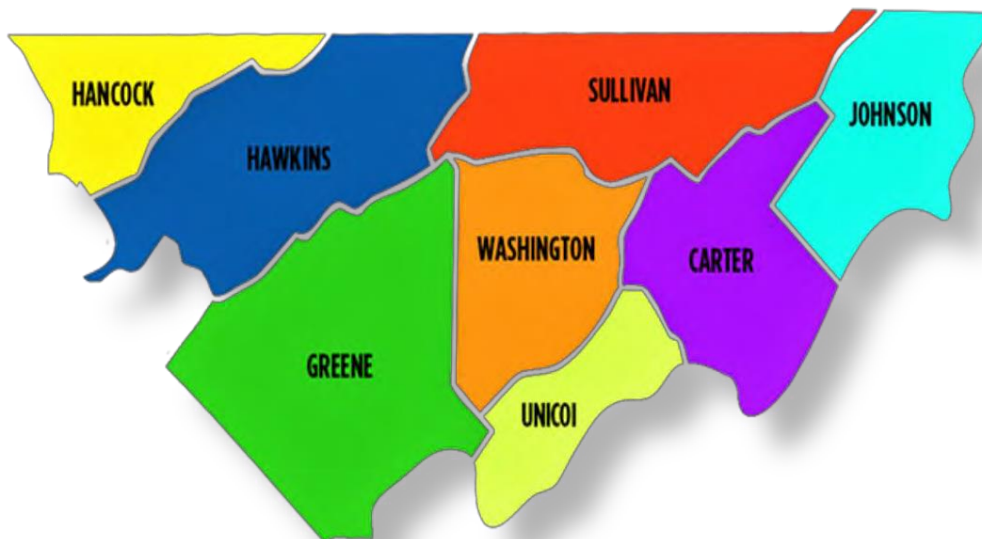


STRATEGIC PLAN

2020 - 2022



NETLWDB STRATEGIC PLAN EXECUTIVE SUMMARY

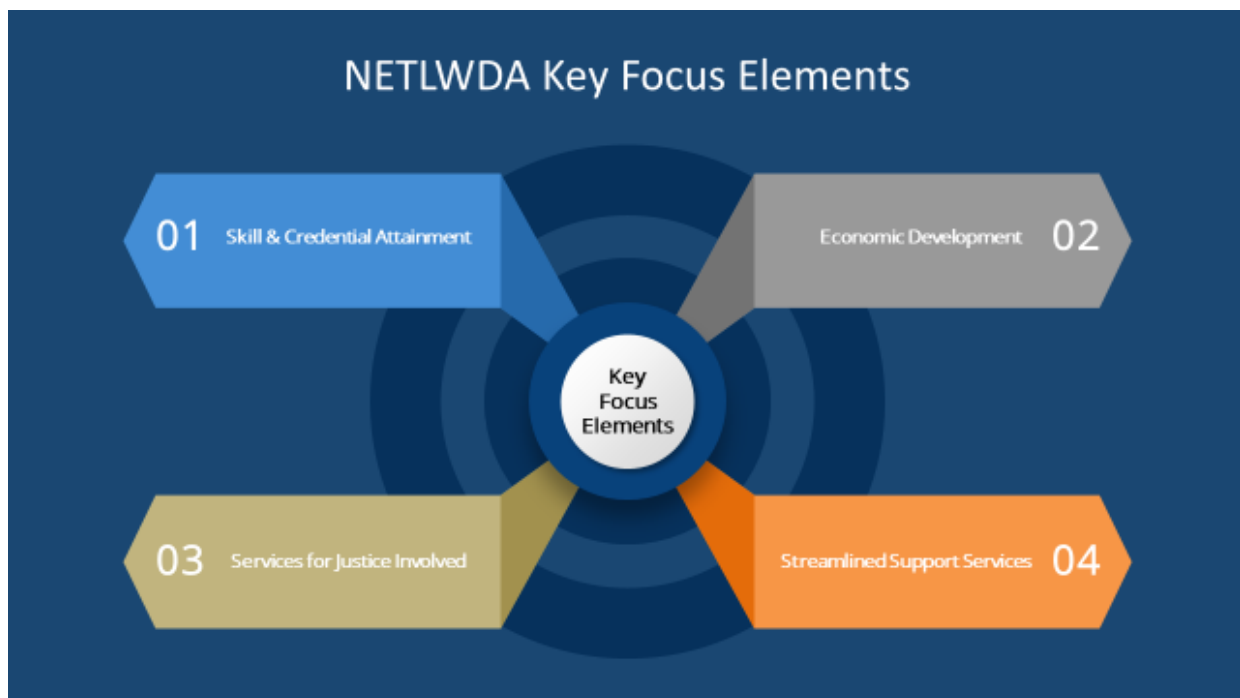
The Northeast Tennessee Local Workforce Development Board (NETLWDB) serves the eight counties of Carter, Greene, Hancock, Hawkins, Johnson, Sullivan, Unicoi and Washington. This eight county area, known as the Northeast Tennessee Local Workforce Development Area (NETLWDA), borders Virginia and North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

