Elected Official and parties to this agreement designates grant recipient authority of funds to the Alliance for Business and Training (AB&T). The CLEO, Richard Venable, Mayor, Sullivan County, retains signatory authority.

**E. Liability of Funds**

The Consortium members jointly agree, in their capacity as County Mayor, to assume the responsibility for receipt and disbursement of WIOA funds, according to 107 (d)(12)(B)(i)(I) of the Workforce Innovation and Opportunity Act. Such agreement shall include assumption of pro-rata responsibility for any misuse of funds allocated to the local area. Such pro-rata liability shall be determined based upon each county's percent of the population in the Northeast Tennessee Local Workforce Development Area. In general, liability for disallowed costs rests with the entity responsible for incurring the cost, and recovery will be pursued with such entity for any disallowed cost. Should a finding of disallowed cost be upheld and for which there are

insufficient unrestricted funds held by the Fiscal Agent for repayment, the member counties of the Northeast Tennessee Local Workforce Development Area have, by signature of their LEO hereto, agreed to assume liability for repayment of said disallowed costs in accordance with the pro-rata determination heretofore referenced. The Alliance for Business & Training as Grant Recipient and Fiscal Agent agrees to carry \$3 Million Dollars in liability insurance with members of the Consortium named as additional insureds and to indemnify and hold harmless the member counties for said repayments. Funds will be reimbursed to the Tennessee Department of Labor and Workforce Development.

**F. Grant Recipient/Fiscal Agent or Grant Sub-Recipient Designation**

Further, according to 107 (d) (12) (B) (i) (II) of the Workforce Innovation and Opportunity Act of 2014, the CLEO designates the Fiscal Agent. Through this Agreement, the CLEO and Consortium members jointly agree to designate the Alliance for Business and Training as the local Grant Recipient, Administrative Entity and Fiscal Agent. In order to exercise this designation, the Consortium members agree that WIOA funds flow directly from the State to AB&T for efficient implementation of AB&T's role as the Grant Recipient, Administrative Entity and Fiscal Agent. In accordance with WIOA, the Alliance for Business and Training shall also serve as staff to the Northeast Tennessee Local Workforce Development Board. As staff to the Board, AB&T may provide targeted WIOA services, as aligned with the functions of the Board described in the WIOA legislation.

Such designation as Grant Recipient, Administrative Entity/Fiscal Agent notwithstanding, the Local Elected Officials retain responsibility for appropriate use and distribution of any and all funds allocated to the Northeast Tennessee Local Workforce Development Area under WIOA. No Local Elected Officials serve on the Northeast Tennessee Local Workforce Development Board. In general, liability for disallowed costs rests with the entity responsible for incurring the cost, and recovery will be pursued with such entity for any disallowed cost. Should a finding of disallowed cost be upheld and for which there are insufficient unrestricted funds held by the Grant Recipient/Fiscal Agent for repayment, the member counties of the Northeast Tennessee Local Workforce Development Area have, by signature of their LEO hereto, agreed to assume liability for repayment of said disallowed costs in accordance with the pro-rata determination heretofore referenced. The Alliance for Business & Training (AB&T) as Grant Recipient/Fiscal Agent agrees to carry \$3 Million Dollars in liability insurance with members of the Consortium named as additional insureds and to indemnify and hold harmless the member counties for said repayments. Funds will be reimbursed to the Tennessee Department of Labor and Workforce Development. The designation of AB&T as the grant recipient does not relieve the LEOs of the liability for any misuse of grant funds as apportioned in this Interlocal Agreement.

Further, in accordance with the WIOA legislation, AB&T shall administer systems and processes as required to perform duties to assist the Board in carrying out its functions as delineated in §107 of WIOA. Further, AB&T, as staff to the Northeast TN Local Workforce Development Board, may collaborate in the development of functional alignment approaches with required partners (Title I, Title II, Title III, and Title IV, and TANF/Families First) in the American Job Centers, as appropriate and as determined through agreement with said partners, in accordance with the approved Memorandum of Understanding/Infrastructure Funding

Agreement.

**G. Resolving Disallowed Costs**

Such designation as Grant Recipient/Fiscal Agent notwithstanding, the Local Elected Officials retain responsibility for appropriate use and distribution of any and all funds allocated to the Northeast Tennessee Local Workforce Development Area under WIOA. No Local Elected Officials serve on the Northeast Tennessee Local Workforce Development Board. In general, liability for disallowed costs rests with the entity responsible for incurring the cost, and recovery will be pursued with such entity for any disallowed cost. Should a finding of disallowed cost be upheld and for which there are insufficient unrestricted funds held by the Grant Recipient/Fiscal Agent for repayment, the member counties of the Northeast Tennessee Local Workforce Development Area have, by signature of their LEO hereto, agreed to assume liability for repayment of said disallowed costs in accordance with the pro-rata determination heretofore referenced. The Alliance for Business & Training (AB&T) as Grant Recipient/Fiscal Agent agrees to carry \$3 Million Dollars in liability insurance with members of the Consortium named as additional insureds and to indemnify and hold harmless the member counties for said repayments. Funds will be reimbursed to the Tennessee Department of Labor and Workforce Development.

**H. LWDB Member Representation**

The Chief Local Elected Official has sole authority to appoint members to the Local Workforce Development Board, hereinafter referred to as the Northeast TN Workforce Development Board or NETLWDB. Additionally, the LEO Consortium members may provide input into the nomination of members to the Local Workforce Development Board, according to §107 (c)(1)(A) and (B), as stated in the criteria for appointment in §107 (b). Nomination for membership for private sector representation shall adhere to §107 (b)(2)(A).

The names and qualifications of NETLWDB candidates will be submitted to the Governor for certification, according to §107 (a) of the WIOA. Said representation should reflect appropriate economic sector distribution of the local workforce area to ensure consideration of regional labor market needs and adherence to applicable laws and regulations.

Subsequent to certification as above, the Consortium will execute an Agreement with the NETLWDB. Said Agreement shall outline roles and responsibilities of each party and shall include policies and procedures for replacement or removal of NETLWDB members, in accordance with the NETLWDB Bylaws.

WIOA Section (107)(c)(1)(A) authorizes LEOs to appoint the members of the Local Workforce Development Board in accordance with the criteria established under Section 107(b) of the WIOA. LEOs, Directors of Chambers of Commerce, and the Head of a nominee's organization may nominate individuals to the Board. Authority to appoint members to the LWDB and the final signatory lies solely with the Chief Local Elected Official.



