

2022 Local Plan Modification Guidelines

Operating Systems and Strategies

- Provide information regarding service strategies implemented both in the physical AJCs, as well as virtually, to include a description of:
 - How the one-stop system is implementing and transitioning to more integrated, technology-focused operations to improve outreach to jobseekers and employers, provide intake, and enhance case management for programs carried out under all partners included in the workforce.

Answer: The AJC model incorporates various technologies which allow services to take place anywhere the career seeker or business has access to technology. The TN AJC service delivery system, through Jobs4TN, is accessible on the internet twenty-four (24) hours a day, seven (7) days a week. Additionally, clients can access Premier Virtual Job Fairs and TN Virtual AJCs from Northeast TN centers or remotely. With the development of the Virtual AJC, the AJC system has been able to transition to more integrated, technology-focused operations. The Virtual AJC allows jobseekers to connect to services through an online needs assessment, which can be completed prior to their appointment. Case management has been enhanced to allow the entire intake process to be conducted virtually. Customers have the ability to digitally complete and sign AJC program documents, schedule appointments, and have video conferences with Career Specialists. Referrals can then be made to partner agencies by utilizing the online referral system.

Northeast TN AJC staff collaborate with Partners to ensure immediate access to services and resources. Northeast TN AJC system brick and mortar centers 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. Adult Education and other partner services are available via virtual connections and digital platforms. The AJC has become more accessible to jobseekers and employers through the Netajc.org website's contact page and social media platforms, including Facebook, Twitter, and LinkedIn. Participants now have access to thousands of free online training courses through programs such as Allison and Coursera.

The Business Service Team (BST) actively engages new employers through resources available (i.e., Chamber events, new business licenses, and other media sources including Jobs4TN.) The BST continues to strengthen

relationships with current employers by follow-up contact, follow-up visits, reviewing Jobs4TN for activity, and by networking. Area employers have been trained and are successfully using Premier Virtual Platform to recruit and hire employees by hosting or participating in virtual job fairs.

- Provide a description of the initiatives the LWDB (including all partners) are implementing or will be implemented to ensure accessibility to programmatic services.

Answer: 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. 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.

Regarding Vocational Rehabilitation services, over the last year, VR staff diligently worked to implement a new case management system to support business processes and increase efficiency for both staff and customers. The new system went live in July 2021 and will set the stage for future technology transformations.

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.

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. 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 jobseekers 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 in-person and virtual 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.

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. 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.

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.

The Northeast TN AJC System have worked together and will continue to strive to utilize every tool at our disposal to reach, engage, and serve those in need of AJC system assistance. The NETLWDB is researching initiatives such as access points and community-based AJC Kiosks to ensure accessibility to programmatic services. Bi-weekly virtual partner meetings are one avenue utilized in Northeast TN to keep communication regarding accessibility initiatives open and ongoing. Follow up by the OSO on action steps related to accessibility initiatives keeps progress moving forward.

Regarding TANF, ETSU TANF provides all TANF participants with information regarding the services offered at the American Job Centers during all client orientations and monthly meetings. This is provided in writing to allow clients the ability to refer back at any time. In addition, TANF will provide warm hand-offs via in person or via virtual means whenever necessary.

All AJCs have access to the AVAZA Language Line and Interpreting: HIPAA, ADA and Title VI compliant; a great solution for LEP and/or Deaf and Hard of Hearing Community; has trained medical interpreter available for on demand or scheduled sessions 24/7/365 access.

Adult Education continues to provide High School Equivalency testing services in the comprehensive AJCs. Adult Ed provides pre-testing, classroom study sessions, and HiSET testing.

- How will technology continue to improve the connection to partners across the workforce system? Include the advances made during, as well as those to continue post-COVID.

Answer: During the COVID-19 pandemic, the Virtual AJC, One-Stop system has been able to transition to more integrated, technology-focused operations, allowing jobseekers to connect to services through an online needs assessment, which can be completed prior to their appointment. The entire intake process can now be conducted virtually giving customers the ability to digitally complete and sign AJC program documents, schedule appointments, and have video conferences with Career

Specialists. Referrals can then be made to partner agencies by utilizing the online referral system. Case management has been enhanced to allow the entire intake process to be conducted virtually. Customers have the ability to digitally complete and sign AJC program documents, schedule appointments, and have video conferences with Career Specialists.

