

Southern Middle TN Workforce Development Board
Program Year 2018-2020
Local Plan

Serving the Counties of Bedford, Coffee, Franklin, Giles, Hickman, Lawrence,
Lewis, Lincoln, Marshall, Maury, Moore, Perry, and Wayne



Public Listening Meeting
January 14, 2019 5:30p.m. –
6:30 p.m.

American Job Center – Lawrenceburg 702
Mahr Ave
Lawrenceburg, TN 38464
931-766-1405

Open for Public Comment December 28, 2018 – January 15, 2019
Submit comments or questions in writing to:
South Central TN Development District
Attn: Carl D. Sims II
101 Sam Watkins Blvd
Mt Pleasant, TN 38474
csims@sctdd.org

Any comments received in relation to the content of the Program Year 2018 - 2020
Local Plan will be addressed within the plan prior to submission to the TN Department
of Labor and Workforce Development (TDLWD).

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Operating Systems and Policies

A. Description of the One-Stop Delivery System

The one-stop delivery system provides an integrated service delivery by aligning staff by functional teams and also providing cross-training on all programs and services offered by the various American Job Center partners. The mission of the Southern Middle Tennessee Local Workforce Development Board (LSMWB) and its partners is to empower employers, individuals, and communities to prosper and grow the region's economy through a workforce development system that is inherently customer focused, seamless, efficient, transparent and financially accountable. The LSMWB delivers this through the American Job Center system providing high quality customer service to employers and job seekers. The LSMWB aligns its focus and vision with the Governor's goals:

1. Jobs and Economic Development Goal:
 - a) Identify, assess, and certify skills for successful careers
 - b) Promote economic development by connecting workforce development with job creation and growth
 - c) Increase employer engagement with the workforce development system
 - d) Expand programs of study that bring together a sequence of career-focused courses that start in high school and extend through college
 - e) Increase work-integrated learning

2. Education & Workforce Development Goal:
 - a) Leverage resources, including WIOA statewide and local funding and other non-WIOA funds, and partnerships across departments and programs to aid in developing more seamless paths from training into the workforce
 - b) Increase the number of credentials and certificates

3. Conservative Fiscal Leadership Goal:
 - a) Eliminating duplication and leveraging dollars to provide more opportunities to existing job seekers and the emerging workforce.
 - b) Improve job search and placement services for unemployed and underemployed workers
 - c) Establish cost-effective co-investment models, across government funding streams and other funding streams.

Promote business driven talent solutions that integrate education, workforce and economic development resources across systems to provide businesses, individuals, and communities with the opportunity to prosper and contribute to growing the state's economy.

Our Guiding Principles include:

- 1) Demand driven orientation
- 2) Strong partnerships with business at all levels
- 3) Career pathways to today's and tomorrow's jobs
- 4) Cross-agency collaboration and alignment
- 5) Integrated service delivery
- 6) Access and opportunity for all populations
- 7) Clear metrics for progress and success
- 8) Focus on continuous improvement and innovation

For the business customers, the Business Services Team and One-Stop Operator Manager work in tandem to refer business customers to the resources and partners that will best meet their needs. The development of community partnerships with other service providers, private businesses, and institutions of higher learning will ensure that referrals and placements are both consistent and reliable. Working with these partners and other core partners will further integrate services to ensure the best leveraging of resources and to prevent unnecessary service duplication. Referrals between partners may transpire through different means to include, but not limited to, warm hand-off, electronic communication/technology, social media, and telephone.

WIOA includes a requirement that partners dedicate funding for allowable infrastructure and other shared costs. (20 CFR 678.700 – 678.760) Each AJC partner financially contributes to the operations of the one-stop delivery system through an Infrastructure Agreement (IFA). All partner contributions are proportionate to the relative benefits received by the partner. Proportionate share, cost allocation methodologies, and any additional considerations are determined at AJC Partner Team meetings. Each partner must agree to costs determined for their share at these meetings and sign the IFA denoting approval. Actual costs are billed rather than estimated budgeted amounts. Actual costs are reviewed and if any changes need to be made for any partner, the IFA can be modified at the next scheduled AJC Management Team meeting.

Locations and Services:

The thirteen counties that make up Southern Middle include Bedford, Coffee, Giles, Franklin, Hickman, Lawrence, Lewis, Lincoln, Marshall, Maury, Moore, Perry, and Wayne.

Three Comprehensive AJCs in the area:

Maury County (Columbia)
119 Nashville Hwy., Suite 106
Columbia, TN 38401

Lawrence County (Lawrenceburg)
702 Mahr Avenue
Lawrenceburg, TN 38464

Coffee County (Tullahoma)
111 East Lincoln Street
Tullahoma, TN 37388

Six Specialized AJCs:

Lewis County (Hohenwald)
25 Smith Avenue
Hohenwald, TN 38462

Giles County (Pulaski)
125 North Cedar Lane
Pulaski, TN 38478

Marshall County (Lewisburg)
980 S. Ellington Parkway
Lewisburg, TN 37091

Bedford County (Shelbyville)
301 Colloredo Blvd.
Shelbyville, TN 37160

Franklin County (Winchester)
825 Dinah Shore Blvd
Winchester, TN 37398

Lincoln County (Fayetteville)
1437 Winchester Hwy.
Fayetteville, TN 37334

Three Access Point Centers:

Wayne County (Waynesboro)
100 Court Circle
Waynesboro, TN 38485

Hickman County (Centerville)
130 Progress Center Plaza
Centerville, TN 37033

Perry County (Linden)
113 Factory Street Ste. #1
Linden, TN 37096

The MOU also details the career services and other program services to be provided at, or through, each AJC. Services include:

1. Basic Career Services

- a. Job Center outreach, intake and orientation
- b. Initial assessment of skills levels (including literacy, numeracy, and English language proficiency)
- c. Labor exchange services
- d. Referrals to and coordination with other programs and services
- e. Provision of workforce and labor market employment statistics information
- f. Provision of information on ETP performance and related program costs
- g. Provision of information about local area achievement in performance measures and OSO performance
- h. Information and referrals to supportive services or assistance
- i. Provision of information and assistance regarding filing claims for UI

2. Individual Career Services

- a. Specialized assessments of skill levels/service needs of Adults/Dislocated Workers
- b. Development of an Individual Employment Plan (IEP)
- c. Group counseling
- d. Individual counseling
- e. Career planning
- f. Short-term pre-vocational services
- g. Internships and work experiences that are linked to careers
- h. Workforce preparation activities
- i. Financial literacy services
- j. Out-of-area job search assistance and relocation assistance
- k. English language acquisition and integrated education and training programs

3. Follow-up services – For up to 12 months after first day of employment. Follow-up services do not extend the date of exit in performance reporting.

Training Services

Training services are also available to WIOA participants who cannot find employment leading to self-sufficiency. Under WIOA, there is no requirement that a participant must receive career services prior to training services. However, at a minimum, to be eligible for training, an individual must receive an eligibility determination for training services. Training services may include: [Ref: WIOA 134(d)]

- Occupation skills training, including training for nontraditional employment
- On-the-job training
- Incumbent worker training
- Programs that combine workplace training with related instruction, which may include cooperative education programs
- Training programs operated by the private sector
- Skill upgrading and retraining
- Transitional jobs
- Adult education and literacy services, including activities of English language acquisition and integrated education and training programs
- Job readiness training
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of training

Business services are made available to employers through via the Business Services Team. These services consist of the following:

- a. Certain career services must be made available to local employers, specifically labor exchange activities and labor market information.
- b. Customized business services may be provided to employers, employer associations, or other organizations;
 - Customized screening and referral of qualified participants in training services to employers
 - Customized services to employers, employer associations
 - Customized recruitment events and related services for employers including targeted job fairs;
 - Human resource consultation
 - Services, including but not limited to, assistance with:
 - 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
 - Creating job accommodations and using assistive technologies
 - Explaining labor and employment laws to help employers comply with discrimination, wage/hour, and safety/health regulations
 - Customized labor market information for specific employers, sectors, industries or clusters
 - Other similar customized services.
- c. Local areas may also provide other business services and strategies that meet the workforce investment needs of area employers; Allowable activities, consistent with each partner's authorized activities, include, but are not limited to:
 - Developing and implementing industry sector strategies (including strategies involving industry)
 - Partnerships, regional skills alliances, industry skill panels, and sectoral skills partnerships
 - Customized assistance or referral for assistance in the development of a registered apprenticeship program