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

The Local Elected Official of each of the counties encompassed within the Northeast Tennessee Local Workforce Development Area shall have input into the appointment of the members of the Board in accordance with the criteria established by WIOA and by the Governor of the State of Tennessee as described in Workforce Services Policy#16-11- Local Governance, as amended from time to time. Solicitation for a nomination of a LWDB member from each county is required.

A majority of the members of the local Board shall be representatives of the private sector as described in paragraph (2)(A) in the WIOA, Section 107.

The Governor, in partnership with the State Board, may establish criteria for use by the Chief Local Elected Official for appointment of members of the Board. Such criteria shall require that, at a minimum-

- A. **Representatives of Business** - a minimum of 51% of the members of each local Board shall be representatives of business in the local area, who--
  - (i) are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority;
  - (ii) represent businesses, including small businesses (at minimum 2 members), or organizations representing businesses that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area; and
  - (iii) are appointed from among individuals nominated by local business organizations and business trade associations;
  
- B. **Labor Organization Representatives** - A minimum of 20% of the membership shall be representatives of the workforce within the local area, who--
  - (i) shall include representatives of labor organizations nominated by local labor federations in local areas where employers are represented by labor organizations, or (for a local area in which no employees are represented by such organizations) other representatives of employees;
  - (ii) shall include a representative, who shall be a member of a labor organization or a training director, from a Joint labor management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists;
  - (iii) may include representatives of community-based organizations that have demonstrated experience and expertise in addressing the

employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and

- (iv) may include (optional) representatives of organizations that have demonstrated experience and expertise in addressing the employment, training or education needs of WIOA eligible youth, including representatives of organizations that serve out of school youth.

**C. Representatives of Education & Training** - each local Board shall include representatives of entities administering education and training activities in the local area, who--

- (i) shall include a representative of eligible providers administering adult education and literacy activities under WIOA title II;
- (ii) shall include a representative of institutions of higher education providing workforce investment activities (including community colleges);
- (iii) may include (optional) representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment;

**D. Representatives of Government, Economic and Community**

**Development** - each local Board shall include representatives of governmental and economic and community development entities serving the local area, who--

- (i.) shall include a representative of economic and community development entities;
- (ii.) shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the local area;
- (iii.) shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741), serving the local area;
- (iv.) may include (optional) representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance; and
- (v.) may include (optional) representatives of philanthropic organizations serving the local area; and

**E. Discretionary Representatives** - each local Board may include such other individuals or representatives of entities as the Chief Local Elected Official may determine to be appropriate, contingent upon maintenance of sector representation ratios described above and in accordance with the Bylaws enacted by the Northeast Tennessee Local Workforce Development Board.

As of the execution of this Interlocal Agreement, members are appointed for a term of four (4) years, in accordance with the NETLWDB Bylaws. A member may be reappointed at the conclusion of his/her four (4) year term, and the maximum number of terms a member may be limited to four (4) reappointments. Reappointment of members shall follow the same process as the original appointment. Terms of membership will be staggered such that no more than 1/3 of membership shall be considered for re-nomination/reappointment in any given year. In

the event of a vacancy which arises as a result of a member's leaving the Board, members who are appointed representing the same organization shall complete the term of service of said member. Should the member organization not wish to, or be unable to, replace the member, the standard appointment process for new organizations will apply. In the event the NETLWDB membership requires adherence to all elements described in §107 of WIOA, as well as adherence to approved conflict of interest policies, fraud and/or abuse policies, attendance requirements and other requirements as described in the NETLWDB Bylaws. Failure to do so may result in removal of the individual from service on the NETLWDB. Removal of NETLWDB members shall also follow the guidelines as outlined in the NETLWDB Bylaws, as adopted and/or amended. LWDB members may be removed for other factors outlined in section V.16 of the LWDB Bylaws. The agreement must define the specific criteria that will be used to establish just cause for such removal and the process required to document proof, including the steps to file an appeal or petition for arbitration.

### **I. Communication**

The LEOs shall meet at least one (1) time a year with the LWDB and one (1) time a year separately as LEOs to discuss the shared vision, goals, and strategies. An Annual Report shall be prepared which contains statistical, financial and anecdotal information to inform the LEOs, other stakeholders and the public as to the activities of the Consortium, the NETLWDB and AB&T. Special meetings of the LEOs may be called by the CLEO, with notice of said called meeting given by the CLEO at least one (1) business day prior thereto. Meetings may take the form of face to face gatherings or may be conducted electronically through phone call, teleconference, email, webinar or other such electronic means as may be available. In exercise of duties incumbent upon members of the Consortium of Local Elected Officials, the Consortium shall meet jointly with the Local Workforce Development Board at least annually. Further, the Consortium shall meet separately at least annually to discuss shared vision, goals, and strategies, in exercise of the duties as members of the Consortium. In addition, the Consortium and the Northeast Tennessee Local Workforce Development Board shall maintain communication strategies, including face to face, conference calling, electronic methods, print materials, websites and other social media options as shall be deemed appropriate.

### **J. LWDB Budget Approval**

The Consortium of Local Elected Officials of NETLWDA shall approve the budget of the Northeast TN Local Workforce Development Board. The Consortium of Local Elected Officials shall meet jointly with the NETLWDB for this purpose.

The Consortium, in exercise of its statutory and regulatory role as an independent body, and in exercise of its role as members of the corporate Board of Directors of the Grant Recipient, Fiscal Agent and Administrative Entity (The Alliance for Business and Training), shall approve the administration of funds allocated through the Workforce Innovation and Opportunity Act of 2014 and shall review and approve the annual budget for use of said funds.

The annual budget for the LWDA is prepared by staff to the Board and is approved by the NETLWDB. Fiscal oversight and fiscal performance reviews shall take place throughout the

year and shall occur on a quarterly basis. The Consortium of Local Elected Officials of the Northeast Tennessee Local Workforce Development Area shall approve the budget of the Northeast TN Local Workforce Development Board. The Consortium of Local Elected Officials shall meet jointly with the NETLWDB for this purpose.

#### **K. Local Workforce Development Board Performance**

As described above, the Consortium of Local Elected Officials shall meet at least annually with the NETLWDB to review performance of the NETLWDA, including outcomes achieved by the One-Stop Operator and all sub-contractors, to ensure that each county's workforce goals and needs are being addressed according to the Local Plan. The strategic plan developed in collaboration with the NETLWDB and the Consortium shall include statistical and anecdotal analytics, together with a program narrative which outlines the region's targeted goals and objectives and which enumerates proposed methods for achieving and for monitoring progress toward attainment of goals, along with standardized performance reports which compare the NETLWDA's negotiated performance measures with actual attainment levels.

