

WIOA Strategic Workforce Development Plan

Local Plan Template

PYs 2024-2027



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Local Area Information

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Date of Submission: 4/8/24

Local Plan Tracker (Sample)

Local Plan Tracker- PY 2024-2027

Click the link above to use the tracker.

Regional and Local Analysis:

- a. Provide an analysis of regional economic conditions, including:
 - i. Existing and emerging in-demand sectors and occupations,
 - ii. The employment needs of businesses in those sectors and occupations; and
 - iii. How the LWDA compares to the region and any unique contributors to the regional economic conditions and business needs.

The Northeast is expected to have positive job growth through 2030. The three largest industries are expected to be health care and social assistance, manufacturing, and accommodation and food services. In addition, transportation and warehousing will be one of the top job-creating industries, and one of the top in rapid growth.

Meeting the employment needs of these businesses requires a combination of technical skills, soft skills, and industry-specific knowledge. In addition, the local area must understand skill shortages and surpluses in these sectors in order to best match job seekers with available opportunities, facilitate workforce planning, and support economic development efforts. The employment needs of the NETLWDA mirror those of the East region. The region shares in-demand sectors and occupations and similar growth forecasts.

The East Region will convene focus groups of experts in these industries and industries with unmet need, to determine the skills and competencies needed that are crucial for the local businesses to remain competitive. The focus groups will provide the industry expertise to help determine training programs that meet the needs of area employers. Training providers will also be included in the focus groups to ensure that training programs align with industry requirements and produce skilled workers who have the knowledge and abilities to effectively contribute to the workforce. The local area will convene focus groups for in-demand sectors that differ from the other areas in the region.

The NETLWDB will recruit potential members who represent in-demand sectors to serve on the board. In-demand sector representatives can bring numerous benefits to the local boards. Recruiting board members who represent these sectors brings valuable expertise, networks, resources, and perspectives to the board, strengthening board's capacity to achieve the intended mission.

Input from focus groups and representatives from in-demand sectors will shape how the board makes decisions including aligning investments in job training, improving service delivery, and ensuring that investments are job-driven.

- b. Describe the knowledge, skills, and abilities needed to meet the employment needs of businesses, including those in in-demand sectors and employing individuals in demand occupations.

Meeting the employment needs of businesses requires an understanding of the knowledge, skills, and abilities across the various sectors. As previously mentioned, meeting the employment needs of these businesses requires a combination of technical skills, soft skills, and industry-specific knowledge.


To determine the knowledge, skills, and abilities that meet employer needs, workforce boards must gather input from employers and industry stakeholders. By convening focus group of leaders in in-demand sectors, the NETLWDB will be well-informed about the industry, identify skills gaps, anticipate skill demands, and better align workforce development initiatives with business needs. Additionally, industry experts can provide specific qualifications, skills, certifications, and competencies needed for various jobs in their respective sector.

Further, the NETLWDB will analyze job postings, employment projections, occupational data, and employer feedback to identify the KSAs needed to succeed in specific job roles. The NETLWDB will work with local training providers to tailor programs and resources to meet the specific needs of the employers. Currently, in the NETLWDA the following skills are the most requested in job listings in Jobs4TN:

Advertised Job Skills Table for East Region

1. Microsoft (MS) Office - Office Suite Software (3,533 job openings)
2. Hypertext markup language (HTML) - Web Platform Development Software (1,794 job openings)
3. Forklift - Forklifts (1,382 job openings)
4. Cash Register - Cash Registers (1,338 job openings)
5. Microsoft PowerPoint - Presentation Software (1,258 job openings)
6. Personal protective equipment - Hazardous Material Protective Apparel (1,186 job openings)
7. Motor vehicles - Automobiles or Cars (1,075 job openings)
8. Microsoft Word - Word Processing Software (862 job openings)
9. Cell Phone - Mobile Phones (659 job openings)
10. Constant Contact - Customer Relationship Management (CRM) Software (644 job openings)

The NETLWDB will assess the advertised skills and occupations and will prioritize those that directly relate to in-demand fields. Skills such as microsoft, PPE, and CRM will be provided through Coursera or Alison.