- Developing and delivering innovative workforce investment services and strategies for area
- Assistance to area employers in managing reductions in force in coordination with rapid response activities with strategies for aversion of layoffs which may include:
 - Strategies such as early identification of firms at risk of layoffs
 - Use of feasibility studies to assess the needs of and options for at-risk firms
 - Delivery of employment and training activities to address risk factors
- Assisting employers with accessing local, State, and Federal tax credits

On Demand Access - Required Career Services in Most Inclusive and Appropriate Setting and Accommodations

Coordinated services among all WIOA-funded workforce programs are necessary to achieve the level of integrated service delivery that WIOA embodies. This entails that all WIOA-funded workforce programs work collaboratively in partnership to optimize the quality of services provided. To assure a high-quality customer experience through aligned and integrated services and to improve service outcomes, the workforce partners in the Southern Middle Region commit to:

- Coordinating the “welcome function” through the OSO making sure the individual is warmly welcomed and offered a menu of the services available
- Sharing customer information and data by requesting the individual register at Jobs4TN.gov
- Closely planning and coordinating services to customers by referring customers to appropriate partners through a warm hand-off
- Training frontline staff to make them more knowledgeable about other workforce development programs and to improve the efficacy of referrals
- Planning and acting strategically based on a common understanding of regional economies, key sectors, workforce demographics and employer needs
- Leveraging program resources where possible to the mutual benefit of both customers and programs

One Stop Operator (OSO) Information:

South Central Human Resource Agency is the One Stop Operator for the Southern Middle TN Workforce Area. The appropriate procedures were followed in the procurement process as outlined in Workforce Services Guidance - One-Stop Operator and Career Service Provider Procurement. A Request for Proposal was posted for a designated time period, with public notice being provided through print media and/or electronic means, and with potential bidders being notified by email. Proposals received were evaluated by the Executive Committee of the LSMWB and a recommendation was made to the full Board. A contract was then entered in to between SCHRA for OSO and LSMWB. The contract outlines the scope of work of the OSO, including the methods for coordinating service delivery between the OSO and operators as: “The Grantee shall establish One-Stop Operator Services pursuant to 20 CFR 678.620(a), including at a minimum, the coordination of service delivery of the required One-Stop American Job Center (AJC) partners, and service providers. Additional roles of the OSO in Southern Middle include:

- Evaluate performance of the AJCs (as indicated in the Incentives and Sanctions Policy) and implement required actions to meet performance standards

- Evaluate various customer experiences (including but not limited to employer, job seekers, and partner staff)
- Ensure coordination of partner programs
- Act as liaison with the LWDB and One-Stop Center
- Define and provide means to meet common operational needs (e.g. training, technical assistance, additional resources, etc.)
- Oversee full implementation and usage of all State systems by all local areas
- Design the integration of systems and coordination of services for the site and partners
- Manage fiscal responsibility for the system or site
- Plan and report responsibilities to the LWDB
- Write and maintain business plan
- Market One-Stop Career Center services
- Facilitate the sharing and maintenance of data; primarily the site, with emphasis on the State system
- Integration of available services and coordination of programs for the site with all partners

The primary role of the OSO is to coordinate the service delivery of required one-stop partners and service providers resulting in a seamless customer flow based on customer's needs. Referrals and shared customer data will be utilized in facilitating co-enrollment of the customer.

B. Local Referral Process

The One Stop Operator oversees the referral process of customers within the AJC system and is tied directly to the AJC MOU which is the baseline agreement signed by all partners within the AJC system. All core and other program partners have agreed to the referral process, which enhances seamless services to customers and leverages funding and services available to business and job seekers. Referrals to on-site partners will be made using a warm hand-off. In order to track the referrals made among the partners, a referral form was developed and all partners are encouraged by the One-Stop Operator to utilize the form. The form may be completed electronically and emailed or faxed to partners who are not available on-site at the AJC, and the receiving agency is asked to complete and return the form.

Referral Tracking

Once a referral is made it is always useful to obtain customer feedback about the referral as well as feedback from each agency to which referrals are made. A follow-up call should be made to each to ensure the referral was effective. Discussion of next steps can also be discussed during this time. The MOU also establishes how referrals will be tracked.

Reasonable accommodations are provided for all aspects of a customer's experience in the AJCs, such as during referrals as well as during application/registration for, and provision of, aid, benefits, services, and training. Accommodations are made according to the individual's need in order to ensure that he / she receives equal benefits from the program or activity, will be able to compete fairly in educational work settings, and in general, to have an equal opportunity. To ensure that individuals with barriers to employment, including individuals with disabilities, can access available services the required partners will, as established in the MOU:

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

Auxiliary aids are available upon request to individuals with disabilities. Partners ensure that services are available to populations with barriers to employment by actively conducting outreach targeting these populations in coordination with one another. The customer will be referred to the most appropriate partner to provide services based on the customer's needs and available services. Targeted populations include, but are not limited to, the following:

- Displaced homemakers
- Low-income individuals
- Individuals with disabilities
- Older individuals
- Ex-offenders
- Homeless
- Youth who have aged out of foster care system
- Single parents
- Long-term unemployment individuals

C. Provision of Adult and Dislocated Worker Employment & Training Activities

Partners of the AJCs in Southern Middle are committed to aligning workforce programs and activities seeking the best employment and education opportunities for the job seekers in the area and to building the relationships with employers by providing the needed services. The WIOA Adult and DLW formula programs, in coordination with the Wagner-Peyser (WP), are pivotal pieces of the one-stop delivery system. The system provides universal access to career services to meet the diverse needs of Adults and Dislocated Workers. The Adult and Dislocated Worker programs are required partners in the one-stop delivery system. Adult and Dislocated Workers may access career services and training services in any AJC located in the Southern Middle TN area.

WIOA programs are required by law to provide a priority or preference for a particular group of individuals. All WIOA programs (Adult, DLW, and Youth) are required to provide priority of service to veterans and eligible spouses of veterans. The Adult program is additionally required to provide priority of service to public assistance recipients, other low-income individuals and individuals that are basic skills deficient, when providing individualized and training services. English Language Learners meet the criteria for "basic skills deficient".

Rapid Response activities are provided by the Business Services Team, a lead staff person receives WARN notification, contacts the employer to collect information and with partner collaboration puts together a team of appropriate staff and resources for a Rapid Response meeting. The purpose of this meeting and the orientations are to share information about available employment transition services for workers that have lost their jobs as a result of a layoff or facility closure.

The Rapid Response Team can help employees with job search assistance while also providing help to the employer by assisting in the management of the workforce reduction and transition of employees while ensuring stability in the community in a positive and productive way.

D. Youth Services

The Career Service Provider, South Central Human Resource Agency, in the Southern Middle TN area has the discretion to determine what specific program services a youth participant receives based on each participant's objective assessment and individual service strategy. It is not required to provide every program service to each participant; the following 14 services are made available to participants:

1. Tutoring, study skills training, instruction and dropout prevention services that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential. This includes secondary school dropout prevention strategies that keep a youth in school and engaged in formal learning or training
2. Alternative secondary school services, or dropout recovery services – Alternative secondary school services assist youth who have struggled in traditional secondary school education. Dropout recovery services are aimed at getting youth who have dropped out of secondary education back into a secondary school or alternative secondary school/high school equivalency program
3. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, which may include the following types of work experiences:
 - Summer employment opportunities and other employment opportunities available throughout the school year
 - Pre-apprenticeship programs
 - Internships and job shadowing;
 - On-the-job training opportunities
4. Occupational skills training, which 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, is an organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupation fields at entry, intermediate, or advanced levels. Occupational skills training must meet the following criteria:
 - Be outcome-oriented and focused on an occupational goal specified in the individual service strategy
 - Be of sufficient duration to impart the skills needed to meet the occupational goal
 - Lead to the attainment of a recognized postsecondary credential
 - Meet the quality standards in WIOA Section 123

5. Education offered concurrently with workforce preparation and training for a specific occupation or occupational cluster – This element refers to the concurrent delivery of workforce preparation activities, basic academic skills, and hands-on occupational skills training in a specific occupation, occupational cluster, or career pathway
6. Leadership development opportunities, including community service and peer-centered activities, encouraging responsibility, confidence, employability, self-determination, and other positive social behaviors
7. Supportive services that enable an individual to participate in WIOA activities
8. Adult mentoring for a duration of at least 12 months that may occur both during an after program participation
9. Follow-up services for not less than 12 months after the completion of participation
10. Comprehensive guidance and counseling provides individualized counseling to participants and may include drug and alcohol abuse counseling, mental health counseling, and referral to partner programs
11. Financial literacy education includes information and activities such as creating budgets, setting up checking and saving accounts, managing spending, understanding credit reports, and protecting against identity theft
12. Entrepreneurial skills training assists youth develop the skills associated with starting and operating a small business
13. Services that provide labor market information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services
14. Post-Secondary preparation and transition activities, which prepares youth for postsecondary education after attaining a high school diploma or its recognized equivalent.