#### **L. Dispute Resolution**

The Northeast Tennessee Local Workforce Development Area's LEO's operate together in a collaborative and collegial manner, and the County Mayors participate in a number of regional organizations and initiatives which require their joint commitment to the well-being of all of the communities they serve. It is to their benefit and to the benefit of the public interest that LEO's build relationships and function in good faith. In the event of a dispute, the LEOs will discuss any issue in an open and transparent manner to ensure that all facts and opinions are fully disclosed using a consensus building approach. In the event of failure to reach consensus, the CLEO may appoint an independent committee composed of community leaders, or solicit counsel from a mutually agreed upon third party with expertise in workforce and economic development to research the matter and provide objective insight, guidance and options for action. In the event consensus is not attainable, majority vote shall pertain.

#### **M. Election of a New County Mayor**

In the event that a new county mayor is elected, the LWDB must inform the new LEO(s), within thirty (30) business days, of their responsibilities and liabilities, as well as the need to review and update any written agreements among the LEOs. The newly elected mayor(s) of said counties shall execute a written statement acknowledging that he/she has read, understands and complies with the Interlocal agreement.

Should local election outcomes result in a change in membership of the other Counties who serve as members of the Consortium, the newly elected mayor(s) of said counties reserve the right to request negotiations to amend the Interlocal Agreement at any time during the official's tenure as a Local Elected Official. Should local election outcomes result in a change in membership of the Consortium which removes the designated Chief Elected Official from participation in the Consortium, Consortium members shall convene to nominate and elect a new Chief Local Elected Official. Upon such change, the Chief Elected Official, shall execute a written statement acknowledging that he/she has read, understands and complies with the current

Consortium agreement. The new Chief Local Elected Official may also reserve the option to request amendment to the Consortium Interlocal Agreement.

**N. Amendment or Change to the Interlocal Agreement**


This Agreement may be modified or amended upon agreement by the members of the LEO Consortium. This agreement may be amended, as may be needed from time to time, as a result of statutory or regulatory change or as a result of LEO determination of the need for amendment. Changes/amendments shall require a majority vote and attainment of signatures from all members of the LEO Consortium for NETLWDA. Should changes be made to this agreement, the new agreement shall be provided to the NETLWDB, the TDLWD, and the Program Integrity Unit.

*(End of Document. Signatures on following page.)*

**APPENDIX A:**

BY OUR SIGNATURES ATTACHED HERETO, WE HAVE READ, UNDERSTAND, AGREE AND WILL COMPLY WITH THIS INTERLOCAL AGREEMENT:

- o Richard Venable, Mayor, Sullivan County  
3411 Hwy 126 , Suite 106  
Blountville, TN 37617  
423-323-6417  
[rvenable@sullivancountyttn.org](mailto:rvenable@sullivancountyttn.org)

  
\_\_\_\_\_

- o Joe Grandy, Mayor, Washington County  
P. O. Box 219  
Jonesborough, TN 37659  
423-753-1666  
[jgrandy@washingtoncountyttn.org](mailto:jgrandy@washingtoncountyttn.org)

  
\_\_\_\_\_

- o Kevin Morrison, Mayor, Greene County  
204 N. Cutler Street, Suite 206  
Greeneville, TN 37645  
423-798-1766  
[mayorkevinmorrison@greencountytngov.com](mailto:mayorkevinmorrison@greencountytngov.com)

  
\_\_\_\_\_

- o Rusty Barnett, Mayor, Carter County  
801 East Elk Avenue  
Elizabethton, TN 37643  
423-542-1801  
[mayor@cartercountyttn.gov](mailto:mayor@cartercountyttn.gov)

  
\_\_\_\_\_

- o Jim Lee, Mayor, Hawkins County  
150 E. Washington Street, Suite 2  
Rogersville, TN 37857  
423-272-7359

~~[jim.lee@hawkinscountymayor.com](mailto:jim.lee@hawkinscountymayor.com)~~

[jim.lee@hawkinscountyttn.gov](mailto:jim.lee@hawkinscountyttn.gov)



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- o Garland Evely, Mayor, Unicoi County  
P. O. Box 169  
Erwin, TN 37650  
423-743-9391  
[garlandevely@gmail.com](mailto:garlandevely@gmail.com)



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- o Mike Taylor, Mayor, Johnson County  
222 West Main Street  
Mountain City, TN 37683  
423-727-9696  
[mayor@johnsoncountyttn.gov](mailto:mayor@johnsoncountyttn.gov)



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- o Thomas Harrison, Mayor, Hancock County  
1237 Main Street  
P. O. Box 347  
Sneedville, TN 37869  
423-733-4341  
[officemanager@hancockmayortn.com](mailto:officemanager@hancockmayortn.com)



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**APPENDIX B:**

This document acknowledges the designation by the Chief Local Elected Official of a Grant Recipient/Fiscal Agent. By signing this document the Grant Recipient/Fiscal Agent has read and understood the responsibilities and liabilities of the role as described in WIOA Section 107(d)(12)(B)(i)(II).

Grant Recipient/Fiscal Agent:

The Alliance for Business and Training, Inc. (AB&T)

Representative: Kathy Pierce  
Executive Director  
P.O. Box 249  
Elizabethton, TN 37644

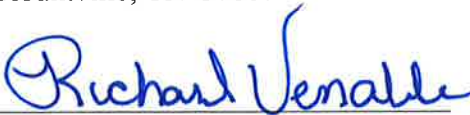
Signature:



A handwritten signature in blue ink that reads "Kathy Pierce". The signature is written in a cursive style and is positioned above a horizontal line.

CLEO Name: Richard Venable, Mayor  
Sullivan County  
3411 Highway 126, Suite 106  
Blountville, TN 37617

Signature:



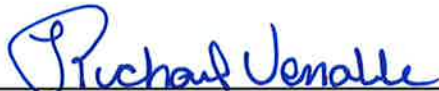
A handwritten signature in blue ink that reads "Richard Venable". The signature is written in a cursive style and is positioned above a horizontal line.