In order to prepare area job seekers to meet the employer needs, the NETLWDB will prioritize training, education, and support services that best match the needs of both job seekers and employers. Job seekers will also engage in work-based learning opportunities to gain skills, experience, and exposure to industries in demand. The NETLWDB will work with the OSO to provide individual assessments, soft skills training, digital literacy, career 

- c. Provide an analysis of the regional and local workforce, including:
- i. Current labor force employment and unemployment numbers;
 - ii. Information on any trends in the labor market; and
 - iii. Educational and skill levels of the workforce in the region, including individuals with barriers to employment.

According to the latest data, the current labor force employment, in the East Region, is 1,097,691 and the unemployment rate is 3.4%. The labor force participation rate (LFPR) in the East Region is 58.6%.

The East Region in 2021 had 35 percent of the state's population, with the following higher percent of the populations below compared to its proportion of the state's population:

- 30 percent of the American Indian/Alaska native population.
- 45 percent of the 55 and over population.
- 34 percent of the prison and jail population.
- 37 percent of the veteran population.
- 37 percent of those below poverty.
- 39 percent of those with disabilities.
- 37 percent of the population of those aging out of foster care.

The Northeast LWDA reported the lowest rate of educational attainment in 2021, with just under 52.2 percent of the population aged 25 years or more having some college or additional education.

The most recent labor force participation rate for Northeast is 53.1% and the unemployment rate is 3.3%. The youth unemployment rate is 11.58%. Northeast has the highest rate in the region of the unemployed with a disability. Northeast also has a high percentage of incarcerated individuals and probationers and parolees.

Statistics show the need for improvement in the Northeast area. The NETLWDA can play a vital role in improving these labor force statistics by convening stakeholders, forging new partnerships, and developing focus groups to gather and share information that transforms workforce development strategies. NETLWDB will review and adapt policies to ensure they align with these priorities. Through partnerships and information gathering, tools and resources can be developed that facilitates skill matching and job matching for job seekers and employers. This process will also help to evaluate the effectiveness of current workforce training and programs and assist with better preparing individuals for employment. The NETLWDA will conduct outreach to engage under-served populations to ensure that barriers to workforce participation are addressed through service delivery. These strategies will increase public awareness and understanding of current statistics and their significance for workforce development, economic growth, and workforce investments.

- d. Provide an analysis of workforce development activities, including education and training, in the region.
 - i. Identify strengths and weaknesses of these workforce development activities, and;
 - ii. Discuss the LWDB's capacity to provide workforce development activities to address the education and skill needs of the local workforce, including individuals with barriers to employment, and the employment needs of businesses.

There is a good foundation of workforce development activities in the Northeast. The current foundation is something that can be built upon and enhanced. Workforce development activities need to be more responsive to individual needs, industry demands, and the ever changing nature of work.

The strengths of workforce development activities in the Northeast are the availability of training providers, cooperation between educational institutions, apprenticeships, relationships and a supportive workforce board. The NETLWDB has strong relationships with core partners, employers and training providers.

Challenges in the Northeast include case management, counseling and supportive services. Counseling and supportive services has been shown to substantially increase program completion and labor market success. Staff members need more training in counseling and case management. A strategy to address skill deficiencies includes training opportunities through WorkforceGPS, Coursera, TOSS unit training, and other resources to increase knowledge and learning. Just as a sturdy structure relies on its foundation, understanding and progress are built upon fundamental principles. To overcome these challenges and execute stated priorities and strategies, the Northeast must focus on ensuring that the AJC foundation is strong. In addition, improvements are needed to include access to transportation and childcare, mental health, and medical services. The NETLWDB will review current policies and gather input from stakeholders regarding how to improve supportive services for program participants.