LSMWB elected to adopt the waiver approval to move to 50% In-School Youth expenditure rate. With the continuation of the current Youth Policy, Southern Middle will expend 50% of youth funds on Out-of-School Youth and the other 50% of funds on In-School Youth.

The Career Service Provider (SCHRA) will provide incentives to youth who earn their High School Equivalency Diploma through the AE program as a motivational tool. A solid educational footing allows youth to become self-sufficient and opens the options for further education and training opportunities. The Board has Vocational Rehabilitation as a primary partner located in the AJC as well as a Ticket to Work Representative that can leverage funding and options to alleviate barriers to employment and education targeting those youth with disabilities.

School districts in the area offer some form of Career and Technical Education (CTE) or Career Pathway courses and the local AJC's provide support for these programs as needed. Dual enrollment courses are available in all schools so students can receive high school and college credit simultaneously. The TN Pathway program will also provide valuable assistance for school districts and their students to increase opportunities and guidance for students as they complete secondary schooling and transition to post-secondary schooling or jobtraining.

E. Services to Priority Populations

Per TEGL 19-16, Section 134(c)(3)(E) of WIOA, funding allocated to a local area for Adult employment and training activities, priority must be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient (BSD) for receipt of Individualized Career Services and Training Services. TEGL 19-16 also states that Veterans and eligible spouses continue to receive priority of service for all DOL-funded job training programs, which include WIOA programs.

Southern Middle's CSP works with AJC partners and staff to specifically meet the targeted populations' needs. This group includes veterans and spouses of veterans, low-income individuals, basic skills deficient persons, Adults and Youth with disabilities, and individuals who are re-entering society following incarceration. Specialized training has been developed on assisting individuals of diverse geographic and demographic populations consisting of rural and urban communities veterans, recipients of public assistance, other low-income individuals, and individuals who are basic-skills deficient. Services to eligible WIOA Adult Program participants will be provided in the following order:

- a. First, to Veterans and eligible spouses of Veterans who are:
 1. Recipients of public assistance
 2. Low-income, or
 3. Basic skills deficient
- b. Second, to individuals who are not Veterans and eligible spouses of Veterans but are:
 1. Recipients of public assistance
 2. Low-income, or
 3. Basic skills deficient
- c. Third, to Veterans and eligible spouses of Veterans who are not:
 1. Recipients of public assistance
 2. Low-income, or
 3. Basic skills deficient
- d. Fourth, groups established by the Governor and/or Local Board. The following populations experiencing barriers to employment are specifically targeted for services and must be provided priority for training activities per TDLWD Workforce Services Guidance/MOU/IFA:
 1. Individuals with significant barriers to employment
 2. Displaced homemakers
 3. Individuals with no high school diploma
 4. Individuals who are homeless
 5. Unemployed individuals, including long-term unemployed individuals who have low literacy levels
 6. English language learner individuals
 7. Individuals with disabilities, including youth with disabilities
 8. Eligible migrant and seasonal individuals
 9. Individuals re-entering the workforce
 10. Older individuals
 11. Single parents (including single pregnant women and non-custodial parents)
 12. Native Americans, Alaskan Natives, and Native Hawaiians
 13. Veterans

14. Youth who are in, or have aged out of, the foster care system
15. Individuals facing substantial cultural barriers
16. Individuals within two years of exhausting lifetime eligibility under Part A of the Social Security Act 13

How Local Board Will Determine Priority Populations and How to Best Serve Them:

The Workforce Development Board along with the CSP addresses the needs of individuals with multiple barriers to employment, specifically low-income individuals, basic skills deficient individuals and veterans. Even though these 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 dropouts and migrant and seasonal farm workers to assure their personal and professional goals are met as well.

F. Training Services

An Individual Training Account is the mechanism by which payment for training services is made. Individual training accounts allow Adults, Dislocated Workers and Out-of-School Youth to purchase training that will assist them in obtaining self-sufficient employment. Priority of services will be observed when providing ITA. Local policy defines an ITA to include the cost of tuition, books and fees. Tools, uniforms, supplies, and supportive services are not included in the ITA.

- They must meet provisions of WIOA eligibility regulations
- They must have been interviewed, evaluated, and assumed by a career specialist and be determined to be in need of training services. They must also have the skills and qualifications needed to successfully complete the selected training program.
- They must select a program of training that is directly linked to employment opportunities in the local area as demonstrated by labor market information. If the training area is not high growth, a letter must be obtained from an employer stating that the customer will be hired upon successful completion of training or the client must agree to re-locate to a high growth area for the type of training which is being funded in order to obtain employment after training is completed.
- The training provider must be included on the state-approved list.
- The customer must be unable to obtain grant assistance from other sources or need assistance beyond what is available to pay for the cost of training.
- A customer must apply for federal financial aid before being granted an ITA since WIOA funds are to be utilized as "last source".

Contracts for services may be used instead of an ITA only when one or more of these exceptions apply:

- The services provided are OJT, customized training, incumbent worker training, or transitional jobs;
- The Board determines that there are an insufficient number of Eligible Training Providers in the local area to accomplish the purpose of a system of ITA;
- The Board determines that in the area there is a training-services program of demonstrated effectiveness offered by a community-based organization or other private organization to serve individuals with barriers to employment;

- The Board determines that the most appropriate training could be provided by an institution of higher education to train multiple individuals for jobs in sector-demanded occupations, provided this does not limit customer choice;

G. Customer Choice in the Selection of Training Programs

Information on local training providers and programs is included on Jobs4TN.gov. Eligible training providers are listed on the Eligible Training Provider List (ETPL). All AJC customers may access this information, regardless of how training services are to be provided. The selection of training services should be conducted in a manner that maximizes customer choice, is linked to in-demand occupations, informed by the performance of relevant training providers, and coordinated to the extent possible with other sources of assistance (see WIOAsec. 134(c) (3)). Each individual that aspires to attend additional training goes through a series of assessments via their case manager that points them into a direction for success and alignment into the correct career pathway. The final career decision is up to the customer, but through case management guidance and analysis of ETPL programs, the customer is able to make informed decisions in their choice for aligned training when launching new careers.

H. Continuous Improvement of Eligible Providers

The Training Provider must initiate applications for initial eligibility by completing an online New Provider Application. The online application is first submitted to the LSMWB for verification of completeness. The LSMWB must verify that the provider is in compliance with all Tennessee regulations pertaining to training authorization. Providers must supply any additional supplemental information requested by the LSMWB to assist in the initial eligibility decision. Applications must be presented in the time and manner determined by the LSMWB.