Regarding Vocational Rehabilitation, over the last several years, the Division of Rehabilitation Services, along with the entire Department of Human Services, has been on a journey to transform the customer experience. Rehabilitation Services is currently implementing a statewide cloud-based phone system to allow a more efficient method of receiving phone calls with the ability to provide real-time response to customer inquiries across program areas. To start, this system will replace the VR Mainline phone number, as well as some of the CTRC main lines and the Middle Grand Regional office numbers.

During the pandemic, ETSU TANF provided services to TANF participants virtually. Post Pandemic, services were and will continue to be provided via in person and virtual engagement, depending on client need. TANF will continue to provide connection to the partners in the workforce system via warm hand-offs, Zoom connection, and/or by providing all social media and website information at each client meeting.

Due to the pandemic, Adult Education instructors began offering classes via Zoom and will continue to offer classes remotely. In addition, Adult Ed offers HiSET Academy and TABE Academy courses as options for students to study on-line.

As the pandemic transitions to endemic status, the Northeast TN AJC system continues to seek out and embrace technological advances with which to increase outreach and service provision.

- 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, including individuals with disabilities
 - Facilitating the development of career pathways and co-enrollment, as appropriate, in core programs and 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).

Answer: The core public workforce system programs include WIOA Title I-B, Wagner-Peyser, Adult Education, and Vocational Rehabilitation Services, which provide a number of educational and training activities through their respective programs to populations with barriers to employment. WIOA core programs and other partners providing coordinated or co-located services, not only share space and services throughout the local workforce system but also interact on a regular basis to share program opportunities to best deliver programs and services in the NETLWDA. Partnerships have been developed with local secondary school boards and Career and Technical Education (CTE) Directors to develop and implement career pathways and other opportunities for youth.

The workforce system in NETLWDA emphasizes access to employment, training, and education services for job seekers, particularly those with barriers to employment. The NETLWDB supports the TN Combined State Plan by increasing the capacity to provide education and training services for local citizens to prepare them for in-demand jobs.

To provide expanded access to services, the OSO and AJC staff have developed outreach strategies that include the use of social media to reach more customers. Also, the AJCs email thousands of local residents to promote the value and positive outcomes services. Outreach through social media and email notifications provide job seekers with information on available jobs, upcoming industry sector job fairs, recruitment events, apprenticeships, and training opportunities.

The NETLWDB stresses the importance of co-enrollment and post-secondary credentials and industry recognized credentials for job seekers navigating the local labor market. Through the WIOA Adult, Dislocated Worker and Youth programs, participants receive industry recognized certificates or credentials upon completion of occupational skills training. In addition, training resulting in the attainment of industry recognized credentials also supports career pathways. The NETLWDB focuses on the development of industry and sector partnerships that shape and define career pathways within the talent pipeline. Career pathways prepare participants to progress to the next level of employment and/or education, enabling them to advance over time to higher skills, recognized credentials, and better jobs with higher pay.

- Describe the employer engagement strategy to better connect business with well-trained and qualified applicants.
 - 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.

Answer: The NETLWDB will continue to develop and enhance partnerships with Northeast State Community College (NeSCC) Adult Education, local TCAT's, secondary school systems and CTE programs, 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. 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 for our region. 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.
- Aligning and integrating partner services and resources such as Career Quest, annual Education-2-Employment Summit, Incumbent Workers Training grant programs, On-the-Job Training Programs, Customized Training Programs, and National Dislocated Worker Grant, 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.

- 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. Bi-weekly 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 and regional 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.
- The Business Service Team (BST) will actively engage new employers through resources available (i.e., Chamber events, new business licenses, and other media sources including Jobs4TN.) The BST will continue to strengthen relationships with current employers by follow-up contact, follow-up visits, reviewing Jobs4TN for activity, and by networking. Area employers have been trained and are successfully using Premier Virtual Platform to recruit and hire employees by hosting or participating in virtual job fairs.
- As a key player in the American Job Center's Business Services Team, AJC staff spearhead efforts in providing the informational resources to enable local businesses to make data-driven decisions in hiring qualified, skilled workers and remaining competitive in the local market. Additionally, the AJC helps employers retain their current workforce by offering education and training through apprenticeship, on-the-job (OJT) and incumbent worker training (IWT) programs.
- The AJC system provides job seekers with assessment tools, job matching, and referral services through Jobs4TN. AJC staff utilizes Jobs4TN's resume and virtual recruiter components to connect qualified jobseekers with businesses.
- The AJC assessment process identified barriers and skill deficiencies, such as person with disabilities, low income, or disadvantaged, homelessness, ex-offenders, basic skills deficiency, or limited English proficiency. Individualized services allow all jobseekers the opportunity to gain the skills and credentials necessary to secure and advance in employment with sustaining wages.
- 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, Wired 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.
 - How will you measure the effectiveness of the strategy outside of mandated business performance measures?