While relationship building is a strength of the local workforce system, the NETLWDB is working to expand partnerships, specifically targeting under-served populations. Staff are working on an outreach strategy to develop more partnerships that will enhance recruitment and support growth in creating and sustaining a qualified workforce.

Another opportunity for improvement in services to youth is to increase youth credential attainment. Strategies to improve services to youth include providing comprehensive support to youth, improved career counseling, mentorship, and guidance. Case managers must address educational needs of youth as well as their personal and social development, encouraging youth to set clear goals and create personalized pathways to achieve them. Progress must be regularly assessed and participants' skills gains must be tracked during program participation and accurately reported.

The NETLWDB has the capacity to provide workforce development activities to address the

Support of State Initiatives:

- a. Labor Force Participation Rate (LFPR)
 - i. Describe how the LWDB will provide focused advocacy and engagement to special populations in effort to increase in the local LFPR.
 - ii. What regional or local initiatives will the LWDB support or implement to positively impact LFRP efforts?

The labor force participation rate can be increased by promoting education and skill development of residents of area counties that have lower participation rates. Increasing the LFPR is listed as a priority on the tracker. Specific local initiatives include the following:

- Increase apprenticeship opportunities in rural counties and counties with lower LFPRs, by facilitating partnerships between educational institutions and businesses.
- Increase IWT training opportunities in rural counties and counties with lower LFPRs, by targeting employers in these counties, utilizing IWT funds or 20% DW funding.
- Build stronger relationships with high schools in counties with lower LFPRs to promote initiatives for students such as the SYEP program and work experience program.
- Build stronger relationships with employers by engaging employers in counties with lower LFPRs to advance work-based learning opportunities for those unemployed.
- Targeted outreach, to WIOA Title I eligible populations, to make education and training opportunities more available.
- Targeted outreach to older workers, through the SCSEP program and other agencies serving older workers, to promote:
 1. Flexible work scheduling, job sharing arrangements, remote work, etc. to accommodate the needs of older workers.
 2. Implement a pilot initiative of co-enrolling a sample of SCSEP participants in Title I and supplement wages to improve job satisfaction and outcomes.
 3. Provide technology skills development and upgrades.
 4. Utilize older workers as mentors for younger workers and youth program participants.
- Outreach to faith-based organizations, that serve underrepresented populations, for referrals and to strengthen partnerships.
- Outreach to "warming centers" and short-term emergency shelters in area communities to reach the at-risk and homeless populations.
- Strengthen partnership with Appalachian Regional Coalition on Homelessness (ARCH), by attending board and staff meetings.



b. Business Engagement Plan

- i. How will the local area implement the TDLWD-WFS Business Engagement Plan to redefine “business engagement” pursuant to the state-wide framework and provide streamlined solutions to employer customers?
- ii. How will the local area apply the seven pillars of the TDLWD-WFS Business Engagement Plan to the work of the Business Services Team?

i. The NETLWDA will implement the department's BEP by aligning the efforts of the LVERs, the Business Service Team, AJC Staff, Board Staff and the Business & Workforce Director. The Business & Workforce Director will serve as the hub for directing inquiries via the CRM system and ensuring that all tickets are handled in a timely manner and all services delivered. Business outreach will be a targeted effort utilizing tools such as Econovue to reach out to local businesses in in-demand sectors. NETLWDA will reorganize the Business Service Team and facilitate the training of members on the use of the new CRM system.

ii. NETLWDA will apply the seven pillars of the Business Engagement Plan by:

Sector-based approach to service delivery:

- Business & Workforce Director will facilitate sector strategy implementation.
- Utilizing WIRED data to identify in-demand employment sectors.
- Ensure that decisions align with the needs of each particular industry and are employer driven.
- Partner with sector groups to facilitate the development of industry-specific training programs, enhancing sector-specific talent pipelines.
- Adapt Business Service Team outreach efforts to align with BEP and sector strategies.
- Structure the LWDB membership around sector-strategies.
- Performance will be measured by tracking employer penetrations rates, LFPR Rates, customer satisfaction surveys, and quantifiable economic impact data.