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

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

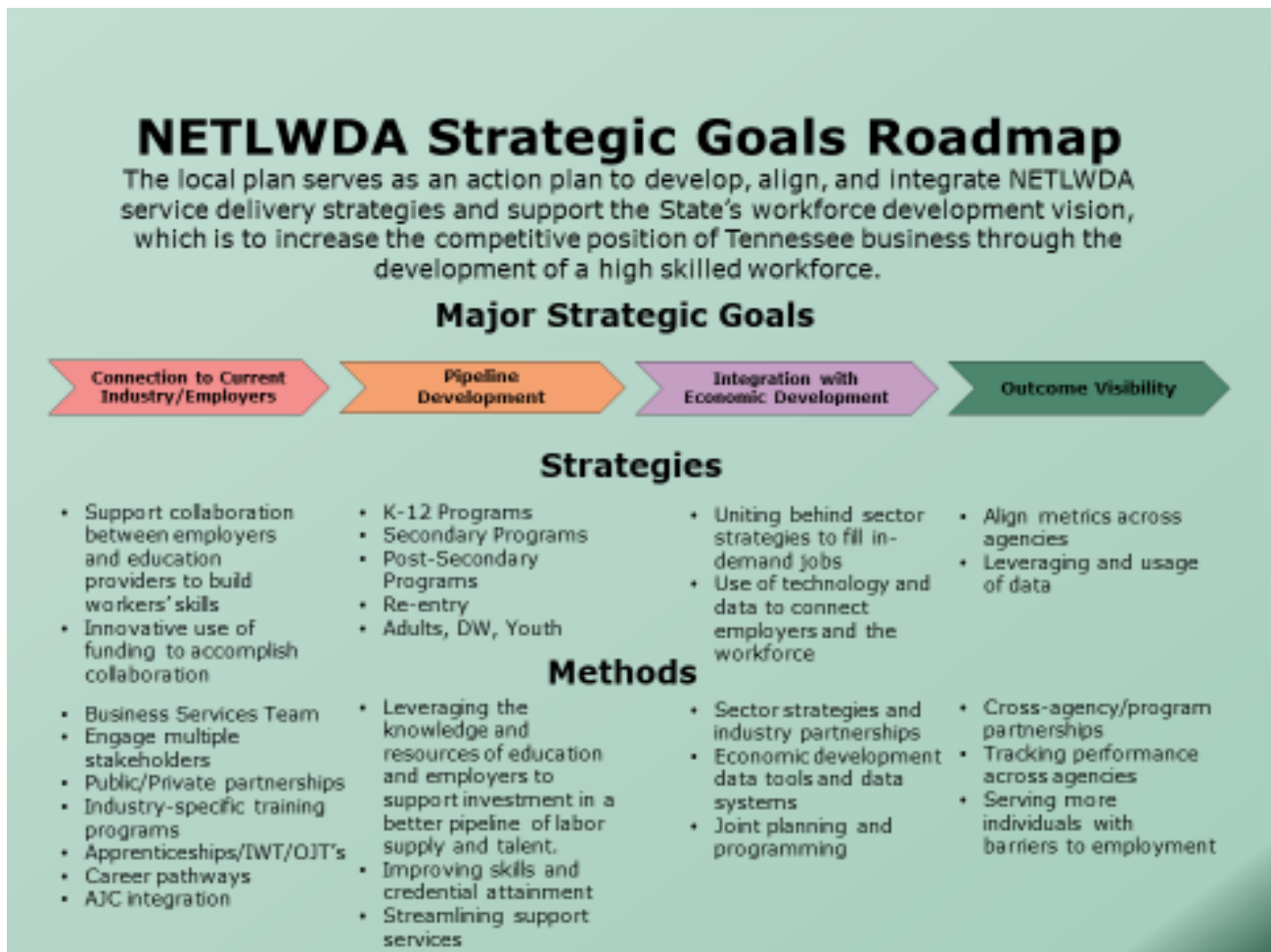
The NETLWDB is a hub for gathering and disseminating information about the Local Workforce Development Area's (LWDAs) labor market and business' employment needs. The NETLWDB and its partners are convening groups of businesses, collaborating with education and training providers, and researching, cultivating,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

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



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

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



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

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

Northeast Tennessee Local Workforce Development Board Strategic Plan

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

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

Operating Systems and Strategies

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

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

NETLWDB's AJC partner roles and resources are articulated in the local Memorandum of Understanding (MOU). This MOU details the roles and responsibilities of each NETLWDA AJC partner in the creation of a seamless customer-focused service delivery network that integrates service delivery across programs. The NETLWDB's AJC system services are provided as required by the WIOA Title I Public Law 113-128. The NETLWDA umbrella MOU follows TDLWD policy guidance to ensure that all Partners clearly understand their respective roles and responsibilities related to both service delivery and financial responsibilities. The MOU includes defined sharing of Partner resources in the Infrastructure Funding Agreement (IFA) with the overall goal to ensure efficiency system-wide.

NETLWDA Partners agree to develop and continuously improve the AJC system in order to meet the needs of employers, workers, and job seekers, including those with significant barriers to employment and those participants with disabilities. (See *Partner Roles & Resource Contributions Attachment A*)

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

The NETLWDA provides the core workforce development programs through the AJC system, providing Adults, Dislocated Workers and Youth with skills training, job search assistance, support services, career counseling, case management, work experience and placement services. The NETLWDA AJC delivery system is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of our local and regional economies. These services are available through the Comprehensive and Affiliate locations. As identified in Sec. 134 (c)(2) career services may be provided in three different sets of activities: (1) basic career services that must be made available to all individuals seeking services in the AJC system; (2) individualized career services that must be made available if deemed appropriate and considered to be necessary for WIOA Title I eligible adults and dislocated workers to obtain and retain employment; and (3) follow up services available to adult and dislocated workers after unsubsidized employment is attained. In the development of the Memoranda of Understanding (MOU), each NETLWDA Partner expressly agreed to the use the prescribed TDLWD process to achieve integration of program and service goals of the WIOA within their specific programmatic regulations and guidelines. All NETLWDA AJC locations are open Monday – Friday from 8:00 – 4:30. The following table identifies the NETLWDA’s AJC locations and career services:

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

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

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

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

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

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

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

The NETLWDB actively works to increase access to and opportunities for the employment, training, and support that individuals need to succeed and advance in the labor market inclusive of those with barriers to employment. The NETLWDB strives to align workforce development, education and economic development within regional economic development strategies which meet the needs of local, regional and state employers and provides a high-quality workforce development system while ensuring that career services are provided in the most inclusive and appropriate settings and accommodations. The AJCs provide access to career services by the collaboration and coordination of Workforce partners using the MOU as a guide. All centers provide on-demand access to multiple career services through Jobs4TN.gov.

Meaningful access and adaptation for customers with disabilities is ensuring that the premises, programs, and resources are fully accessible and available. Access and adaptation allows for effective and meaningful participation in AJC system supports and services. The AJC Certification process ensures that service delivery models and physical and programmatic accessibility are in accordance with WIOA Section 188 and ADA and services are available to job seekers with disabilities in terms of

equality with all other persons. The NETLWDA OSO participates in technical assistance training to ensure customer centered design and incorporates additional resources to assist customers with disabilities in the AJC's. In addition to assistive technologies, staff provide large print workshop materials for visually impaired customers and partner with the National Federation of the Blind to have the menu of services transcribed and printed in Braille.

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

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

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

The OSO participates in all regional and local partner meetings to ensure an integrated customer flow and provides reports to the NETLWDB staff and Board. The OSO reports on integration of systems and alignment activities at partner meetings and upon request from the NETLWDB. The OSO facilitates regular AJC partner staff meetings, works with partner leadership to determine appropriate staff assignments and reports, and collaborated with all partners to re-design customer flow and intake processes to ensure efficiency and to enhance customer experience in each AJC. All partner staff meetings include training on partner services to ensure that all staff are familiar with partner programs, increasing staff expertise and efficiency. The NETLWDA OSO will not perform any of the functions that might be an actual or perceived conflict of interest (§ 678.620(b)).