Answer: NETLWDB will measure the effectiveness of the employer engagement strategy through the following:

- Regional Planning Council's (RPC) Performance Subcommittee will continue to collect data, integrate it into a dashboard, and report to the local, regional, and state stakeholders, requesting input and strategies for improvement,
- Monitoring of outreach to clients and employers,
- Monitoring of attendance at in person and virtual career fairs and subsequent job placements, and,
- OSO conducted client-employer satisfaction survey.

Results of these inquiries and monitoring will be used to guide data-driven decision making to improve policies and practices to ensure effective employer engagement and business services strategies.

- Include information to support the increase of Labor Force Participation Rates.

Answer: The Northeast AJC System strives to increase labor force participation rates by conducting increased outreach through in-person and virtual job fairs, external hiring events and by increasing visibility in community-based efforts. Special focus is given to implementation of programs to best serve rural communities, including our at-risk and distressed counties, and service to individuals in priority populations. In addition, the AJC is further aligning with higher education partners to create alternative jobseeker pipelines through Career & Technical Education, pre-apprenticeship, and apprenticeship participants. Finally, the AJC continues to establish partnerships with local Re-Entry service providers to support and assist their participants with transitioning to long term, sustainable employment.

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 Northeast AJC System is dedicated to support and implementation of the State's initiative and strategies to increase the Labor Force Participation Rate.

- In relation to the Governor's key priorities, provide an overview of current and/or new strategies being implemented by your Local Workforce Development Board (LWDB) to ensure workforce partners collaborate on the 1) implementation of programs to best serve the rural communities, including economically distressed and at-risk counties; 2) criminal justice reform; 3) vocational and workforce development; and 4) other individuals in priority populations.

Answer: 1. As the U.S. economy begins its recovery from the COVID-19 pandemic and recession, the workforce system must ensure that rural and distressed communities are not left behind. Many residents face limited prospects for finding well-paying, accessible work. Education partners and education-based initiatives are important assets for supporting local job creation, and other forms of economic and community development. One of the NETLWDB's objectives in serving rural and distressed counties is to increase educational attainment of citizens in alignment with the workforce needs of the employers in these communities. In addition, customized workforce training and assistance for companies is a strategy to improve conditions in rural and distressed counties.

Further, the NETLWDB will continue to collaborate with economic development partners to attract businesses to the rural and distressed areas that will lead to more job opportunities.

2. Individuals with justice involvement need blended education and training, access to paid work experiences, and support services to ensure they succeed. Justice involved individuals must gain the education, skills, or work experience that employers are looking for in order to obtain sustainable employment. Without access to high-quality jobs, they are more likely to be rearrested and could fall into an endless cycle of reincarceration.

The NETLWDB 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.

The NETLWDB and the local AJCs have partnered with the First TN Development District on a WORC grant from the USDOL to create a network of recovery friendly

employers and to support those in recovery and/or justice involved. Peer Recovery uses Certified Peer Recovery Specialists (CPRS) to provide navigation services to help clients in local county jails and other referral agencies be prepared to re-enter society and successfully re-enter the workforce. In addition to providing employees, the grant focuses on recruiting employers who want to create a caring and supportive culture and who are equipped to address substance misuse within their current workforce. Employers become a certified Caring Workplace by using the policy reviews and trainings provided by the Caring Workplaces team and as a Caring Workplaces employer, are granted access to use our non-traditional workforce pipeline as well. Job matches, between navigator supported clients and employers, are created through partners at the American Job Centers and through Jobs4TN - Wagner Peyser.

3. Collectively, the workforce partners in the NETLWDA administer vocational and workforce programs such as Adult Education, Vocational Rehabilitation, Title I, TANF, Job Corps, SCSEP, Veterans, SNAP E&T, TDOC.

In addition, partnerships with employers, schools, and community/faith-based organizations plays a key role in service delivery. The NETLWDB and the AJCs work closely with local training providers and with businesses to organize hiring events, train participants and incumbent workers, and find highly qualified candidates.