Utilize a business cycle framework:

- NETLWDA will utilize business lifecycle data (Econovue) to align services with business needs.
- Tailor services to support businesses in various phases of the lifecycle.

Position LWDA as Asset Mappers:

- When possible and appropriate, NETLWDB will serve as fiscal agent for sector projects.
- The LWDB will serve as a convener and intermediary for industry partnerships.
- The LWDB will seek out non-WIOA funding opportunities that will strengthen sector strategies and industry partnerships.

Case manage employers as customers:

- NETLWDA will rely on the state's Zendesk CRM platform to manage business customer relationships.
- Employer relationships will be managed via a single point of contact in order to streamline +

c. Summer Youth Employment Program (SYEP)

- i. Describe how the LWDB will implement SYEP in the local area.
- ii. How will the LWDB leverage partnerships and current connections with both in-school and out-of-school youth, as well as employers, to increase SYEP participation and job placement?
- iii. Describe how the LWDB will conduct outreach to employers, as well as youth participants, to ensure Youth work experience is utilized year-round.

NETLWDA staff and board members will hold employer meetings in each of the eight counties to build stronger partnerships with local businesses to better educate business leaders about WIOA programs to create summer youth job opportunities for area youth.

Use social media and web sites, or other online platforms, to post summer youth opportunities and youth applications to make the process more accessible and streamlined.

Meet with local secondary and post-secondary school system administrators, CTE directors, and Transition Counselors to inform leadership and students about available SYEP job opportunities and to actively recruit eligible participants.

Collaborate with nonprofit's that serve youth to maintain a referral system and to combine resources to connect youth with job opportunities.

Collaborate with area foster care agencies to enroll eligible youth in the SYEP and/or the Title I Youth program for work experience or training opportunities, especially targeting youth aging out of foster care or requiring services to receive an extension of foster care services. Such agencies include Frontier Health, Free Will Baptist Family Ministries, Holston Home for Children, Youth Villages, and Isaiah House.

Collaborate with the local mental health provider to assist their foster care youth with SYEP and/or Title I Youth program opportunities.

- d. AJC Operations Improvement: AJC Assessment
 - i. Provide an analysis of the KPMG assessment study results specific to the local area.
 - ii. How does the LWDB plan to incorporate the recommendations and adjust the local service strategy if necessary?

It was noted in the KPMG study that the Erwin AJC has low numbers of Title I participants served. Erwin is a small town in Unicoi County, TN. Erwin has a population of about 6,000 and is bordered by Washington County and Greene County. Commuting patterns are such that most citizens in Unicoi County could easily access services in Washington or Greene County. Additionally, existing staff could serve participants remotely or from partner locations in Unicoi County. The NETLWDB will decide the feasibility of continuing to operate in Erwin and research the possibility of an access point instead of a brick and mortar facility.

It was also noted in the study that stakeholders in the Northeast region mentioned that obstacles presented by layers of bureaucracy create limitations on the area's capacity to deliver services. Some of the layers of bureaucracy stem from federal mandates that create bottlenecks and obstacles for the efficient and effective delivery of employment and training services. The NETLWDB will implement new assessment options in order to reduce the amount of time it takes to complete a participant enrollment. As previously mentioned, staff members need more training in counseling and case management. A strategy to address deficiencies includes training opportunities through WorkforceGPS, Coursera, TOSS unit, and other resources to increase knowledge and learning, resulting in higher quality service delivery. Staff will also receive training on strategies to reduce the time between initial appointments and enrollment and reduce the time that participants are kept in the program.

The KPMG study suggested that the "team must identify ways to save money, reduce footprint, and minimize the need to contract services." The NETLWDB has thoroughly examined the costs of each AJC and has previously suggested reducing the footprint by limiting the number of affiliate sites in the Northeast area. This suggestion has been met with opposition by the locally elected officials. Some of the AJCs in counties with low numbers of participants, are located in free space; however, utilities, communications, and staffing are costly. The NETLWDB does not contract any services that are they are not mandated to do so by the feds or the state. Contracting services can lead to additional bureaucracy and several added costs compared to delivering services in-house.