The LSMWB ensures that 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 and 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 board. To ensure the performance, effectiveness and continuous improvement of the LSMWB's service providers, its AJC delivery system and fiscal responsibilities, the LSMWB 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

I. Provision of Transportation and Supportive Services

The LSMWB recognizes that Supportive Services are limited and must be leveraged with other partner resources. Supportive services should only be provided when the services are not available elsewhere, since WIOA is considered funding of last resort. Funds allocated to a local area (WIOA Section 133) may be used to provide supportive services to Adults and Dislocated Workers who: (1) Are participating in programs with activities authorized in WIOA Section 134(c)(1)(A)(ii) or WIOA Section 134(c)(1)(A)(iii); (2) Have exited and need post-program support services as follow-up (for up to 12 months after exit); and (3) Are unable to obtain such supportive services through other programs providing such services. Supportive services for youth, as defined in WIOA Section 3(59), 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. The participant's need for services will be documented in the case file; participants enrolled in individualized career or training services and must demonstrate need in the Individual Employment Plan or Individual Service Strategy. Support services activities and supporting case notes will be entered into VOS by AJC staff. The One-Stop Operator and Service Providers shall ensure procedures are in place to coordinate support services through community partner referral to avoid duplication of support services. Allowable and unallowable support services are outlined in the attached Supportive Services policy.

Vision, Goals, and Implementation Strategies

A. Access to Employment, Training, Education, and Supportive Services

The Southern Middle Local Workforce Board focuses on building a successful workforce development system that supports business growth and competitiveness, centers on the skill sets needed in the local labor market, and how workers can obtain these skills through education, training and job retention and succession with an emphasis on Career Pathways. The AJC partners, led by the board's vision, are committed to their roles as the leaders in local and regional economic and workforce development. AJC services are delivered through the three Comprehensive Centers, six Specialized Center locations, three Access Point locations, and the use of the Mobile AJC. Partners braid and leverage partnership services to create services throughout Southern Middle TN. This supports the Tennessee's workforce development vision and strategies. The AJC One-Stop Delivery System promotes continual skill gains, wage progression, retention, advancement and/or rapid re-employment services and personal development activities.

The LSMWB is committed to working with our core program 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 our 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

To measure our effectiveness in expanding access to services, the board will analyze OSO and AJC partner reports as outline in the MOU and sub-recipient contracts, and will make recommendations for continuous improvements.

Members of the Business Services Team also conduct outreach in order to educate employers on the services available through the AJC designed, with employers' input, to meet their needs and support talent development. Coordination between training institutions, funding sources, the LSMWB, and employers ensures that training is available for in-demand occupations in the local area, current and prospective students are aware of various resources for funding training, including those offered by the partner programs, and that resources are leveraged through co-enrollment and referrals to eliminate duplication.

By supporting strategies under the Governor's Drive to 55 initiative to align education and training with the needs of business and industry and assisting individuals in accessing training opportunities, the LSMWB is working towards achieving the initiative's goal of 55% of Tennesseans earning a postsecondary credential by 2025. Strategies to improve access to activities leading to a recognized postsecondary credential, academic or industry recognized, thereby prepare workers for in-demand industry sectors and occupations include:

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

Education and training services offered include:

- Needs-Based Scholarships for Postsecondary Training
- Transportation Stipends for Postsecondary Training and Work Experience
- On-the-Job Training and Incumbent Worker Training Grants
- Apprenticeship Programs

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

While brick-and-mortar AJCs are valued for cost effectiveness, availability of resources to customers, and visibility in the community, Southern Middle also recognizes the need to bring the services to the customers who may not be able to visit the established AJC given the large service area and transportation barriers. In order to bring the services to the people, the TDLWD's Mobile AJC is utilized to serve remote areas and individuals who are unable to commute to one of the AJCs in the region. A Title I staff member has been assigned to coordinate with the Mobile AJC staff to ensure staff from the Title I partner attend Mobile AJC events, providing customers with access to all AJC services. Jobs4TN also allows jobseekers and employer customers to remotely access secure, web-based AJC services such as labor market information, unemployment insurance, and mediated labor exchange.

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

B. Business Service Strategy

Developing career pathways in a demand-driven system will require strong partnerships with the area partners and organizations who serve persons with disabilities and other populations with barriers to employment. Working with businesses who have a history of working with persons who have barriers will assist 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 for our students, job seekers and workers, including those facing multiple 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 leading to a recognized post-secondary credential, including a credential that is an industry-recognized certificate or certification, portable, and stackable as well as expanded Work-Based Learning opportunities. In the end, the focus is strengthening companies, strengthening communities and thus strengthening individuals.

The Business Services Team will also assist in identifying and meeting the needs of local employers in existing and emerging industries and occupations by building relationships through local and regional initiatives, identifying means of addressing human resources needs, and promoting and facilitating the use of AJC services such as On-the-Job Training grants, customized training opportunities, industry and sector strategies, apprenticeships, and the availability of Incumbent Worker Training grants. Other services provided to new and prospective companies by the Business Services Team and American Job Center Partners include:

- Pre-screening Applicants – Analyzing and pre-screening job applications based on minimum requirements, then referring qualified candidates to various pre-employment assessments.

- Job Fairs – Facilitating, organizing, planning and finding qualified labor for open positions, including joint job fairs across the region.
- Labor Market Information – Labor Market FAQs can be found on www.Jobs4TN.gov - an online resource that provides access to a wide variety of information about jobs in the local area, such as the average wages for jobs in an area, the occupations predicted to have the most future job openings, the salary expectations for specific occupations, and county unemployment rates.
- Virtual American Job Center – Using the Jobs4TN online website to connect employers to job seekers by listing job orders and making coordinated referrals based on job descriptions.
- On-the-Job and Incumbent Worker Training – Educating employers about the availability of OJT and IWT funds to assist in upgrading skills of new and existing employees.
- Unemployment Insurance (UI) Services – Using Jobs4TN to report layoffs and closures, workers to file claims, job search, and complete weekly certifications, and connect to programs for UI recipients including Re-Employment Services Eligibility Assessment (RESEA).

C. Coordination of Education and Workforce Development Activities

Education plays a key role in the development and the delivery of the skills required with the workforce. The LSMWB is involved in matching that skill set to employers in a variety of ways. The Board is aligning educational opportunities to meet the business and industry needs that are in demand and growing. Educational fields such as advanced manufacturing, health care, information technology, transportation and logistics are all targets for job seekers and targets for investment of Board resources. These are delivered through our educational partners such as the Tennessee Colleges of Applied Technology as well as the Community Colleges. Scholarships in the form of Individual Training Accounts are awarded within these high demand fields that link to career pathways within the field.

The LSMWB also takes advantages of initiatives, such as TN Pathways, to collaborate with workforce, education, training, and employer partners. The TN Pathways initiative supports alignment among K-12, postsecondary education, and employers across the state so that students have a clear and guided pathway to gain the knowledge and experience needed to move seamlessly into the workforce. TN Pathways directly supports the Drive to 55 goal to equip at least 55% of Tennesseans with a college degree or certificate by 2025 through:

1. High-quality college and career advisement throughout K-12;
2. Rigorous early postsecondary and work-based learning opportunities in high school;
3. Seamless vertical alignment between K-12, postsecondary programs, and career opportunities as a result of effective partnerships among school districts, higher education institutions, employers, and community organizations.

The board will partner with the Southern Middle TN Pathways Regional Coordinator to certify pathways in at least 10 high schools and work to have a majority of graduates earn a postsecondary credential. Tracy Whitehead, who is the TN Pathways Regional Coordinator for the Southern Middle region, has agreed to be a member of our Youth Committee for the local Southern Middle Workforce Board.

D. Coordination of Core and Other Workforce Development Programs

The LSMWB with the direct assistance of the Title I- IV partners as well as other community-based organizations has developed a linked American Job Center system that focuses on solid business principles, professional staff and effective partnerships to ensure business and job seekers receive high quality services. All of the partners have entered into a MOU, including programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006. This leverages resources, eliminates duplication of services and streamlines functions. Through this agreement, funds are braided between the four core partners and others such as TAA, SNAP, RESEA, NCOA, SCSEP, DVOPs, and LVERs. The delivery is through an integrated three-team function of the Welcome, Career Service and Business Service Teams.

Performance Goals and Evaluation

The LSMWB will follow the factors developed by the State Board, communicate a vision, build strategic partnerships, and keep the local workforce system accountable.

The LSMWB's vision, developed through strategic planning with workforce system stakeholders, is for Southern Middle Tennessee to be an area where business and industry thrive based on the availability of a skilled workforce and a robust talent pipeline, and where increasing wealth fuels prosperous communities and a high quality of life. To achieve this vision, the LSMWB focuses on aligning resources and partners to support key priorities.