4. The NETLWDB focuses on serving priority populations including individuals with barriers to employment and seeks to ensure access to quality services for these populations. These populations represent the workforce system's most in-need participants, and extra support will help ensure individuals in these groups are able to access the services they need to rejoin the workforce. The NETLWDB is looking at strategies to enhance workforce development services to recipients of public assistance, low-income individuals, and individuals who are deficient in basic skills. Priority populations often require additional case management supports with job search assistance and career guidance, along with training opportunities.

- Describe any partnerships, new collaborations, or innovative practices you would like to share that include connections with non-profit or other community organizations.
 - How is the local area leveraging these valuable partnerships?

Answer: Partnerships are critical to expanding and maximizing services to NETLWDA customers. The NETLWDB continually works to strengthen partnerships and leverage new partnerships to meet the regions unique labor market needs. The NETLWDB recently partnered with the First TN Development District on a WORC initiative to support individuals in recovery or justice involved. WORC participants are

referred, pre-release, to an American Job Center for initial assessment and employment assistance with Wagner-Peyser. Eligible participants are then referred to WIOA Title I for assistance with training and additional support services.

- ~~o In addition, has your area applied for and received any grants which have provided additional funding and programmatic resources?~~
- o Has the LWDB considered utilizing fee for services to employers as revenue opportunities to further support WIOA allowable activities? If so, provide details of these opportunities.

Answer: The NETLWDB does not currently utilize fee for service to employers.

Performance Goals and Evaluation

- How will your LWDB increase physical and programmatic access for each of the fourteen (14) significant barriers to employment (SBE) groups as outlined within [Workforce Services Policy- Key Performance Indicators](#) Section 1(B)? Utilizing the Key Performance Indicator (KPI) form, provide the name of the lead organization (community-based organization, nonprofit, a state agency, etc.), a brief narrative strategy, a list of primary supportive services catered to the SBE's specific needs, and the monitoring methodology/frequency for each SBE group.

Answer: NETLWDB will increase physical and programmatic access for each of the fourteen (14) significant barriers to employment (SBE) groups as outlined within Workforce Services Policy – Key Performance Indicators Section 1(B).

Current low unemployment levels mean that most workers with in-demand skills are already working. The public workforce system, during a tight labor market more than periods of higher unemployment, is tasked with serving workers with the most significant barriers to employment and most immediate skills needs. NETLWDA AJC System 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 (SBE). Per the local area Memorandum of Understanding, partners assure alignment and coordination of policies and operations across programs, supporting a responsive service delivery system, enhancing access to program services that meet workforce development needs, leading 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.

(See Attachment A – SBE Groups WSP – KPIs)

Technical Requirements, Assurances, and Evaluation

- Budget Information
 - 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 by completing a provided budget toolkit (424A).

Answer: See attached budget (SF424).

- ~~Describe any local partnerships, new collaborations, or innovative practices you would like to share.~~
 - As WIOA Title I formula allocations continue to decline, how does your LWDB leverage partner resources (funding, other) to help further sustain WIOA programs and services to job seekers and employers?

Answer: As our workforce faces the impending impact of technology, automation and AI, reports suggest more than 60 percent of jobs will significantly change in the next decade, meaning more than 90 million workers will need skills training to continue working. Fifty three percent of jobs require more than high school education and less than a four-year degree, but only 43 percent of workers are trained at that level. As WIOA allocations decline, the NETLWDB actively searches for alternative funding from federal and state resources that support training in the industry demand occupations and the changing economy.

Support services expenditure changes may be based on careful consideration of the workforce region's funding limitations and the availability of other community resources, to leverage limited program resources to the greatest extent possible.

The NETLWDB has examined overhead costs and the costs of all AJC operations. The NETLWDB has relocated three AJCs and administrative offices at a substantial cost savings. As a way of further reducing costs, the NETLWDB is exploring the potential use of Interactive Access Points to replace affiliate sites where traffic and enrollments have drastically declined over the past few years.

- Is your LWDB considering a request for statewide or rapid response funds to support innovative initiatives? If so, what activities will your LWDB plan to support utilizing statewide or rapid response funds?

Answer: The NETLWDB is considering requesting statewide or rapid response funds to support local initiatives such as increasing access points, improving transportation assistance, and increasing services for justice-involved individuals. In addition, the NETLWDB may request funding for incumbent worker training and employer-specific training requests.

- Has your local area applied for and/or received any other grants which have provided additional resources? If not, does your local area plan to apply for additional resources to support local activities?

Answer: The NETLWDB has applied for some small foundation grants to support youth activities and technology needs. No additional grants funding has been received.