APPENDIX C:

**POPULATION STATISTICS  
NORTHEAST TENNESSEE LOCAL WORKFORCE  
DEVELOPMENT AREA PRO-RATA DISTRIBUTION OF LIABILITY**

<u>COUNTY</u>	<u>POPULATION</u>	<u>%</u>
Carter County	56,488	11.10%
Greene County	68,808	13.52%
Hancock County	6,600	1.30%
Hawkins County	56,459	11.10%
Johnson County	17,691	3.48%
Sullivan County	157,158	30.89%
Unicoi County	17,759	3.49%
Washington County	127,806	25.12%
<b>Total</b>	<b>508,769</b>	<b>100%</b>



Richard Venable  
Mayor, Sullivan County



Joe Grandy  
Mayor, Washington County



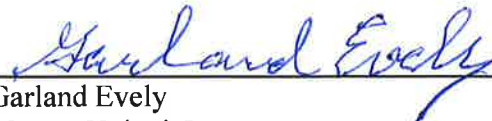
Kevin Morrison  
Mayor, Greene County



Rusty Barnett  
Mayor, Carter County



Jim Lee  
Mayor, Hawkins County



Garland Evely  
Mayor, Unicoi County



Mike Taylor  
Mayor, Johnson County



Thomas Harrison  
Mayor, Hancock County

PARTNERSHIP AGREEMENT  
BY AND BETWEEN  
THE CONSORTIUM OF LOCAL ELECTED OFFICIALS,  
THE NORTHEAST TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, AND  
THE ALLIANCE FOR BUSINESS AND TRAINING  
FOR  
IMPLEMENTATION OF THE WORKFORCE INNOVATION AND OPPORTUNITY ACT,  
AS AMENDED FOR THE  
NORTHEAST TENNESSEE LOCAL WORKFORCE DEVELOPMENT AREA  
JULY 1, 2020 – JUNE 30, 2022

This Agreement is entered into by and between the Consortium of Local Elected Officials of Carter, Greene, Hancock, Hawkins, Johnson, Sullivan, Unicoi and Washington Counties (The Consortium), the Northeast Tennessee Local Workforce Development Board (NETLWDB), and the Alliance for Business and Training (AB&T), pursuant to the Workforce Innovation and Opportunity Act of 2014, Public Law 113-128.

**A. Purpose of the Agreement**

The signatory Local Elected Officials of the units of local government of the Northeast Tennessee Local Workforce Development Area (hereinafter referred to as the NETLWDA), serving as the Consortium of Local Elected Officials (hereinafter referred to as the Consortium), the membership of the Northeast Tennessee Local Workforce Development Board (hereinafter referred to as the NETLWDB), and the Alliance for Business and Training (hereinafter referred to as AB&T), serving as Grant Recipient, Fiscal Agent, Administrative Entity and Staff to the NETLWDB, do hereby agree to participate in the implementation of the Workforce Innovation and Opportunity Act of 2014. For purposes of this agreement, the Northeast Tennessee Local Workforce Development Board shall be composed of representatives of the NETLWDA, which is composed of Carter, Greene, Hancock, Hawkins, Johnson, Sullivan, Unicoi and Washington Counties.

The purpose of this agreement is to fulfill the responsibilities of the Workforce Innovation and Opportunity Act of 2014 (hereinafter referred to as WIOA).

The NETLWDB is the body certified as such by the Governor of the State of Tennessee. This agreement recognizes the responsibility of the NETLWDB to provide policy guidance, planning, and general oversight with respect to activities conducted under §107 of the WIOA, in partnership with the Consortium.

The term of this agreement shall begin July 1, 2020 and shall continue in effect not to exceed two (2) years or until otherwise amended and shall be enacted according to provisions of the Workforce Innovation and Opportunity Act. Further, this agreement may be amended to ensure ongoing compliance with the WIOA law and any regulations, amendment and/or guidance received from the U. S. Department of Labor or from the Tennessee Department of Labor and Workforce Development and at the request and vote of a simple majority of the NETLWDA Consortium of Local Elected Officials (LEOs). The effective date of this agreement shall begin July 1, 2020 and shall end June 30, 2022.

## **B. LWDB Membership**

The Northeast Tennessee Local Workforce Development Board (NETLWDB) is established to provide collaborative leadership in governance, policy development, strategic planning, determination of appropriate labor market strategies to meet regional employer needs, development of effective job seeker strategies, leveraging of community resources, and implementation of innovative partnership strategies to ensure economic growth and sustainability in the region. Further the NETLWDB designates and provides oversight of the region's American Job Centers. These key functions will be exercised in conjunction with the NETLWDA's LEO Consortium.

The CLEO accepts responsibility for the appointment of members to the Northeast Tennessee Local Workforce Development Board, according to §107 (c)(1)(B)(i)(1), as stated in the criteria for appointment in §107 (b) of WIOA.

1. As it pertains to appointments to the majority membership (private sector) of the Local Board, according to §107 (b)(4), each individual unit of government within the Consortium shall have opportunity to recommend members according to the unit's pro-rata share of population within the Northeast Tennessee Local Workforce Development Area. LEOs, Directors of Chambers of Commerce, and the Head of a nominee's organization may nominate individuals to the board. Authority to appoint members to the LWDB through their role as the signatory for the LEOs, lies solely with the Chief Local Elected Official (CLEO), according to §107 (c)(1)(A).

Nomination for membership for private sector representation shall adhere to §107 (b)(2)(A). Said private sector nominations shall be made by local business organizations or business trade organizations. Appointment documentation will be submitted to the CLEO for review and signature. In addition, said nominator (or designee) shall complete documentation which acknowledges the nominee's policy making role in the organization and shall submit supporting documentation of that role, e.g., CV, resume, or other supporting documentation of the individual's qualifications. The nominee shall provide a fully executed Conflict of Interest statement upon appointment to the NETLWDB. The nomination documentation must contain the required signature of the nominating official. Said appointments shall be communicated to the CLEO for review and consent, in accordance with §107 (b)(2) of WIOA.

2. For those non-private sector members, the Chief Executive Officer (CEO) of the nominating organization, e. g., the Commissioner of the State department/division (or his/her designee) or the Chair of the Board of the nominating organization (or his/her designee), of a proposed NETLWDB member, shall sign a letter or complete the appropriate form to identify the individual being nominated by his/her organization. In addition, said CEO (or designee) shall complete documentation which acknowledges the nominee's policy making role in the organization, and shall submit supporting documentation of that role, e.g., CV, resume, or other supporting documentation of the individual's qualifications. The nominee shall provide a fully executed Conflict of Interest statement upon appointment to the NETLWDB. The nomination documentation must contain the required signature of the nominating official. Said appointments shall be communicated to the CLEO for review and consent, in accordance with §107 (b)(2) of WIOA. Appointment documentation will be submitted for signature of the CLEO. Special Note: Representation of said non-private sector organizations may be vested in one individual who can lawfully represent more than