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

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

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

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

1. Manage Daily AJC Operations:

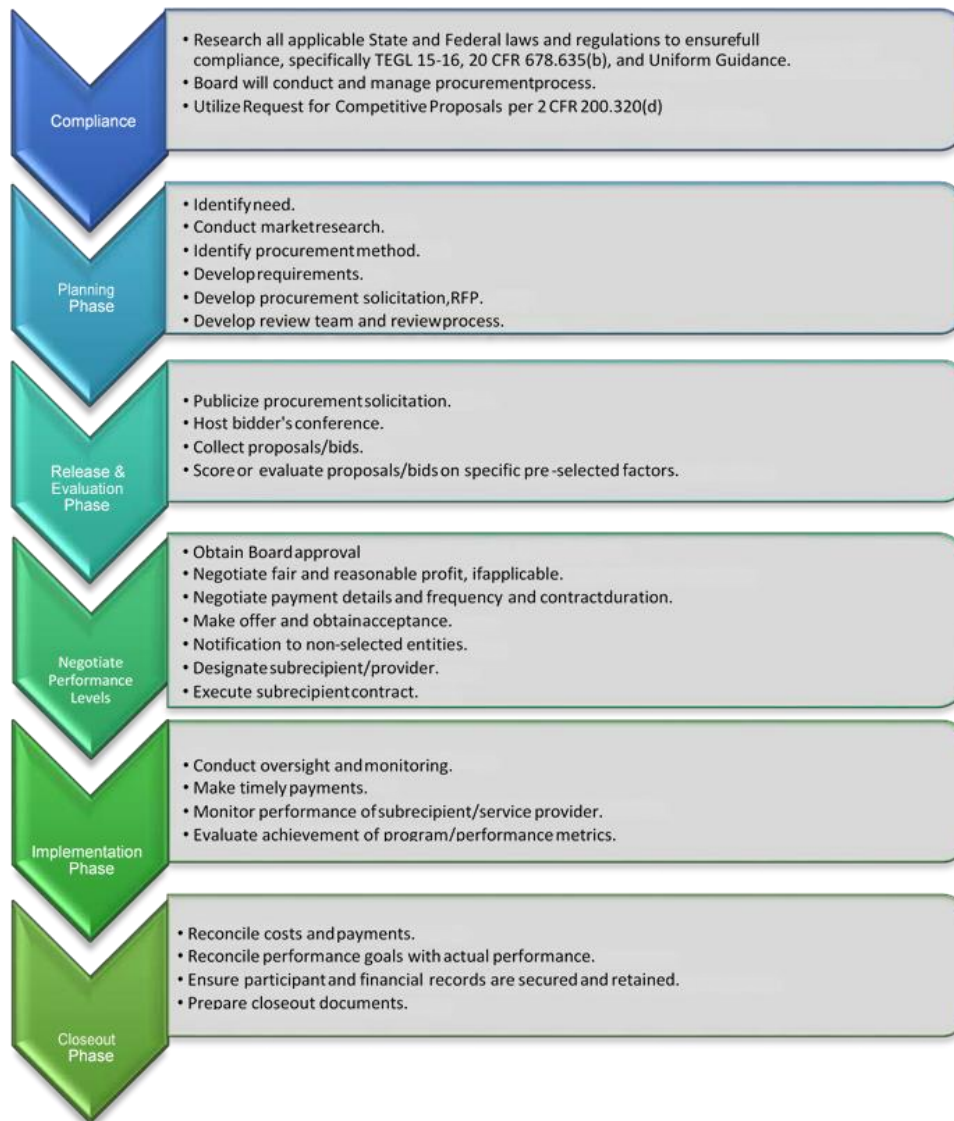
To ensure that all AJCs are operating in an effective and efficient manner, the OSO must:

- Manage daily operations in coordination with WIOA fiscal agent for the lease, utilities and other activities to support the center;
- Manage AJC hours of operation; and

- Ensure that every AJC in the LWDA is physically and programmatically accessible to individuals with disabilities.
2. Ensure Coordination of Partner Programs within the AJC System:
To ensure all required services are provided in the AJC system the OSO must:
 - Maintain a list of all partner programs, to include a brief description of services available by each partner within each AJC;
 - Monitor partner adherence to the MOU and report MOU changes to the LWDB;
 - Convene partner meetings to discuss and share general information, address areas of concern, best practices, and technical assistance and local program updates;
 - Convene partner meetings in local counties determined schedule to discuss and share local career center traffic and activities;
 - Ensure compliance with all federal, state and local regulations and policies;
 - Make core services available; and
 - Design an integrated system to coordinate referrals across the AJC system.
 3. Evaluate the Customer Experience:
To ensure seamless service delivery within the AJC system, the OSO must:
 - Hire and supervise “shared” staff in the welcome function, if applicable;
 - Develop a plan to ensure adequate staffing within the AJC, to include cross-training of partner program staff;
 - Ensure priority of service is given to targeted populations;
 - Ensure that basic services are available (orientations, labor market information, resource room);
 - Improve AJC operations by analyzing: Traffic counts; Customer sign-ins to according to each partner program; Registration of job seekers; Compliance with data validation; and Evaluation of equal opportunity and customer complaints;
 - Market OSO services in coordination with the LWDB; and
 - Assure appropriate AJC branding and logos are included in all marketing materials and presentations.
 4. Evaluate Negotiated Performance Measures:
To report on how well the AJC system is meeting negotiated performance measures the OSO must:
 - Write a plan to address how the AJC system will support the Local and Regional Plans;
 - Facilitate maintenance and sharing of data within Jobs4TN;
 - Report monitoring and compliance using Jobs4TN on topics such as performance metrics and cost per participant;
 - Reporting to LWDB on operations, performance and continuous improvement recommendations; and
 - Make available other activities and programs carried out under their program direction or authorizing law.
 5. Functional Leader
The OSO must perform the following functions along with functional team leads.
 - Create staffing plans that provide adequate office coverage at all times, including in a manner that allows fair and equitable opportunity for time off;
 - Coordinate staff vacations/leave with formal supervisors to ensure adequate coverage by AJC staff;
 - Coordinate with Team Leads to ensure staff are cross-functionally trained
 - Design a room-scheduling system for workshops and meetings;
 - Approve posted informational signs;
 - Ensure that all staff members present a professional and positive image; and
 - Ensure that consistent communication procedures are followed.
- *Describe how the One-Stop Operator was procured.*

In compliance with Training and Employment Guidance Letter WIOA No. 15-16, 20 CFR 678.635(b), the Uniform Guidance sections governing procurement, and TDLWD policies and/or OSO guidance. NETLWDB and AB&T observed the process for competitive selection of OSO and Title I Career Service Provider by Request for Proposal (RFP), as described in 2 CFR 200.320(d). The RFP process is designed to ensure that the competitive procurement process is conducted in an open and transparent manner. NETLWDB/AB&T strives to ensure use of fair selection procedures to promote competition. The factors used to evaluate proposals/bids are applied and tabulated in an objective manner.

The following graphic outlines the LWDA’s procurement process:



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

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

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

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

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

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

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

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

The COVID-19 Pandemic has allowed the NETLWDB to develop and implement virtual enrollment capabilities, including electronic signatures, and alternative service methods. Workforce strategies and processes are being provided remotely. The "new normal" will involve an expanded use of technology to deliver services. Group orientations and workshops are being provided remotely via Zoom. NETLWDA is committed to exploring and utilizing emerging technologies that make AJC business more efficient and accessible.

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

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

provided through the one-stop delivery system, including remote areas. In addition, local higher education institutions have the technological infrastructure, Learning Management Systems (LMS) and experience in place, due to the general education programs, that are being applied to the technical programs.