Regionally, the Regional Planning Council, including representatives from all of the core partners, develops the Regional Plan which includes methods for enhancing services. The cooperation of the leadership of the core partners is echoed among front-line staff at the AJC who implements the vision and directives of the LSMWB and Regional Planning Council by striving to align by functional purpose and thereby avoiding program silos. Furthermore, the LSMWB collects and analyzes data to evaluate the one-stop system. The AJCs utilize the Virtual One-Stop (VOS), or Jobs4TN, in order to collect, measure, review, and analyze data, including data regarding required performance measures. The system also allows for data regarding caseloads, center traffic, case notes, exit status, and other items to be generated into reports for specified time periods, which are shared with staff and stakeholders. Customer surveys including an AJC Survey are also utilized to gather data regarding customers' experiences in the AJC. Survey results are analyzed to determine if changes or improvements are needed in the AJC. When conducting Rapid Response activities, a Needs Survey is also utilized to ensure the needs of the affected workers are understood and the Center is prepared to meet them accordingly. By fulfilling these three critical roles as described above, the LSMWB will achieve its mission of developing a quality workforce system to meet the needs of area employers and job seekers.

With historically higher unemployment rates than the rest of TN, high poverty rates, and low educational attainment in the area, the AJCs in Southern Middle TN serve many customers experiencing barriers to employment, requiring staff in the AJCs to be knowledgeable of partner programs and community resources and are prepared to help customers in successfully utilizing AJC services. Populations with barriers, typically served through the Welcome Function and / or

Career Development Function, often need staff assistance to address barriers such as lack of transportation, childcare, healthcare, education, and/or work ethic and become self-sufficient. Given the many needs of populations with barriers, specialized programs such as Re-Employment Services and Eligibility Assessment (RESEA) and Supplemental Nutrition and Assistance Program (SNAP E&T) are also incorporated into the AJCs to serve populations typically faced with multiple barriers. Because customers often need guidance and encouragement to take the next step in utilizing such resources, AJC staff must be sensitive to, and understanding of, the unique needs of the customers they serve, including the job seeker and employer. Members of the Career Development Team and Business Services Team work together to meet both the needs of job seekers and the needs of employer by assisting job seekers in attaining the skills necessary to meet the job requirements of local employers.

A. Projected Local Service Levels - Annual

LSMWB plans to perform as a highly efficient and effective workforce area within the state. It does so through strong partnerships and a vision designed to provide necessary services for businesses and job seekers while leveraging resources from stakeholders and partners. LSMWB and the Chief Local Elected Official adopted the state performance goals listed below in Negotiated Local Levels of Performance. LSMWB projects to maintain the local service levels listed below by AJC for the PY2018 2019 year.

Bedford	Coffee	Franklin	Giles	Lawrence	Lewis	Lincoln	Marshall	Maury
1581	8403	692	6607	9433	526	---	1876	15,472

B. Negotiated Local Levels of Performance

LSMWB's negotiated performance targets for PY 2018-2019 were negotiated November 16, 2018 (see below). These performance targets were based on the new WIOA metrics and are focusing on employment rate, 2nd and 4th quarter after customer exit, and all funding sources. In addition, for adult and dislocated worker funding the metrics include median earnings in the 2nd quarter after customer exit. Also new to the performance targets in all funding sources is measurement of credential attainment within four (4) quarters after customer exit. Not included in the negotiated performance targets for PY 2018-2019, but will be part of future negotiations are the measurable skill gains and effectiveness in serving employers.

Tennessee		
Adult		
<i>Federal Performance Indicator</i>	<i>Agreed upon outcome PY 2018</i>	<i>Agreed upon outcome PY 2019</i>
Employment Rate 2nd Quarter After Exit	83.0%	83.5%
Employment Rate 4th Quarter After Exit	83.0%	83.5%
Median Earnings 2nd Quarter After Exit	\$6,633	\$6,650
Credential Attainment within 4 Quarters After Exit	58.0%	59.0%
Measurable Skill Gains		
Dislocated Worker		
<i>Federal Performance Indicator</i>	<i>Agreed upon outcome PY 2018</i>	<i>Agreed upon outcome PY 2019</i>
Employment Rate 2nd Quarter After Exit	81.0%	82.0%
Employment Rate 4th Quarter After Exit	81.0%	82.0%
Median Earnings 2nd Quarter After Exit	\$6,900	\$7,000
Credential Attainment within 4 Quarters After Exit	68.5%	69.0%
Measurable Skill Gains		
Youth		
<i>Federal Performance Indicator</i>	<i>Agreed upon outcome PY 2018</i>	<i>Agreed upon outcome PY 2019</i>
Employment or Ed. Enrollment Rate 2nd Quarter After Exit	79.0%	79.5%
Employment or Ed. Enrollment Rate 4th Quarter After Exit	75.0%	76.0%
Median Earnings 2nd Quarter After Exit	NA	NA
Credential Attainment within 4 Quarters After Exit	70.0%	72.0%
Measurable Skill Gains		

C. Performance and Effectiveness of the Local Fiscal Agent

In accordance with WIOA Section 107(d)(12)(B)(i)(II) SCTDD, has been selected as the local fiscal agent for the WIOA grant funds by a Consortium of Chief Elected Officials (CEO). According to the agreement between the Local Elected Officials and LSMWB, as the selected fiscal agent entity, the SCTDD's responsibilities include:

- Ensuring fiscal integrity and accountability for expenditures of funds in accordance with Office of Management and Budget circulars, WIOA and corresponding Federal Regulations and State Policies;
- Maintaining proper accounting records and adequate documentation;
- Conducting financial monitoring of service providers;
- Ensuring independent audits of all employment and training programs

The LSMWB Fiscal Agent uses a comprehensive program monitoring process to measure the effectiveness of the One Stop delivery system. Each partner's ability to contribute to the system in a manner that increases the likelihood of a positive outcome for every participant is vital to the overall success of the system. Assuring the programs and services meet the needs of each participant, each contracted service provider (not ITA vendors) is reviewed annually to measure the program content, delivery of the content and satisfaction of enrollees. The Fiscal Agent monitors to assure that all dollars allocated within the workforce delivery system are managed with prudence and provide the most efficient and effective delivery of services. For contracted service providers the fiscal agent will utilize State of Tennessee System Virtual One-Stop (VOS) to measure the completion rates, credential/ certificate attainment rate, entered employment rates and earnings. This unique tool allows for a more timely view of participant performance allowing for adjustments in strategies to achieve the negotiated performance levels if needed as well and provide for continuous improvement of the providers and the delivery. Yearly independent audits are performed by private auditing firms as well as yearly monitoring by the Tennessee Department of Labor & Workforce Development's Performance Accountability Review (PAR) team.

Eligible provider's performance and effectiveness is measured on a contract by contract basis. Each contract's compliance is reviewed and measured to ensure that performance criteria are being met. At least one (1) internal monitoring visit is conducted for all contracts and will measure compliance and insure that contract expectations are fulfilled.

D. Performance of the AJC Delivery System

Performance Standards are reviewed monthly using VOS reports. Workforce Dashboard is shared with partners to demonstrate referrals, collaborations, and service delivery to customers. Regular partner consortium meetings are held to review the dashboard numbers and quarterly IFA reports. Dashboard information is shared with our local board and posted to <http://www.schra.org> for partners and the general public to view. Performance and effectiveness results are used in the continuous improvement process within the AJC system. AJC staffs utilize work experience and volunteer programs available through partner programs such as Temporary Assistance for Needy Families (TANF) and the Senior Community Service Employment Program (SCSEP), and sometimes hire part time staff to assist in delivering services if needed. The AJC focuses on streamlining and maximizing services to ensure all provisions under WIOA are implemented.

F. WIOA Common Measure

Per the U.S. Department of Labor Employment and Training Administration's WIOA Performance Related Frequently Asked Questions (FAQ), under the WIOA, the four core partner programs have common performance measures. Additionally, other programs authorized under WIOA are required to report on the same performance indicators.