- one entity.
3. The CLEO shall receive and sign the required appointment of any NETLWDB nominee. Further, the CLEO may remove any NETLWDB member who does not resign if that member becomes ineligible to serve on the Board.
  4. The CLEO is authorized to and must make all reappointments of Board members by one full quarter prior to the expiration of that member's term of membership.
  5. Should a member of the NETLWDB experience a change in status that impacts his/her eligibility to remain on the Board, the nomination/appointment process previously described shall pertain.
  6. NETLWDB vacancies will be filled as expeditiously as possible and within a reasonable amount of time. Filling of vacancies will follow nomination/appointment process described above. For new members who are appointed to replace an individual who is no longer eligible to represent the original organization, the new member shall initially be appointed to the Board for the period necessary to complete the prior member's term.
  7. NETLWDB membership requires adherence to all elements described in §107 of WIOA, as well as adherence to approved conflict of interest policies, fraud and/or abuse policies, attendance requirements and other requirements as described in the NETLWDB Bylaws. Failure to do so may result in removal of the individual from service on the NETLWDB. Removal of NETLWDB members shall also follow the guidelines as outlined in the NETLWDB Bylaws, as adopted and/or amended.
  8. The NETLWDB shall create and utilize sub-committees, both standing and ad hoc, as are appropriate to conduct the work of the Board. Chairs of said standing committees, in addition to the Chair, Vice Chair and Secretary/Treasurer, shall be designated as the Executive Committee of the NETLWDB. The Executive Committee shall have the authority for decision making and policy enactment, with ratification from the membership at large, as shall be necessary for the conduct of NETLWDB business, in accordance with statutes and regulations.
  9. The NETLWDB may utilize a Committee structure for the conduct of Board business. Current NETLWDB Committees are:
    - a. Youth/Young Adult Committee
      - i. The NETLWDB shall elect the Chair of this Committee from among the Board's private sector membership
      - ii. The NETLWDB shall approve all appointments to the Youth/Young Adult Committee
    - b. Integrated Planning and Operations Committee
      - i. The NETLWDB shall elect the Chair of this Committee from among the Board's private sector membership
      - ii. The NETLWDB shall approve all appointments to the Integrated Planning and Operations Committee
    - c. Committee on Individuals with Disabilities and Targeted Populations
      - i. The NETLWDB shall elect the Chair of this Committee from among the Board's private sector membership
      - ii. The NETLWDB shall approve all appointments to the Committee on Individuals with Disabilities and Targeted Populations
  10. All required nomination and executed appointment paperwork and documentation shall be submitted to AB&T serving in its role as Administrative Entity/Staff to the Board.
  11. Terms: the terms of NETLWDB members, including mid-term appointments, filing of vacancies and removal shall conform to the NETLWDB Bylaws, as approved.

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

The Local Elected Official of each of the counties encompassed within the Northeast Tennessee Local Workforce Development Area shall have input into the appointment of the members of the Board in accordance with the criteria established by WIOA and by the Governor of the State of Tennessee as described in Workforce Services Policy - Local Governance, as amended from time to time. Solicitation for a nomination of a LWDB member from each county is required.

Nominations for each nominee to the Board shall include a signed appointment form and a signed letter which identifies the individual being nominated from his or her organization. This letter must acknowledge the nominee's optimum policy making authority and include a CV, resume or work history supporting the qualifications of the nominee. This information is submitted to the CLEO for appointment. Membership of the Board should reflect demographic make-up of the Local Area.

The Chief Local Elected Official has sole authority to appoint members of the Local Workforce Development Board, hereinafter referred to as the Northeast Tennessee Local Workforce Development Board or NETLWDB. Additionally, the Consortium members may provide input into the nomination of members to the Northeast Tennessee Local Workforce Development Board, according to §107 (c)(1)(A) and (B), as stated in the criteria for appointment in §107 (b). Nomination for membership for private sector representation shall adhere to §107 (b)(2)(A). Northeast Tennessee Local Workforce Board membership may, to the extent possible, represent the eight (8) counties equitably and on a pro-rata basis determined by population ratio of the counties, and should, to the extent possible, represent appropriate economic and labor market sectors of the region. Northeast Tennessee Local Workforce Board members' term of service shall be in accordance with the NETLWDB Bylaws, as may be amended from time to time.

The names and qualifications of NETLWDB candidates will be submitted to the Governor for certification, according to §107 (a) of the WIOA. Said representation should reflect appropriate economic sector distribution of the local workforce area to ensure consideration of regional labor market needs and adherence to applicable laws and regulations.

Subsequent to certification as above, the Consortium will execute an Agreement with the Northeast Tennessee Local Workforce Development Board. Said Agreement shall outline roles and responsibilities of each party and shall include policies and procedures for replacement or removal of WDB members, in accordance with the NETLWDB By-laws.

A majority of the members of the local Board shall be representatives of the private sector as described in §107 (2)(A) of the WIOA. The local elected officials within the LWDA may execute an agreement that specifies the respective roles of the individual local elected officials (a) in the appointment of the members in accordance with the criteria established as provided

below; and (b) in carrying out any other responsibilities assigned to such officials under the Workforce Innovation and Opportunity Act of 2014.

The Governor, in partnership with the State Board, may establish criteria for use by the Chief Local Elected Official for appointment of members of the Board. Such criteria shall require that, at a minimum-

**A. Representatives of Business** - A minimum of 51% of the members of each local Board shall be representatives of business in the local area, who--

- (i) are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority;
- (ii) represent businesses, including small businesses (at minimum 2 members), or organizations representing businesses that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area; and
- (iii) are appointed from among individuals nominated by local business organizations and business trade associations;

**B. Labor Organization Representatives** - A minimum of 20% of the membership shall be representatives of the workforce within the local area, who--

- (i) shall include representatives of labor organizations nominated by local labor federations in local areas where employers are represented by labor organizations, or (for a local area in which no employees are represented by such organizations) other representatives of employees;
- (ii) shall include a representative, who shall be a member of a labor organization or a training director, from a Joint labor management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists;
- (iii) may include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and
- (iv) may include (optional) representatives of organizations that have demonstrated experience and expertise in addressing the employment, training or education needs of WIOA eligible youth, including representatives of organizations that serve out of school youth.

**C. Representatives of Education & Training** - Each local Board shall include representatives of entities administering education and training activities in the local area, who--

- (i) shall include a representative of eligible providers administering adult education and literacy activities under WIOA title II;
- (ii) shall include a representative of institutions of higher education

- (iii) providing workforce investment activities (including community colleges); may include (optional) representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment;

**D. Representatives of Government, Economic and Community**

**Development** - Each local Board shall include representatives of governmental and economic and community development entities serving the local area, who--

- (i.) shall include a representative of economic and community development entities;
- (ii.) shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the local area;
- (iii.) shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than §112 or part C of that title (29 U.S.C. 732, 741), serving the local area;
- (iv.) may include (optional) representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance; and
- (v.) may include (optional) representatives of philanthropic organizations serving the local area; and

**E. Discretionary Representatives** - each local Board may include such other individuals or representatives of entities as the Chief Local Elected Official may determine to be appropriate, contingent upon maintenance of sector representation ratios described above and in accordance with the Bylaws enacted by the Northeast Tennessee Local Workforce Development Board.