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

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

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

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

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

The NETLWDB's AJCs and Partners provide jobseekers, including individuals with barriers to employment, such as individuals with disabilities, with the skills and credentials necessary to secure and advance in employment with self-sustaining wages. The term "individual with barrier to employment" means one or more of the following populations: displaced homemakers, low-income individuals, Indians, Alaska Natives, and Native Hawaiians, individuals with disabilities, including youth who are individuals with disabilities, older individuals, ex-offenders, homeless individuals, or homeless children and youth, youth who are in or have aged out of the foster care system, individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers, eligible migrant and seasonal farmworkers, individuals within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act, single parents, including pregnant single women, long-term unemployed individuals, and such other groups as the Governor determines to have barriers to employment (WIOA Sec. 3(24)).

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

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

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

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

The NETLWDB will continue to develop and enhance partnerships with 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 and education programs that align with regional labor market dynamics, including apprenticeship programs and career pathway programs that grant "stackable" credentials. The Partners will work to strengthen existing pathways in the in-demand sectors by exploring modular, shorter-term training and stackable credentials in order to develop and deploy training more quickly and responsively. Credentials will be assessed from a pathways perspective to articulate stackable credentials and connect all populations to pathways. The Board, along with the Business Services Team, will use labor market information (LMI) to link training programs with job opportunities that are in-demand for regional employers. The committee ensures all training programs approved by the Board lead to employment in high growth/high demand occupations on career pathways that provide self-sustainable wages.

In addition, the NETLWDB is:

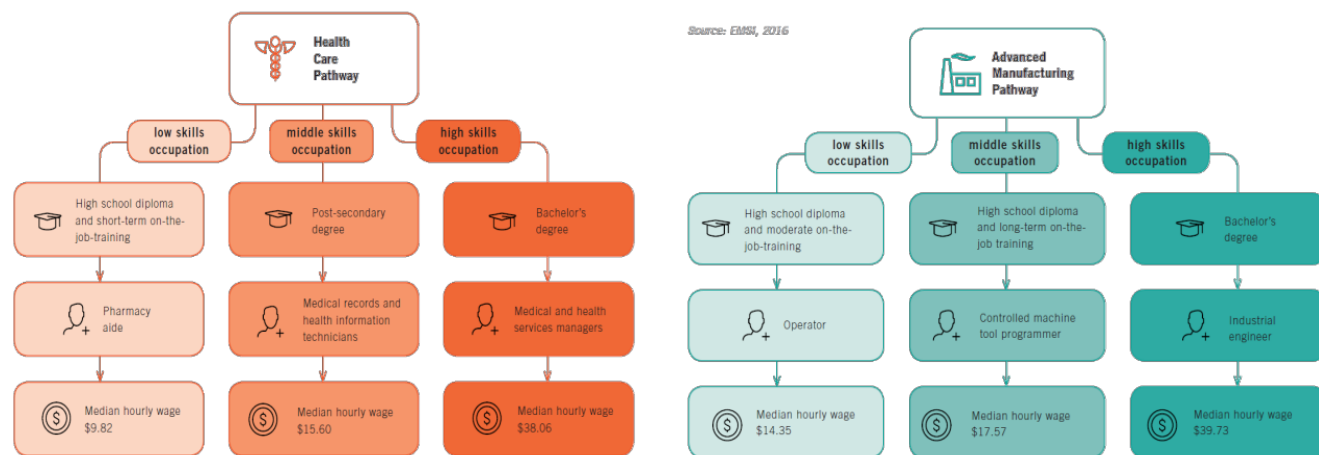
- Developing career pathways in a demand-driven system that will require strong partnerships with organizations who serve individuals with disabilities and other populations with barriers to employment. The incorporation of career planning strategies throughout our AJC system will serve as the linkage connecting career pathways with in-demand industries and occupations. The linkage provides access to activities that leads to an industry-recognized certification that is portable and stackable.
- Increasing efforts towards the integration of academic and occupational preparation to make stronger connections to high-wage, high-growth occupations. It is recognized that pathway opportunities are not limited to a postsecondary credential but are applicable to any individual at

any stage of their career.

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

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

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

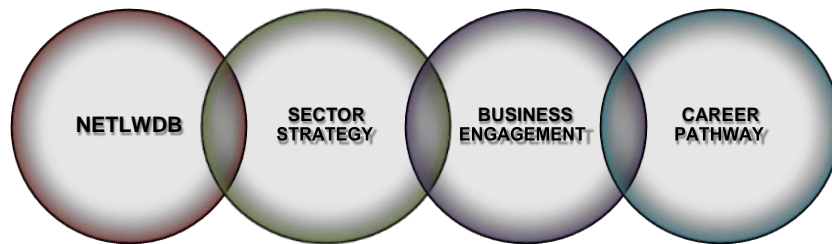


potential for growth and opportunities for living wage jobs with career paths. Career pathways within these sectors allow for progressive skills development, progressive wage increases and multiple entry and exit points through education and training programs that are based on labor market data.

The NETLWDB will continue to convene all stakeholders to further identify and build industry-driven career pathway systems that align education and training programs with the needs of the regional economy to ensure that students and job seekers are prepared with the right skills and experiences to

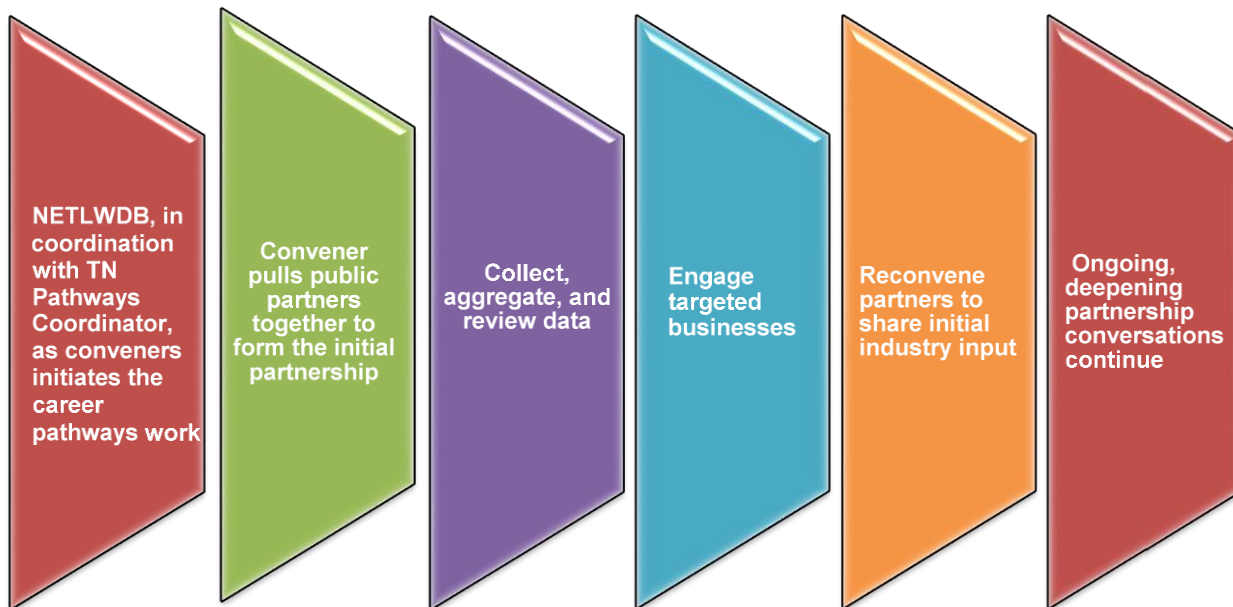
get jobs in the driving sectors of their local economies. The NETLWDB will more fully develop and implement sector partnerships that utilize multiple business engagement strategies in defining career pathways. Sector Strategies will be industry driven. This will ensure that business and industry needs provide the context for all activities and services as well as result in true ROI for all stakeholders and employers.