Technical Requirements and Assurances

A. Use of Technology in the One-Stop Delivery System

The Board through its network of 9 American Job Centers and 3 AJC Access Points utilizes the state web based Virtual One Stop (VOS) system for comprehensive information gathering and reporting. Each center is set with a VOS Greeter to track the numbers of clients visiting the AJC system. The One Stop Operator then conducts monthly analysis of traffic flow and services rendered via staff, and other means to leverage internal office resources to meet needs of current and future customers. The OSO then develops a dashboard based on VOS data and reports monthly with Quarterly reporting to the Board for center traffic reports and activities. The dashboard based on VOS reporting also tracks Performance measures, Partner referrals/co-enrollments, Business Services updates, and Reconnect numbers. The VOS system is currently expanding and additional partners and capabilities are being added each quarter via the Department of Labor. All centers are electronically linked with data and reports that are run via VOS. The Mobile Career Coach, when utilized, also shares data of services rendered into VOS for tracking and resource placement and tracked on dashboard report.

B. Physical Accessibility

All American Job Centers have been certified by the state Department of Labor and Workforce Development as well as the State Workforce Board. The certification requires an extensive evaluation via state Policy 18-3 that requires an accessibility evaluation by a Vocational Rehabilitation Representative who conducts a thorough analysis of physical accessibility of the building as well as accessibility to resources and disability training to staff. VR is represented on the LSMWB as well as being a physical partner in each of the four Comprehensive Centers and all AJC's are devoted to accessibility based upon WIOA SEC 188, and all centers have passed certification as well as the external VR inspection. Staff conducts spot training to other staff partners on such areas as disability etiquette. DVOP staffs are available throughout the system to assist veterans with disabilities and all staff has been trained to assist veterans with disabilities if DVOP is not available. An array of electronic devices is available for those with some physical disabilities to better access information, assistance and educational opportunities.

C. Fiscal Management

SCTDD was selected by the Chief Local elected Official via the Interlocal Agreement as the Fiscal Agent and Administrative Entity for the Board and to act as the sub recipient. The Fiscal Agent has signed the agreement and understands the responsibilities and liabilities of the role as the sub recipient as described in WIOA Section 107(d)(12)(B)(I)(II). All contacts between the CLEO and Fiscal Agent have clear defined roles and responsibilities and follow the functions of 20 CFR 679.420. The LSMWB follows the procurement of goods and services obtained with WIOA funds, as set forth in the requirements provided by the Office of Management and Budget, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for

Federal Awards Final Rule Title 2 of the Code of Federal Regulations 2CFR200. The attached Procurement Policy is the guidance followed by the LSMWB and will remain consistent with WIOA sections 107 and 121 as well as being in agreement with the CLEO in his selection of the One Stop Operator and the Title I Career Service Providers. The LSMWB will issue a Request for Proposal and conduct the outreach and handle proposals for the Board's One Stop Operator and Career Service Provider. The RFP will follow guidelines of the procurement policy as well as WIOA section 121 and applicable TN Sunshine Laws and state policies. The selected contractors by the Board will enter into contracts with the Fiscal Agent. The Board, via the One Stop Operator and Career Services Provider tracks MPCR and reports outcomes to the Operations Committee of the Board.

D. Transfer of Title I Workforce Funds

According to WIOA Section 133, the Board may transfer up to 100% of the funds between the Adult allocation and the Dislocated Worker funding allocation. The request to transfer these funds must be based on areas such as, but not limited to; current labor market information, performance data, comparison and analysis of adult priority of service population compared to dislocated workers either long term unemployed or mass layoffs, recruitment efforts within the AJC system or average cost per participant. The transfer request once motioned by the operations committee of the Board then goes to the full Board for approval. The Board can also use no more than 20% of its funds to pay for shared costs of Incumbent Worker trainings according to WIOA section 134(d)(4)(A)(i). For the Board to authorize these funds for Incumbent Worker training the Board takes into account factors such as the employer's competitiveness, characteristics of the employees to be trained, the wage and benefits to the employees and other factors. The guidance the Board uses for Incumbent Worker Training is found in policy of the Board entitled Consolidated Business Grant Policy, which outlines Apprenticeship, OJT and IWT programs that the Board may/may not authorize.

E. Cooperative Agreements

The LSMWB maintains the Interlocal Agreement to include Addendum One and Partnership Agreement with the 13 County Mayors/ County Executives. The American Job Center Partners via the MOU and Infrastructure Agreement, its subcontractors as well as the subcontractor agreements such as South Central Human Resources Agency (SCHRA) delivering seamless services to the job seeker as well as business and industry. Cross training of staff in all centers, and information sharing is conducted by the One Stop Operator during meetings and Quarterly AJC Partner meetings.

F. Title VI Training

The One Stop Operator as well as the Career Service Provider staff has attended Title VI training. Members of the LSMWB are aware of the requirements to ensure that providers of services throughout the AJC system are trained, but not limited to, areas such as EEO, Conflicts of Interest, and Title VI.

https://www.youtube.com/watch?v=MU_SfdA6E5w&t=36s

https://www.youtube.com/watch?v=Su_SRI6APU4&t=7s

<https://www.youtube.com/watch?v=yipxEyr35Qw&t=4s>

New Plan Element – Workforce and Correction Partnership

Workforce and Correction Partnership

The State Workforce Board has entered into a formal partnership with the Tennessee Department of Correction (TDOC), with the goal of improving labor market outcomes of the state's formerly-incarcerated population, often known as justice involved. This partnership seeks to provide the state's nine (9) local workforce areas with resources that will enable regions to better serve the formerly-incarcerated by fostering partnerships between Local community- based organizations (CBOs), faith-based organizations (FBOs), labor organizations, vocational training providers, and social enterprises that serve the formerly incarcerated and justice- involved individuals.

LSMWBs Goal is to provide career services to eligible formerly incarcerated and justice-involved individuals to attain self-sufficient wages by working through a community network to assist in recruitment, enrollment, support services, training, job search and placement and follow-up services providing a network of community assistance in order to provide local employers with the skilled employees to fill the current gap.

A. Local Board Partnerships

The LSMWB supports the goal of improving labor market outcomes of formerly-incarcerated population often known as justice involved. To do so, the LSMWB will continue to establish or enhance partnerships with re-entry service providers, parole and probation field offices, employers, community-based organizations, faith-based organizations, labor organizations, vocational training providers, and social enterprises that serve the formerly incarcerated and justice-involved individuals. The LSMWB recognizes the value of all partners, especially community and faith-based organizations who have firsthand expertise in understanding and providing impactful services to the re-entry population. The One-Stop Operator (OSO), on behalf of all partners of the AJC, will reach out to the various organizations that can assist in this effort. The LSMWB and AJC are actively working with local Sheriffs and county jails in seven of the eight counties to provide re-entry services for currently incarcerated inmates to ensure a smooth transition into the labor force upon release. The jails offer a network of community-based organizations already working with inmates for transition into society. By coupling these efforts, justice involved individuals will have a much better chance for success and reduce the recidivism rates for this population. The programs vary to meet the needs of the area and provide seamless, integrated and effective services to both current justice-involved individuals and those formerly incarcerated. Although the AJC OSO can arrange for partners to provide basic career services, including, but not limited to, labor market information, career pathway guidance, and job search assistance, etc., the LSMWB also recognizes that justice-involved individuals may need mental health and faith-based programs. The OSO will seek to coordinate with community-based organizations currently working with justice involved individuals to blend and braid services. Additionally, the OSO will seek out new community-based organizations to provide any void in services.

B. Assessment of Need and Population Size

Overview of Size and Demographics of Supervised Population.

The following information was included in the TN Jail Summary Report, October 2018, as of October 31, 2018 – One Day Snapshot.

Assessment of the Types of Services Needed

In addition to the traditional career services offered by AJC partners, employing individuals with barriers requires “specific” skills and experience to get a job and soft skills to keep that job. Title I partners can provide ITAs and supportive services for occupational skills training. LSMWB partners with area employers and the TCATs to try and understand and meet the needs of the manufacturing industry.

Number of Individuals Released Annually from State Prison

According to the TN Department of Correction Fiscal Year (FY) 2018 Statistical Abstract, releases increased by 423, or 3.2%, from FY 2017 to FY 2018. In FY 2018, there were 13,538 releases. Of those, 2,428 were released from local jails for reasons other than death. Also in FY 2018, 24,323 individuals were admitted to probation, parole, or community corrections while 23,792 individuals were released from community supervision.