Employees of entities serving as the fiscal agent, LWDB staff, OSO, and AJC career service providers are prohibited from serving on the LWDB.

**C. Terms**

As of the execution of this Interlocal Agreement, members are appointed for a term of four (4) years, in accordance with the NETLWDB Bylaws. A member may be reappointed at the conclusion of his/her four (4) year term, and the maximum number of terms a member may be limited to four (4) reappointments. Reappointment of members shall follow the same process as the original appointment. Terms of membership will be staggered such that no more than 1/3 of membership shall be considered for re-nomination/reappointment in any given year. In the event of a vacancy which arises as a result of a member's leaving the Board, members who are appointed representing the same organization shall complete the term of service of said member. Should the member organization not wish to, or be unable to, replace the member, the standard appointment process for new organizations will apply. The NETLWDB membership requires adherence to all elements described in §107 of WIOA, as well as adherence to approved conflict of interest policies, fraud and/or abuse policies, attendance requirements and other requirements as described in the NETLWDB Bylaws. Failure to do so may result in removal of the individual from service on the NETLWDB. Removal of NETLWDB members shall also follow the guidelines as outlined in the NETLWDB Bylaws, as adopted and/or amended. LWDB members

may be removed for other factors outlined in the LWDB Bylaws. The agreement must define the specific criteria that will be used to establish just cause for such removal and the process required to document proof, including the steps to file an appeal or petition for arbitration. Should the member organization not wish to, or be unable to, replace the member, the standard appointment process for new organizations will apply.

#### **D. Change in Status**

Any vacancy in the membership of the Board shall be filled in the statutorily prescribed manner described above. Should a member's status change such that said member is no longer eligible to serve on the Board, or should a member resign, the statutorily prescribed procedure will be followed. When a new member is appointed to fill the unexpired term of another member, the term of that new member shall be determined in accordance with statutorily prescribed procedures and in accordance with Bylaws enacted by the NETLWDB. Vacancies will be filled within one full quarter of the term of expiration or resignation. Members may be removed for documented violation of conflict of interest policy requirements; documented proof of fraud and/or abuse; and/or other factors described in the NETLWDB Bylaws. Removal of a member shall be taken through action of the Executive Committee of the NETLWDB.

#### **E. Mid-Term Appointment**

LWDB members replacing out-going members' mid-term will serve the remainder of the outgoing member term. Should the member organization not wish to, or be unable to, replace the member, the standard appointment process for new organizations will apply. LWDB vacancies must be filled, by the CLEO, within the subsequent calendar quarter from the last official day that the member served on the LWDB.

Any action taken by an LWDB, with a vacancy or term expiration beyond the time period described in the LWDB Bylaws, shall be void unless the LWDB has an approved waiver from the TDLWD prior to the LWDB meeting. Waivers are to be requested in writing to the Assistant Commissioner of Workforce Services with an explanation of why a vacancy was not filled in the defined timeframe and a description of the process underway to fill the vacancy.

#### **F. Removal**

LWDB members must be removed by the CLEO if any of the following occurs:

- Documented violation of conflict of interest;
- Failure to meet LWDB member representation requirements defined in WIOA and this policy;  
or
- Documented proof of fraud and/or abuse.

LWDB members may be removed for other factors outlined in section V.16 of the NETLWDB Bylaws.

#### **G. Relationship between CLEO, LEOs, and the LWDB**

##### **Consortium of Local Elected Officials**

- a. The County Mayors of the NETLWDA, in their role as Local Elected Officials (LEOs) shall serve as the Consortium of Local Elected Officials. This Consortium, in exercise of



its statutory and regulatory role as an independent body, in collaboration with the NETLWDB, and in exercise of its role as members of the corporate Board of Directors of the Alliance for Business and Training (AB&T) shall approve the administration of funds allocated through the Workforce Innovation and Opportunity Act (WIOA) and shall review and approve the annual budget for use of said funds. The Consortium members, through the fully executed Interlocal Agreement, have designated AB&T to serve as the Grant Recipient, Fiscal Agent, Administrative Entity and Staff to the NETLWDB. In accordance with §107 of WIOA, AB&T serves as staff to the NETLWDB and shall be designated to provide targeted WIOA services, as aligned with the functions of the Board described in the WIOA legislation.

- b. The Consortium shall:
  - i. Provide oversight for expenditure of WIOA funds, as determined on a pro-rata calculation described in the Interlocal Agreement. AB&T, serving as Grant Recipient and Fiscal Agent, agrees to carry liability insurance in the amount of \$3 Million which names the members of the Consortium as additional insureds for the purposes of said oversight.
  - ii. Approve the selection of the NETLWDB and designate, in conjunction with the NETLWDB, the One-Stop Operator of the American Job Center American Job Centers (AJCs) for the NETLWDA. In accordance with the fully executed Interlocal Agreement, the CLEO may act on behalf of the Consortium in this regard.
  - iii. Approve the NETLWDA strategic plan, as developed by the NETLWDB.
  - iv. Approve the budget for delivery of services as approved in the NETLWDA local strategic plan.
  - v. In conjunction with the NETLWDB, review and provide oversight of AB&T.
  - vi. The LEOs have entered into a fully executed Interlocal Agreement which more specifically identifies the requirements for deployment of these responsibilities.

### **Northeast Tennessee Local Workforce Development Board**

Purpose: The NETLWDB, in conjunction with the Consortium of Local Elected Officials and with AB&T serving as Grant Recipient, Fiscal Agent, Administrative Entity and Staff to the Board, shall implement a system for comprehensive workforce service delivery for NETLWDA. To effectuate its responsibilities, a structure of standing and ad hoc committees shall be tasked with execution of the duties of the NETLWDB.

Process for Northeast Tennessee Local Workforce Board nomination and appointment: WIOA §107 (c)(1)(A) authorizes LEOs to appoint the members of the Local Workforce Development Board in accordance with criteria established under §107 (b) of WIOA. Authority to appoint members, including re-appointments or appointments to fill vacancies on the NETLWDB, lies solely with the Chief Local Elected Official (CLEO). The process for CLEO appointment of Local Workforce Board members shall follow TEGl 27-14 and TN Department of Labor and Workforce Development guidance concerning Local Workforce Development Board member nomination process, as may be amended from time to time.