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



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

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



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

The sector partnerships which includes businesses in a target industry, will define key pathways in their

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

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

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

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

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

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

The NETLWDB understands the opportunity career pathway programs provide for both individuals looking to become economically stable, and for employers requiring a productive, experienced workforce to thrive. The Board will work to expand the foundation necessary to enhance career pathway models. Career pathway development carried out over the course of the plan, in collaboration with the workforce Partners, will also work towards identifying additional stackable credentials. As part of the career pathway expansion, emphasis will be placed on activities leading to a recognized post-secondary credential, including industry-recognized certificates or other portable/stackable credentials. The NETLWDB will work with the community colleges and local economic development organizations to develop strategies for directing and improving access to these types of credentialed programs.

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

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

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

- Further strengthen and follow the established referral processes across core Partners, including cross-training that provides a clear understanding of the roles of each partner, to ensure all job-seeker and employer customers can seamlessly access all workforce-related services for which they are eligible.
- Engage with key Partners and stakeholders to develop referral and hand-off processes that result in more seamless service to job-seekers and employers and – ultimately – better outcomes for all customers.
- Ensure follow-up on referrals, monthly review of referral outcomes and an enhanced referral system.
- Develop and implement an electronic resource directory that includes the workforce and

workforce-related services available to key groups (e.g. Veterans, Individuals with Disabilities, Youth) to facilitate greater collaboration and less duplication of effort. Expand this into a more comprehensive Partner Resource Guide with current valuable information on all partner programs.

- Identify common needs of job seekers and employers served by multiple agencies, ensuring access to services through affiliate workforce service sites, mobile staff, or technology where appropriate.
- Provide continual training and cross-training to all staff so that they are better informed and aware of services and programs available by all partner programs for their clients and to advise, inform and serve clients and increase referrals. *Goal: Staff training to be held monthly and reported to LWDB.*
- Create intentional and efficient outreach to the business community. The local area has an established Business Services Team, tasked with identifying new and improved ways in which the AJC and WIOA system can assist businesses. *Goal: Conduct employer outreach to at least 30 employers per month.*

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

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

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

- coordination with Secondary Career and Technical Education Directors;
- coordination with employers and economic development, specifically in relation to accessing data and information provided through the First Tennessee Development District;
- participation in local and regional events, such as Education-2-Employment;
- support of and participation in the WorkReady Community initiative;
- initial assessment of job seekers and employers entering each AJC;
- input and guidance as provided by the NETLWDB Youth Services Committee;
- NETLWDB staff serving on economic development and relevant community boards.

Title I Youth staff provide determinations of eligibility for assistance; orientation to the AJC and other services available through the One-Stop delivery system; assessment of skill levels; job search and placement assistance; referrals to and coordination of activities with other programs and services, including programs and services within the One-Stop delivery system; workforce and LMI; and provision of all appropriate fourteen (14) Youth elements, including Paid Work Experience. (See *Youth Services Strategy Attachment F*) Title I Youth staff also provide information on eligible providers of training services, supportive services or appropriate referrals to those services and assistance. Title I Youth

staff, in partnership with the participant, develop an Individual Service Strategy (ISS) to identify the education and employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her education and employment goals.

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

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

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

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

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

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

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

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

AJC partner staff, where program authorizing statute permits, maintain and monitor the delivery of individualized career services in the VOS system. Coordination is maintained and enhanced through a trained and equipped AJC and partner staff. Cross training drives a solid understanding of each program, sharing of staff expertise and supports all staff to better serve all customers. It is important to ensure staff are aware how their particular function supports and contributes to the overall vision of the Local Board, as well as its importance to the seamless delivery of individualized services. The NETLWDB committees, as well as active participation in the Regional Inter-Agency Coordination Team, supports a workforce development system that strives to develop and maintain operational policies and procedures to support staff training local practices and program integration resulting in improved coordination without duplication of services.

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

The NETLWDB supports efforts to create greater alignment between education and workforce, including support for the Strengthening Career and Technical Education for the 21st Century (Perkins V) Act and comprehensive needs assessment, by maintaining an open exchange of communication and collaboration with local CTE directors and other key education partners. CTE programs of study, career pathways and work-based learning opportunities are aligned to regional industry needs. The Local Board will continue working with educational partners to strengthen student access to career pathways and high-quality work-based learning experiences that enhance the skills-set of the workforce. Greater equitable access to career pathways and high-quality work-based learning experiences will be accomplished by removing barriers through recommending intensive and supportive services when appropriate. The NETLWDB has increased attention to the integration of academic and occupational preparation to make stronger connections to high-wage, high-growth occupations in the eight counties of Northeast TN. It is recognized that pathway opportunities are not limited to a postsecondary credential but are applicable to any individual at any stage of their career.

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

- Acting as an information source for educators and employers in the area in an effort to bring them together to strategize local need;
- Ensuring that educators sit on the Local Board and Board committees which will enhance the services to the customers at the AJC system;
- Utilizing the expertise of each partner ensures that consistent and high quality services are received by AJC customers and reduces the potential of duplication of services;
- Ensuring that local workforce staff sit on Advisory Committees for post-secondary institutions, including community colleges and TCATs. This will serve as the linkage back to the NETLWDB and communicate the relevant activities back to the Workforce Board;
- Participating in career exploration events that are held for secondary education students with partnership from workforce and post-secondary entities, such as the annual CareerQuest;
- Working in close coordination with local and regional secondary and post-secondary institutions in order to support and help ensure the achievement of Drive to 55 goals;
- Expanding use of the Jobs4TN system by all staff will enable real time sharing of data and information to identify trends and promote response to customers being served;