C. Services – Who, What, When and How of Alignment

Existing and Prospective Partnerships to Coordinate Re-Entry

We are currently making improvements to our re-entry program due to high cost with poor performance metrics from prior program year. We also maintain a close relationship with all partners and share information with them on a regular basis. In several counties we have prospective employers and are working with them to provide a list of employers that have agreed to work with our formerly-incarcerated population. LSMWB also partners with Christine Hopkins with Middle Tennessee Rural Reentry program funded by Second Chance Act grant in Franklin County providing job readiness, job placement assistance, technology skills training and Moral Reconciliation therapy. Second Chance Re-Entry is looking to expand into additional counties in our region. Adult Education and partner staffs work hand in hand to provide HiSET training and testing as well as job readiness to incarcerated youth and adults at Maury County jail. Adult Ed services are also provided at all county jails, except Moore County. A Jail Transition Coordinator is located inside the Maury County Jail to assist inmates in preparing for release into the workforce and connecting certain inmates with employers to secure work release positions in an effort to maintain employment once released and refers inmates soon to be released to the local AJC’s for job placement services.

Current Level of Service and Plans to Modify

The Southern Middle TN region has been working with justice involved programs where multiple barriers await a justice involved individual as he/she tries to transition back into the workplace and keep their life on track. Through current efforts, the LSMWB has found the timing of release to be a real issue. Most jails will not release them unless they have a “plan” for housing and a job. Generally, the faith-based and community-based organizations work with them on housing for a very short period of time. Title I can provide transportation for schooling and work experience, but only for an approved period of time. Referrals are made to TANF for childcare. Title I can also provide tools and uniforms and other work-related expenses. LSMWB’s local plan based on contract with TDOC plans to refer to SCATS to provide transit services to the formerly-incarcerated population selected by TDOC for the following purposes:

- Attending job interviews or to go to their set employment location.
- Attending substance abuse treatment or programming sessions that are required as part of their supervision conditions established by either TDOC or the Courts.
- Attending education courses (high school equivalency classes)
- Under certain circumstances, the formerly-incarcerated population requiring emergency medical or regularly scheduled medical treatment appointments at the discretion at the TDOC

Outreach and Recruitment Strategies & Collaboration with Parole and Probation Partners

Outreach and recruitment of participants from local parole and probation partners are referred to our AJCs to receive services. We also work with the county mayors, sheriffs, Business Service Team, AJC Partner staff and training providers to continue to develop services that meets the needs of the our formerly-incarcerated population.

Intake and Case Management Needs

Case Managers work closely with all applicants to obtain current information about the education and training they have received. The LSMWB acknowledges that those who haven't received education and training during incarceration often have more difficult time providing information to help build the best employment plan possible. Case Managers will assist the justice involved individual by reaching out to Probation and Parole or directly to the facility or training provider to gather the information, such as transcripts of credentials.

Felon Inmate Admissions by County of Conviction: FY 2018						
County	TDOC		Local		System–Wide	
	#	%	#	%	#	%
Bedford	142	1.3%	0	0.0%	142	1.1%
Coffee	148	1.4%	3	0.2%	151	1.2%
Franklin	75	0.7%	1	0.1%	76	0.6%
Giles	56	0.5%	0	0.0%	56	0.4%
Hickman	36	0.3%	0	0.0%	36	0.3%
Lawrence	70	0.6%	0	0.0%	70	0.5%
Lewis	22	0.2%	0	0.0%	22	0.2%
Lincoln	85	0.8%	0	0.0%	85	0.7%
Marshall	57	0.5%	0	0.0%	57	0.4%
Maury	161	1.5%	1	0.1%	162	1.3%
Moore	16	0.1%	0	0.0%	16	0.1%
Perry	15	0.1%	0	0.0%	15	0.1%
Wayne	72	0.7%	0	0.0%	72	0.6%
Total	10,867	100%	1595	100%	12,789	100%

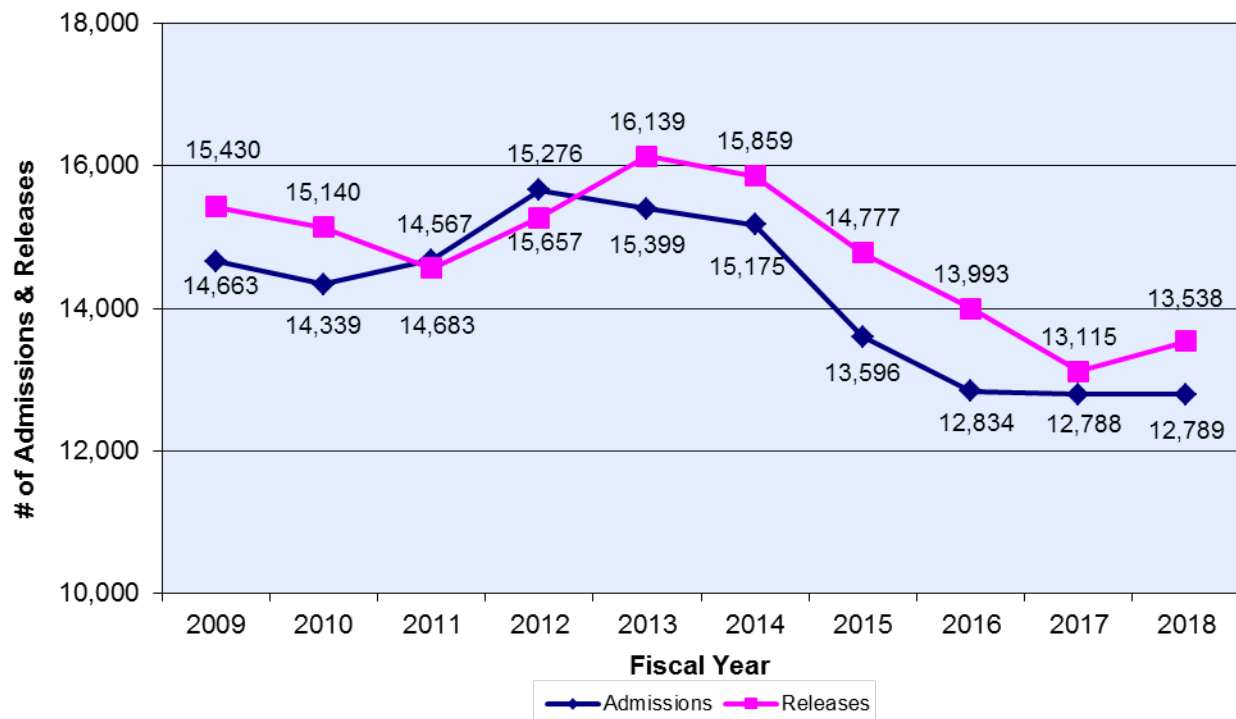
Felon Inmate Admissions by County of Conviction: FY 2018