Elements for which the NETLWDB shall be responsible are:

1. Development and approval of a budget which guides deployment of WIOA and other leveraged resources through the NETLWDA. AB&T, in its role of Grant Recipient,

Fiscal Agent and staff to the NETLWDB, may develop the budget to be reviewed and approved by the NETLWDB. The budget of the NETLWDB will be reviewed in detail and approved by the LEO Consortium. Consortium members will be responsible for provision of input, including support or opposition, for the budget. The budget will be approved by majority vote of the Consortium members.

2. Establishment of monitoring and oversight of programs administered by the NETLWDB, as well as methodology for reporting of programmatic outcomes, performance and budgetary results for workforce system partners and stakeholders. AB&T, in its role as Grant Recipient, Fiscal Agent and Staff to the NETLWDB, may recommend mechanisms for achieving this objective to be reviewed and approved by the NETLWDB. The results of said activities shall be reported to the LEO Consortium and to the NETLWDB.
3. Development of a strategic planning process:
  - a. Including creation of budgetary documents which result in an official NETLWDB Strategic Plan which describes and communicates the mission, vision and strategic goals, as well as tactical approaches for goal attainment, performance management, and involvement of key stakeholders.
  - b. The Consortium of Local Elected Officials will meet at least annually with the NETLWDB. This joint meeting will include detailed statistical analysis of the region's workforce development needs and will include determination of how workforce services will be delivered in the region and in each of the eight (8) counties. The results of this analysis will be reflected in the strategic plan described above.
  - c. The primary responsibility for the NETLWDB in carrying out this function shall be the Integrated Planning and Operations Committee.
  - d. The strategic plan will identify priorities for use of WIOA resources, including identification of the functions of the NETLWDB membership and staff, in accordance with §679.370 of WIOA regulations.
  - e. Meeting agendas for standard meetings of the NETLWDB will be set by the NETLWDB Chair, in collaboration with the Executive Director of the Grant Recipient/Fiscal Agent, AB&T, and may include reports of the work of the NETLWDB Committees, as well as special topics reflective of updates by WIOA partner entities and local/regional economic development entities. Meeting agendas for joint meetings of the LEO Consortium and the NETLWDB will be jointly set by the NETLWDB Chair and the CLEO. Input into meeting agendas may also be provided by other NETLWDB members and other stakeholders. In addition, the NETLWDB, in collaboration with the Consortium and/or partners, may convene targeted regional meetings to identify emerging workforce needs and to provide mechanisms for attaining stakeholder input and for deploying methodologies to meet said workforce needs. The Consortium, NETLWDB and AB&T may also, from time to time, conduct or participate in additional targeted regional meetings and/or events, such as workforce summits, specialized planning sessions, joint sessions to review and address data analytics related to emerging workforce needs, joint participation in the creation of career pathways, overview of regional economic and labor market "reconnaissance" information obtained by the workforce system's Business Services Team, etc.
4. Develop and deploy policies and guidance for the execution of WIOA activities. The NETLWDB Integrated Planning and Operations Committee shall have initial authority for the implementation of policy and guidance documents which shall govern the

implementation of WIOA in NETLWDA. Said policies may be amended as needed. Actions of the Integrated Planning and Operations Committee shall be approved by the NETLWDB or its Executive Committee, as previously described. NETLWDB policies shall be congruent with WIOA law and regulations thereto, as well as policy and guidance documents from the U.S. Department of Labor and the Tennessee Department of Labor and Workforce Development.

5. Select and provide oversight of the One-Stop Operator for the American Job Center system in NETLWDA.
6. Select eligible youth service providers in accordance with WIOA and applicable Federal, State and local procurement requirements.
7. Evaluate and select eligible training providers, in accordance with WIOA and with policies and related guidance/directives of the U. S. Department of Labor and the TN Department of Labor and Workforce Development.
8. Provide oversight of the activities of the American Job Center workforce delivery system in NETLWDA, including as appropriate, partner agencies.
9. Participate in negotiation of local performance measures.
10. Appoint standing committees according to established guidance and NETLWDB Bylaws and select chairs of said committees.
11. The NETLWDB shall also carry out the following duties and responsibilities, including, but not limited to:
  - i. Execute official Bylaws;
  - ii. Elect a private sector Chair;
  - iii. Promote the activities and programs of the network of Comprehensive and Affiliate sites for the American Job Centers in NETLWDA;
  - iv. Develop and submit a local plan in partnership with the Local Elected Officials;
  - v. Create an annual report which details the work of the NETLWDA, including, but not limited to, a scorecard for all partners in the American Job Center system; promotion of the workforce system goals, objectives and results of action plans, including best practices and success stories; identification of system stakeholders; reports from local and regional economic development representatives and/or other stakeholders which impact workforce development strategies; reports of results of the work of the Regional Planning Council, etc.
  - vi. Conduct workforce research and regional labor market analysis;
  - vii. Convene local workforce development system stakeholders;
  - viii. Lead efforts to engage a diverse range of employers to promote business; develop linkages with employers; ensure that workforce investment activities meet the needs of employers; and develop strategies for meeting employment and skill needs of workers and employers, including sector partnerships;
  - ix. Work with representatives of secondary and postsecondary programs to lead efforts to develop career pathways;
  - x. Lead efforts to promote proven and promising strategies for meeting needs of employers, workers, job seekers and disseminate information;
  - xi. Develop strategies for using technology to maximize accessibility and effectiveness of the local workforce development system;
  - xii. Facilitate connections among American Job Center partner programs;
  - xiii. Increase access to services provided through the American Job Center system;