- Encouraging both job seekers and businesses to utilize the Jobs4TN/VOS system and tools which enhances the customer's experience using technology;
- Recognizing the role that the NETLWDB must play in driving this model in order to build an effective and highly efficient workforce system;
- Exploring new approaches to training, such as a regional work-based learning summit for workforce agencies and organizations and employers, determine the gaps in training across the region and develop a regional strategy to fill the gaps, develop career pathways on a regional basis, as well as apprenticeships, work-based learning and other new methods, including delivery of training via technology;
- Determining employer needs, including the needs of emerging businesses and businesses facing closures or layoffs; disseminate the results to workforce agencies, training providers, secondary and postsecondary schools and community leaders to refine/develop programs to meet employer needs;
- Developing approaches for defining and implementing/funding work-based learning and career pathways, including rural initiatives, youth-focused programs, as well as pre-apprenticeships and apprenticeships for adults and youth;
- Developing a strategy to work with employers and training providers to develop/update needed training and equipment, especially targeted short-term training, pre-apprenticeships and apprenticeships; and,
- Expanding or enhancing local workforce development through OJT, IWT, CT, career pathways and sector strategies that are focused on strengthening the regional workforce skill sets and that ultimately lead to increased economic development. Employer outreach for these initiatives include local and regional partners and stakeholders including, in part, ECD partners and Chambers of Commerce.
- *Services to veterans and eligible spouses, to include priority of service and the use of available Jobs for Veterans State Grants (JSVG) staff.*

Veteran's career services are provided on-site, by full-time staff, at the comprehensive AJCs. Veterans' services are integrated with other partner programs through coordinated referrals and co-enrollment of participants. Veterans' Service Staff actively participate on the Business Service Team.

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

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

DHS/TANF provides basic career services on a scheduled part-time basis through the comprehensive AJCs. DHS/TANF provides eligibility and information sessions, coordinates referrals both from and to other program partners, and co-enrolls individuals as appropriate.

SCSEP services in NETLWDA are delivered by the First Tennessee Human Resource Agency (FTHRA). FTHRA is a sub-recipient of the NETLWDB for Sullivan, Washington, Carter and Johnson Counties while the other counties are funded through a Federal SCSEP grant directly to FTHRA. SCSEP provides Career/Skills Development and Business Services Functions. SCSEP provides participants with skills needed to obtain an unsubsidized job, helping them maintain self-sufficiency. This program subsidizes part-time community service jobs for low income individuals age 55 years and older, who have poor employment prospects. SCSEP services are helpful to all who are eligible for the program, especially

individuals who are forced to retire or who continue to face age discrimination. SCSEP participants bring the following to the program when they start: dependability, loyalty, a strong work ethic, transferrable skills, childcare skills, customer service skills, a desire to learn and contribute, and maturity. In exchange, SCSEP provides these participants with updated job- skills training and work experience as well as much-needed income from part- time work at community service assignments with local government or 501(c) (3) nonprofit agencies. SCSEP also helps participants, with low literacy skills and low organizational skills, through referrals and through work experience, respectively.

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

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

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

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

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

The NETLWDA AJC system began the development and implementation of its electronic referral system as part of the AJC Certification process. Each Partner agreed to mutually implement this process throughout the eight counties of NETLWDA. WIOA created new opportunities for partnership across multiple programs to better serve customers, both job seekers and employers. The NETLWDA Referral System maximizes processes to benefit customers through direct linkages that connect individual

customers to partners throughout the eight county area. The Referral System identifies how AJC and partner customers are connected and builds in a robust opportunity for feedback and tracking of referrals. Additionally, these direct linkages strongly supports partner co-enrollments in order to provide access to a wider array of service that might otherwise be unavailable. All NETLWDA AJC staff are trained in the Referral Process and have access to a detailed Partner Referral Desk Guide that is built into the tracking system.

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

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

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

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

Once a response is received from the receiving agency, this data will be entered into the **NortheastLWDA_PartnerReferrals_PY2018** spreadsheet. By carefully managing the multiple data points incorporated in this referral process, the NETLWDA AJCs can document, with a great deal of accuracy, how efficient our local system is in following up and tracking referrals.

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

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

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

NETLWDA covers the eight counties in Northeast TN with multiple Comprehensive and Affiliate AJC locations providing Adult and Dislocated Worker services as described in WIOA Sec. 134.

Adults and Dislocated Workers have access to education, training and employment services, as well as appropriate referrals to other partner services as defined in the NETLWDB's MOU. Co-enrollment with RESEA and SNAP E&T as defined by local NETLWDB policy enhances service provision and leveraging of available funding. NETLWDA WIOA Adult and Dislocated Worker services are designed to be pathways to the middle class and to maintain and build in-demand employment skills. These focus on quality services for individuals with barriers to employment as defined at 20 CFR 680.600 - 660 and are designed to assist job seekers access to high quality career services, education, training and the supportive services to obtain and retain self-sufficient employment. This includes matching employers with the skilled workers they need to compete in the local and global economy. These employment and training activities are targeted to:

- Enabling businesses and employers to identify and hire qualified, skilled workers and access other supports, including education and training for their current workforce;
- Providing job seekers with the skills and credentials necessary to secure and advance in employment with sustaining wages;
- Providing access and opportunities to all job seekers, including individuals with barriers to employment such as persons with disabilities, low income or disadvantaged, the homeless, the ex-offender, the basic skills deficient or limited English proficiency.
- *A description of how the Local Board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.*

The NETLWDB provides Rapid Response (RR) activities by following the guidance issued by the TDLWD, as described in the RR Guide and other related TDLWD directives. The NETLWDB Staff will initiate and provide Rapid Response including establishing employer contact and coordinating the Initial Meeting and employee mass meetings. §678.435 of the WIOA Joint Final Rule provides the opportunity for the NETLWDB, in coordination with RR activities, to provide certain business services to area employers in order to help them manage reductions in force. The NETLWDB may also provide other business services and strategies that meet the workforce needs of area employers, in accordance with partner programs' allowable activities, statutory requirements and consistent with Federal cost principles.

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

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

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

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

In order to enhance individual participant choice in his or her education and training plans and provide

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

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

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

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

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

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

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

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

The NETLWDB priority populations are determined by following the guidance of the TDLWD. WIOA priority populations include recipients of public assistance, other low income individuals, and individuals who are basic skills deficient according to the priority of service requirements in WIOA Section 134(c)(3)(E) for the WIOA Adult program. Within the basic skills deficient category, particular priority is placed on individuals whose English language proficiency is limited. Veterans and Eligible Spouses receive priority under all WIOA programs. To expand access to those from other target populations, such as from the re-entry, homeless, former and current foster youth, and limited-English proficient populations, NETLWDA AJC works with community-based organizations that specialize in services to

these priority populations. Braiding and leveraging all available resources will ensure a wide range of services without duplication.