County	TDOC		Local		System-wide		County	TDOC		Local		System-wide	
	#	%	#	%	#	%		#	%	#	%	#	%
Anderson	143	1.3%	0	0.0%	143	1.1%	Lauderdale	78	0.7%	0	0.0%	78	0.6%
Bedford	142	1.3%	0	0.0%	142	1.1%	Lawrence	70	0.6%	0	0.0%	70	0.5%
Benton	9	0.1%	0	0.0%	9	0.1%	Lewis	22	0.2%	0	0.0%	22	0.2%
Bledsoe	8	0.1%	0	0.0%	8	0.1%	Lincoln	85	0.8%	0	0.0%	85	0.7%
Blount	291	2.7%	1	0.1%	292	2.3%	Loudon	56	0.5%	0	0.0%	56	0.4%
Bradley	244	2.2%	2	0.1%	246	1.9%	McMinn	155	1.4%	0	0.0%	155	1.2%
Campbell	132	1.2%	0	0.0%	132	1.0%	McNairy	17	0.2%	0	0.0%	17	0.1%
Cannon	50	0.5%	0	0.0%	50	0.4%	Macon	61	0.6%	0	0.0%	61	0.5%
Carroll	30	0.3%	0	0.0%	30	0.2%	Madison	308	2.8%	1	0.1%	309	2.4%
Carter	174	1.6%	4	0.3%	178	1.4%	Marion	50	0.5%	0	0.0%	50	0.4%
Cheatham	93	0.9%	3	0.2%	96	0.8%	Marshall	57	0.5%	0	0.0%	57	0.4%
Chester	21	0.2%	0	0.0%	21	0.2%	Maury	161	1.5%	1	0.1%	162	1.3%
Claiborne	108	1.0%	0	0.0%	108	0.8%	Meigs	17	0.2%	0	0.0%	17	0.1%
Clay	20	0.2%	0	0.0%	20	0.2%	Monroe	153	1.4%	1	0.1%	154	1.2%
Cocke	82	0.8%	0	0.0%	82	0.6%	Montgomery	132	1.2%	0	0.0%	132	1.0%
Coffee	148	1.4%	3	0.2%	151	1.2%	Moore	16	0.1%	0	0.0%	16	0.1%
Crockett	24	0.2%	0	0.0%	24	0.2%	Morgan	10	0.1%	0	0.0%	10	0.1%
Cumberland	154	1.4%	0	0.0%	154	1.2%	Obion	54	0.5%	0	0.0%	54	0.4%
Davidson	630	5.8%	430	27.0%	1,060	8.3%	Overton	35	0.3%	1	0.1%	36	0.3%
Decatur	11	0.1%	0	0.0%	11	0.1%	Perry	15	0.1%	0	0.0%	15	0.1%
DeKalb	63	0.6%	0	0.0%	63	0.5%	Pickett	4	0.0%	0	0.0%	4	0.0%
Dickson	124	1.1%	0	0.0%	124	1.0%	Polk	30	0.3%	1	0.1%	31	0.2%
Dyer	128	1.2%	0	0.0%	128	1.0%	Putnam	235	2.2%	1	0.1%	236	1.8%
Fayette	44	0.4%	0	0.0%	44	0.3%	Rhea	66	0.6%	0	0.0%	66	0.5%
Fentress	56	0.5%	0	0.0%	56	0.4%	Roane	92	0.8%	0	0.0%	92	0.7%
Franklin	75	0.7%	1	0.1%	76	0.6%	Robertson	137	1.3%	0	0.0%	137	1.1%
Gibson	96	0.9%	2	0.1%	98	0.8%	Rutherford	434	4.0%	5	0.3%	439	3.4%
Giles	56	0.5%	0	0.0%	56	0.4%	Scott	54	0.5%	0	0.0%	54	0.4%
Grainger	38	0.3%	0	0.0%	38	0.3%	Sequatchie	39	0.4%	1	0.1%	40	0.3%
Greene	156	1.4%	1	0.1%	157	1.2%	Sevier	172	1.6%	1	0.1%	173	1.4%
Grundy	37	0.3%	0	0.0%	37	0.3%	Shelby	580	5.3%	1,106	69.3%	1,686	13.2%
Hamblen	177	1.6%	4	0.3%	181	1.4%	Smith	52	0.5%	0	0.0%	52	0.4%
Hamilton	523	4.8%	5	0.3%	528	4.1%	Stewart	24	0.2%	0	0.0%	24	0.2%
Hancock	35	0.3%	2	0.1%	37	0.3%	Sullivan	376	3.5%	1	0.1%	377	2.9%
Hardeman	35	0.3%	0	0.0%	35	0.3%	Sumner	309	2.8%	4	0.3%	313	2.4%
Hardin	50	0.5%	1	0.1%	51	0.4%	Tipton	121	1.1%	0	0.0%	121	0.9%
Hawkins	85	0.8%	0	0.0%	85	0.7%	Trousdale	22	0.2%	0	0.0%	22	0.2%
Haywood	32	0.3%	0	0.0%	32	0.3%	Unicoi	25	0.2%	1	0.1%	26	0.2%
Henderson	100	0.9%	1	0.1%	101	0.8%	Union	65	0.6%	1	0.1%	66	0.5%
Henry	35	0.3%	0	0.0%	35	0.3%	Van Buren	6	0.1%	0	0.0%	6	0.0%
Hickman	36	0.3%	0	0.0%	36	0.3%	Warren	96	0.9%	1	0.1%	97	0.8%
Houston	18	0.2%	0	0.0%	18	0.1%	Washington	199	1.8%	0	0.0%	199	1.6%
Humphreys	38	0.3%	0	0.0%	38	0.3%	Wayne	72	0.7%	0	0.0%	72	0.6%
Jackson	19	0.2%	0	0.0%	19	0.1%	Weakley	36	0.3%	0	0.0%	36	0.3%
Jefferson	91	0.8%	1	0.1%	92	0.7%	White	90	0.8%	1	0.1%	91	0.7%
Johnson	40	0.4%	1	0.1%	41	0.3%	Williamson	139	1.3%	3	0.2%	142	1.1%
Knox	916	8.4%	1	0.1%	917	7.2%	Wilson	188	1.7%	1	0.1%	189	1.5%
Lake	35	0.3%	0	0.0%	35	0.3%	Unknown					327	3%
Total	10,867	100%	1,595	100%	12,789	100%							

PRISON ADMISSIONS AND RELEASES

Prison admissions increased by only 1 and releases increased by 423 (3.2%) from FY 2017 to FY 2018.

Annual Admissions and Releases: FY 2009 – FY 2018



Felon Inmate Admissions by Type and Location: FY 2018

Admission Type	TDOC		Local		Unknown		System-wide	
	#	%	#	%	#	%	#	%
New Commitments	6,443	59.3%	1,131	70.9%	157	48.0%	7,731	60.5%
Parole Violator Returns	1,482	13.6%	86	5.4%	30	9.2%	1,598	12.5%
Probation Violator Returns	2,089	19.2%	315	19.7%	94	28.7%	2,498	19.5%
Community Corrections Returns	762	7.0%	47	2.9%	40	12.2%	849	6.6%
Escape Returns & Other Returns	91	0.8%	16	1.0%	6	1.8%	113	0.9%
Total	10,867	100%	1,595	100%	327	100%	12,789	100%

Felon Inmate Releases by Type and Location: FY 2018

Release Type	TDOC		Back-Up		Local		Unknown		System-wide	
	#	%	#	%	#	%	#	%	#	%
Sentence Expiration	2,257	41.9%	1,844	32.2%	881	36.3%	0	0.0%	4,982	36.8%
Parole	2,369	44.0%	566	9.9%	236	9.7%	0	0.0%	3,171	23.4%
Probation	579	10.8%	2,771	48.4%	732	30.1%	1	100.0%	4,083	30.2%
Community Corrections	42	0.8%	459	8.0%	561	23.1%	0	0.0%	1,062	7.8%
Death	102	1.9%	0	0.0%	2	0.1%	0	0.0%	104	0.8%
Other	34	0.6%	84	1.5%	18	0.7%	0	0.0%	136	1.0%
Total	5,383	100%	5,724	100%	2,430	100%	1	100%	13,538	100%



Southern Middle Tennessee Local Workforce Board

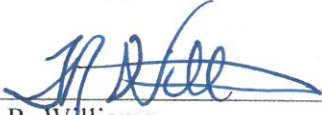
SUBJECT: Southern Middle Tennessee Local Workforce Development Board, Local Plan

FROM: T.R. Williams,
Chief Local Elected Official,
LSMWB

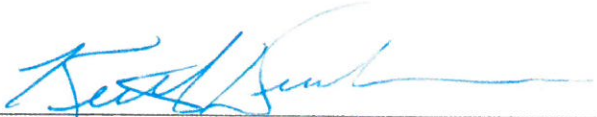
Keith Durham,
Chairman,
LSMWB

The Attached Local Plan represents the Southern Middle Tennessee Local Workforce Development Board's efforts to maximize resources available under Title I of the Workforce Innovation and Opportunity Act and, to coordinate these resources with other state and local programs in the Workforce Area.

We certify that we will operate our Workforce Development Program in accordance with this plan and applicable federal and state laws and regulations.



T.R. Williams,
Chief Local Elected Official,
LSMWB



Keith Durham,
Chairman,
LSMWB