- xiv. Leverage resources and capacity within the workforce system;
- xv. Conduct oversight of youth, adult and dislocated worker workforce development activities and maintain oversight of the entire American Job Center delivery system in the local area. The NETLWDA will produce a scorecard which reflects programmatic, budgetary and performance outcomes of the NETLWDA system. In addition, staff to the Board/Grant Recipient/Fiscal Agent shall conduct periodic, routine internal monitoring of all sub-recipients and sub-contractors. Said staff shall also provide technical assistance to all sub-recipients and/or sub-contractors to address issues identified by monitoring results and to ensure detailed understanding of the WIOA law, regulations thereto, as well as in accordance with guidance issued by the U. S. Department of Labor and/or the TN Department of Labor and Workforce Development. Final monitoring reports will be provided to the NETLWDB and to the LEO Consortium. In addition, any report card information provided by TDLWD will be reviewed in detail by the NETLWDB and the Consortium, along with quarterly reports of negotiated performance measures in comparison to actual performance levels.
- xvi. Ensure appropriate use and management of funds provided under WIOA;
- xvii. Maximize performance outcomes;
- xviii. Negotiate local performance measures;
- xix. Negotiate methods for funding the infrastructure costs of the American Job Centers;
- xx. Select providers for Youth services, Training services, Career services, and American Job Center One-Stop Operators in accordance with WIOA and regulations thereto;
- xxi. Maximize consumer choice through training providers;
- xxii. Coordinate activities with education and training providers through the Eligible Training Provider process;
- xxiii. Develop budget for activities of the NETLWDB, in collaboration with the Chief Local Elected Official (CLEO);
- xxiv. Assess physical and programmatic accessibility for individuals with disabilities;
- xxv. Certify American Job Centers;
- xxvi. Assist in collection and analysis of labor market statistics;
- xxvii. Coordinate with regional economic development organizations to enhance growth and expansion of regional business and industry;
- xxviii. Serve as convener and facilitator for regional workforce development activities;
- xxix. Participate in regional planning initiatives, as required;
- xxx. Conduct all business in a fully transparent manner and in accordance with the appropriate laws and regulations.

### **Communication Strategies**

The NETLWDB and the CLEO will meet according to the following said strategies. The NETLWDB shall meet quarterly. NETLWDB sub-committees may meet as needed, contingent upon need for action to be taken by the committee. Meeting agendas will be set by the Chair of the

NETLWDB, with the opportunity for members of the Consortium of Local Elected Officials to provide input on agenda items, as applicable. At each quarterly meeting of the NETLWDB, the Board shall receive updated analytics to ensure that Board members and Local Elected Officials remain fully informed on programmatic and fiscal status. Reviews of sub-recipients, sub-contractor and WIOA partners will be included in the NETLWDB meetings, according to set agendas. Included in these reviews will be comparison of negotiated performance metrics with actual performance levels. These performance reports will be required of all WIOA titles and American Job Center partners. One of the quarterly meetings shall be designated as the Annual Meeting. An Annual Report shall be prepared which contains statistical, financial and anecdotal information to inform the NETLWDB and the Consortium, other stakeholders and the public as to the activities of the Consortium, the NETLWDB and AB&T. Said annual report shall be available in both electronic and hard copy formats. Special meetings of the NETLWDB may be called by the Board Chair in accordance with established Board Bylaws. In addition, periodic strategic planning sessions may occur to review program progress, sub-recipient and/or sub-contractor goal attainment, and related scorecard/dashboard information to promote joint review of emerging workforce needs and to propose strategies to address said needs. Meetings may take the form of face to face gatherings or may be conducted electronically through phone call, teleconference, email, webinar or other such electronic means as may be available. Further, the LEOs shall meet jointly with the NETLWDB at least annually during the fiscal year. If possible, a joint meeting of the Consortium and NETLWDB Executive Committee may occur for review of the NETLWDB budget.

#### **H. Local Plan Requirements**

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

#### **I. LWDB Budget**

The annual budget for the LWDA is prepared by staff to the board and is approved by the NETLWDB. Fiscal oversight and fiscal performance reviews shall take place throughout the year and shall occur on a quarterly basis. The Consortium of Local Elected Officials, led by the CLEO, shall review and approve the budget of the NETLWDB and of the Alliance for Business and Training/Grant Recipient/Fiscal Agent. Fiscal oversight will be conducted through multiple portals. The Fiscal Agent will report to the Consortium at each meeting, to the Executive Committee of the NETLWDB and to the full NETLWDB at each meeting of the Board. Information may include, but is not limited to, fund availability compared to funds expended; all dashboard information provided by TDLWD/State Workforce Board; expenditures, obligations and encumbrances; and other financial reports, as may be requested from time to time. Any

special projects identified by the NETLWDB and/or the Consortium or requests from external stakeholders may be reviewed by the NETLWDB sub-committees for submittal to the full Board and the Consortium for consideration. Fiscal accountability is documented by internal and external oversight processes. The Fiscal Agent undergoes an independent, external audit annually. Reports of the results of said audits will be reported to the Consortium and to the NETLWDB. The Consortium and NETLWDB will also receive all information received by the Fiscal Agent on results of TDLWD PAR reviews and all report card information provided to the TDLWD/State Workforce Board. Further, the Fiscal Agent will conduct internal fiscal monitoring and report the final results to the Consortium and to the NETLWDB.

**J. Selection of OSO and CSP**

Pursuant to WIOA §121 (d), the Chief Local Elected Official of the Consortium shall designate or certify One-Stop Operators (OSO) and Career Service Providers (CSP) in conjunction with the Local Workforce Development Board. Selection of said OSO and CSP shall be accomplished in accordance with the WIOA legislation, related Training and Employment Guidance Letters (TEGLs) as issued by the U.S. Department of Labor, in accordance with the Uniform Guidance, and in accordance with policies enacted by the TDLWD/State Workforce Board, which may from time to time be amended.

**K. Youth Council**

The NETLWDB shall utilize a Youth/Young Adult Committee. The NETLWDB shall elect the Chair of this Committee from among the Board's private sector membership.

**L. Accessibility Review**

The NETLWDB will review each American Job Center (AJC) annually in compliance with WIOA §188, if applicable, and provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities and/or limited English proficiency.

**M. Local Board Policy**

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

**N. Authorized Signatures**

The agreement is signed by the current CLEO and the LWDB Chair.

**O. Amendments, Change, or Election**

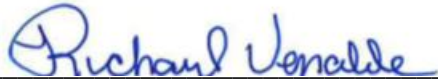
Amendments or changes to the agreement, notice of an election of a new LEO or CLEO, or notice of an election of a new LWDB Chair will be maintained at the LWDA Administrative Entity office and available for monitoring by the TDLWD.

If a new CLEO, LEO, or LWDB Chair is elected within the LWDA, the newly elected individual must submit to the LWDB a written statement acknowledging that he or she:

- Has read, understands, and will comply with the current Partnership Agreement; and
- Reserves the option to request negotiations to amend the Partnership Agreement at any time during the individual's tenure.

*(End of Document. Signatures on following page.)*

BY OUR SIGNATURES ATTACHED HERETO, WE HAVE READ, UNDERSTAND, AGREE AND WILL COMPLY WITH THIS PARTNERSHIP AGREEMENT:



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Chief Local Elected Official  
Richard Venable, Mayor  
Sullivan County  
3411 Highway 126, Suite 106  
Blountville, TN 37617  
423-323-6417  
[rvenable@sullivancountyttn.org](mailto:rvenable@sullivancountyttn.org)



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# NETLWDA Staffing Chart