All AJC core program entities, partner agencies, and staff have been trained on the WIOA Veterans Priority of Service requirements as well as the WIOA Priority of Service requirements. The information needed to evaluate and determine an individual's priority of service are collected on the initial WIOA programmatic pre-screening tools utilized in all NETLWDA AJC locations. Individuals and program applicants are not required to validate priority of service until eligibility determination is made. It is not expected that non-priority service participants must give up their place to an individual who is in a priority of service category and just starting a career and/or training service. The monitoring of priority of service populations is carried out by NETLWDB staff as well as under the auspices of the TDLWD WIOA Monitoring Guide and the PAR monitoring group. *(Please see the Services to Priority Populations and Veterans Priority of Service Policy Attachments I & J.)*

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

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

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

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

All Partners certify that they will adhere to all applicable statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible

spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec. 4215 and its implementing regulations and guidance, and WIOA sec. 134(c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, English language learners and other populations identified in federal and state guidance. All AJCs in NETLWDA have been evaluated according to Section 188 to ensure access is available to all individuals including those with a disability. The comprehensive AJC provide access to all required career services in the most inclusive and appropriate settings for each individual participant. Meaningful access and adaptation for individuals with disabilities (IWD) is ensuring that the premises, programs, and resources are fully accessible and available to people with disabilities. Services of all NETLWDA AJCs are available to job seekers with disabilities in terms of equality with all other persons.

All AJC customers have access to on-demand services in person and via technology at or through the AJC in compliance with WIOA's "direct linkage" requirement and definition of "access" per § 678.300(d) and (e) and Sec. 188 per 29 CFR part 37. All services are available on demand through a direct connection with the AJC within a reasonable time, either through onsite staff or via technology in real time consistent with the "direct linkage" requirement. Phone, real-time Web-based communications or other technology is physically present and enables real time interaction. The AJC has documented procedures for responding in a "reasonable time" to demands for services via technology in accordance with direct linkage requirements.

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

The AJCs provide reasonable accommodations for IWD or language barriers to fully access services (29 CFR 37.34(a) and § 678.800(b)(1)). The NETLWDA AJCs have the capacity to accommodate IWD through available equipment, policies and other resources, including bilingual staff, materials or translation services. Assistive technology devices or other auxiliary aids are readily available and the OSO ensure that all AJC partners are trained on their use. The OSO has identified in writing how required partners in the AJC make reasonable accommodations and the procedures for handling requests for accommodations. The AJC's resources include bilingual materials or an on-demand translation service, if needed. Each program or activity is made available to IWD in the most integrated setting appropriate to meet their unique needs consistent with Sec. 188, set forth at 29 CFR part 37 and § 678.800(b)(4). All program services, not just those through vocational rehabilitation, are made available to individuals with disabilities per § 678.800. AJC Staff collaborate with the customers to develop individual employment plans encompassing all program services appropriate to meet the individuals' needs and goals.

The NETLWDA AJC staff serving in Skills and/Career Development capacity will provide access to individualized and training services to Adults with barriers to employment and those with disabilities.

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

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

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

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

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

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

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

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

- Coordination of the OSO Welcome Function that ensures that jobs seekers and employers alike are welcomed and offered a menu of the services available
- Adhere to common data collection and reporting needs through the utilization of Jobs4TN registration for both job seekers and employers
- Closely planning and coordinating services to individuals through appropriate partner referrals by

- utilizing the NETLWDA Referral Process and associated feedback loops
- Make services provided by partner programs available to eligible customers through the one-stop delivery system
- Participate in capacity building and staff development activities in order to ensure that all partners and staff are adequately cross-trained
- Planning and acting strategically based on a common understanding of regional economies, key sectors, workforce demographics and employer needs
- Leveraging and braiding partner resources, where possible.

The two Comprehensive AJCs as well as the affiliate sites are accessible as defined under the ADA, have assistive technologies and adaptive equipment, and staff can make reasonable accommodations when requested for individuals to access career services. All other required services are available on-demand through use of phone or computer access consistent with WIOA requirements. AJC system partners continue to work to promote the cross-training of staff members. 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 community-based and faith-based organizations, other government services, and other entities throughout the eight county area in order to recruit individuals and businesses that can benefit from WIOA services.
- ✓ Encourage job-seekers to attend orientation sessions that provide knowledge about the entire WIOA service delivery system.
- ✓ Conduct regular outreach activities and develop recruitment strategies to inform area residents of services available and ensure a steady pipeline of applicants and participants coming to the AJCs.
- ✓ Respond to special outreach and recruitment events in coordination with the OSO. These may include job fairs, service fairs, large scale hiring events, customized training projects for employers, hosting tables at conferences or other public events, and participating in other community-sponsored projects and activities.

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

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

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

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

selection of training programs regardless of how the training services are to be provided.

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

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

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

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

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

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

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

This system improvement process serves as a tool for the NETLWDB AJCs, its partners and its service providers to provide feedback to the NETLWDB to allow for the implementation of improvement measures or take corrective action in a timely manner. NETLWDB Staff implements system improvement as a regular and systematic review of program activities, administrative systems and

management practices to determine appropriateness, effectiveness, and compliance with the terms of the contract, regulations/guidelines and LWDB policies and procedures. These reviews may include technical assistance, the issuance of recommendations for corrective action in their monitoring report(s) and for follow-up on the recommendations to ensure that corrective action has been taken properly and expeditiously. The NETLWDB's monitoring reports may also identify technological and best practices strategies that align with the State and are in accordance to section 101 of WIOA. While these activities/services are required to fulfill the NETLWDB's mandated oversight responsibilities, they also provide a means to respond to labor market, economic and demographic conditions and trends in the area.

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

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

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

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

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

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

The NETLWDB incorporates Consolidated Business Grants including Incumbent Worker (IW) and Registered Apprenticeship training programs along with on-the-job training (OJT) programs, customized training programs, industry and sector strategies, career pathway initiatives, and other initiatives to support the Board's vision and strategic goals. The NETLWDB offers these programs to provide either occupational or educational training to employees of the local area's businesses. Training addresses skill gaps of the incumbent workers, impacts company stability, and enhances the employee retention. OJT continues to provide a bridge between employers and workers, offering a timely and cost effective solution to meet the needs of both. OJT is an effective option for upgrading skills and ultimately retaining employment. The specific training helps the incumbent worker retain a job with changing skill requirements, or can upgrade their skill qualifying them for a different job with the employer. This improved knowledge or certification obtained from the training adds value to the company and often leads to an opportunity for advancement and/or wages increase. See section K for Rural Initiative information. *(Please see the Business Services Attachment N)*

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

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

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

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

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

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

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

The NETLWDB is cognizant of the barriers of formerly incarcerated individuals, especially in the current labor market. It is imperative that this population can access a wide range of employment and training activities that support transition to higher levels of skill attainment and/or education and training, as well as meaningful employment. The NETLWDB's AJC partners are working to expand the current system design to create and expand services designed to specifically address the barriers of formerly incarcerated individuals. This system development will be designed to provide local access to life-expanding career pathways opportunities that include approaches such as dual enrollment, peer tutoring, and transitions to re-entry services designed to facilitate post-release success and reduce recidivism.

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

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

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

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

NETLWDA is also pursuing linkages with local corrections facilities to replicate evidenced based best practices. NETLWDA proposes to establish a pilot project which will focus on outreach in the Greene County Detention Center to establish a post-release referral system for incarcerated individuals to receive targeted services in that county's AJC. The Greene County Detention Center is currently partnering with a local company in a program that provides daily transportation for inmates to and from the company's facility. Inmates receive wages which are used to pay fines, court costs, restitution, etc. NETLWDA proposes to create a pre-release and post-release program for these inmates to establish relationships and referral procedures to the new Greene County AJC for intensive job search, additional training and placement services.

Research has shown that recidivism rates are lowered if the individual is employed within 60 days of release. Therefore, rapid re-entry into the labor market will be the primary focus. The NETLWDA

partners will work with the local TDOC 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.

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

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

Performance Goals and Evaluation

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

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

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

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

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

The NETLWDB uses the negotiated performance measures as the indicators for fiscal agent, contracted service providers, administrative entity, and contracted sub-recipient service providers. Factors such as program enrollment, active participants, measureable skills gains, credential attainments, placements, wages and retention are incorporated into the NETLWDB's strategic plan. Program Year 2019-2020 negotiated performance metrics are listed below. As PY 2020 core performance measures goals are established, this information will be updated. The OSO is accountable for meeting defined AJC standards and deliverables.

The NETLWDB uses various reports from the SWDB and from the Jobs4TN system as well as required sub-recipient reporting. In addition to program reports, the effectiveness of the fiscal entity is measured through independent audits, independently agreed upon procedures, and administrative monitoring conducted by TDLWD and PAR. Quarterly meetings with the OSO, the sub-recipient service providers and partners result in real time evaluation of programmatic progress and defines future expectations. Quarterly IFA review meetings will be held to ensure compliance with the executed agreement. The NETLWDB is committed to the WIOA vision which includes six common performance accountability measures that apply to the WIOA core programs. Attainment of Common Measures by all partners documents the positive impact and efficacy of workforce development services throughout the system in a quantifiable evidence-based manner. The six Common Performance Measures are reflected below.

NETLWDA Program Year 2019-2020 WIOA Negotiated Performance Levels			
Measure: Employment 2nd Quarter After Exit	Negotiated Level	Measure: Employment in 4th Quarter After Exit	Negotiated Level
Adults	83.5%	Adults	83.5%
Dislocated Workers	82.0%	Dislocated Workers	82.0%
Youth (Education or Employment)	79.5%	Youth (Education or Employment)	76.0%
Wagner-Peyser / Labor	66.0%	Wagner-Peyser / Labor	66.0%
Adult Education	TBD	Adult Education	TBD
Vocational Rehabilitation	TBD	Vocational Rehabilitation	TBD
Measure: Median Earnings 2nd Quarter After Exit	Negotiated Level	Measure: Effectiveness in Serving Employers	Negotiated Level
Adults	\$6,650	Adults	Baseline
Dislocated Workers	\$7,000	Dislocated Workers	Baseline
Youth (Education or Employment)	N/A	Youth (Education or Employment)	Baseline
Wagner-Peyser / Labor	\$4,700	Wagner-Peyser / Labor	Baseline
Adult Education	TBD	Adult Education	Baseline
Vocational Rehabilitation	TBD	Vocational Rehabilitation	Baseline
Measure: Credential Attainment Rate	Negotiated Level	Measure: Measurable Skill Gains	Negotiated Level
Adults	59%	Adults	TBD
Dislocated Workers	69%	Dislocated Workers	TBD

Youth	72%	Youth	TBD
Wagner-Peyser / Labor	N/A	Wagner-Peyser / Labor	N/A
Adult Education	Baseline	Adult Education	TBD
Vocational Rehabilitation	TBD	Vocational Rehabilitation	TBD

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

NETLWDB has developed meaningful reports which drive strategic decision. These reports include enrollment rates, costs per participants, funds invested, and ROI (where available). Dashboards will present metrics that clearly link outcomes to strategic goals including historical data and meaningful trends.

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

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

TDLWD-KPI ETN Growth Goals

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

TDLWD-KPI ETN Growth Goals

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

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

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

Technical Requirements, Assurances and Evaluation

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

A. *Physical and Programmatic Accessibility*

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

The NETLWDA AJC system, including OSO and partners, complies with WIOA Sec. 188, and provisions of the Americans with Disabilities Act, as amended, regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. The AJC Certification process includes documentation that all services and facilities are accessible and available to job seekers with disabilities in terms of equality with all other persons. The NETLWDA OSO participates in technical assistance training to ensure customer centered design and incorporates additional resources to assist customers with disabilities in the AJC's. In addition to assistive technologies, staff provide large print workshop materials for visually impaired customers and partner with the National Federation of the Blind to have the menu of services transcribed and printed in Braille.

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

B. *Fiscal Management*

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

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

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

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

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

The requirement to attain the required MPCR level is included in the contract with the Career Service Provider and Youth Service Provider sub-recipients. AB&T's Finance Department monitors the MPCR monthly to evaluate the status and to identify and address potential risks which may negatively impact this metric. Since its implementation, NETLWDA has met or exceeded the required MPCR.

C. *Budget Information and Supporting Materials*

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

(See Detailed Budget and Budget Narrative Attachment P.)

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

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

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

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

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

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

- E. *Provide copies of executed cooperative agreements (as applicable) which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop system, with respect to efforts that will enhance the provision of services to individuals with disabilities.*

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

with all other persons.

The NETLWDA AJC system service providers, including all required and additional partners, will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities. Through the MOU, all Partners agree that they will not discriminate in their employment practices or services on the basis of gender, gender identity/or expression, age, race, religion, national origin, disability, veterans status, or on the basis of any other classification protected under state or federal law. Partners assure that they have policies and procedures in place to address these issues, and that such policies and procedures have been disseminated to their employees and otherwise posted as required by law. The Partners further assure that, to the best of their knowledge, they are currently in compliance with all applicable state and federal laws and regulations regarding these issues.

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

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

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

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

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

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

Attachment C- Regional and Local Planning Checklist

- Executive Summary and Coversheet

- Regional Plan Components
 - Economic and Workforce Analysis
 - Strategies for Service Integration
 - Vision, Goals and Implementation Strategies

- Regional Plan Attachments
 - Must provide, overall narrative description of the manner in which the stakeholder involvement requirements were met for the regional plan
 - Documentation of outreach efforts to all required planning partners, and must provide documentation that the State Workforce Development Board was provided the relevant information on all planning meetings, listening sessions, or other public meetings related to the planning process

- Local Plan Components
 - Operating Systems and Strategies
 - Performance Goals and Evaluation
 - Technical Requirements and Assurances

- Local Plan Attachments
 - Must provide, overall narrative description of the manner in which the stakeholder involvement requirements were met for the local plan
 - Copy of the local training provider approval policy and procedures.
 - Copy of the local Individual Training Account Policy
 - Copy of the local supportive service policy
 - Copies of executed cooperative agreements
 - Copy of the local procurement policies and procedures
 - Copies of Title VI trainings to all service providers, One-Stop Operators, and Board.
 - Organizational Chart with staff and titles

SIGNATURE PAGE

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

**Northeast Tennessee Local
Workforce Development Board
Chair**

Mike Horton

Date

Chief Local Elected Official

Richard Venable

Date