The KPMG study stated that access points are highly concentrated in the Northeast. The study concluded that the Northeast LWDA has a low count of affiliate and comprehensive AJCs, so the region utilized many access points to provide touch points to their customers. In fact, the Northeast has an affiliate or comprehensive AJC in every county and does not have any access points. To reduce costs, the NETLWDB will further examine the local footprint and may need to replace brick and mortar locations with access points in order to reach more customers at a lower cost.

e. Infrastructure

- i. Describe how the LWDB plans to implement an innovative and effective funding structure to incorporate the blending and braiding of resources.
- ii. What additional funding sources, beyond WIOA formula dollars, does the LWDB plan to seek?
- iii. How does the LWDB plan to staff and administer any programs funded through non-WIOA sources?

Implementing an innovative and effective funding structure, incorporating the blending and braiding of resources involves collaboration and coordination among partners and stakeholders. To achieve this, the NETLWDB will:

-Collaborate with local community-based organizations to determine if strategic priorities, such as focus area, target populations, and outcomes, align.

-Expand partnerships with key stakeholders to develop opportunities for joint initiatives.

-Coordinate with the other local areas in the East Region to partner on grant opportunities and other initiatives.

The NETLWDB will consider seeking funding sources beyond WIOA formula dollars as opportunities arise with local partnerships or with other local areas in the region. The NETLWDB will staff and administer non-WIOA programs with non-WIOA resources or by procuring and contracting with external partners.

Strategic Planning Elements:

- a. Describe the LWDB's strategic vision and goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment.
 - i. How do the local area's workforce development programs, including programs provided by partner agencies, support this strategic vision?
 - ii. How will the local area, working with the entities that carry out the core programs, align available resources to achieve the strategic vision and goals?

a. The NETLWDB's strategic vision and goals for preparing an educated and skilled workforce include the following:

-Prioritize initiatives that support engagement in the workforce, including career exploration, work-based learning, and mentorship opportunities to help build essential skills and development of informed career choices.

-Ensure that customers, including youth and individuals with barriers to employment, have equitable access to education and training programs that align with industry needs and lead to sustainable employment opportunities.

-Expand partnerships with justice-involved agencies providing training and supportive services leading to gainful employment.

-Remain active in discussions with local businesses, industry associations, and educational institutions to align changing workforce needs ensuring that training programs are relevant and responsive to industry demands.

-Promote innovative training models, including apprenticeships, short-term credentialing, on-line learning opportunities, and accelerated pathways to employment and offer flexibility for customers with diverse learning styles and preferences.

-Provide comprehensive supportive services that address the diverse needs of participants and remove barriers to participation in education and training programs.

-Continuous evaluation of the labor market and program effectiveness to inform decision-making to improve strategies for greater local impact.

i. The local WDB and all partners are involved in the development of the plan to outline goals, objectives, and strategies for addressing workforce challenges and maximizing available resources. Engaging stakeholders in the planning and implementation helps promote buy-in and supports the strategic vision and resource alignment efforts.

ii. The WIOA core programs and other partners providing coordinated or co-located services, do so throughout the local workforce system as well as interact on



- b. Describe the LWDB's goals relating to performance accountability measures. How do these measures support regional economic growth and self-sufficiency?

The NETLWDB aligns its performance specific goals related to performance accountability measures with state and federal performance measures to ensure the effectiveness of its workforce development programs and initiatives. These measures are designed to support regional economic growth and self-sufficiency by aligning workforce development efforts with the needs of businesses, enhancing the skills of the workforce, and fostering sustainable employment. NETLWDB supports regional economic growth and self-sufficiency by adapting its policies to facilitate:

- Focusing on increasing the number of individuals placed in employment and enhance job retention rates.
- Improving the earnings and wage growth of individuals participating in workforce development programs.
- Increasing the number of individuals attaining relevant skills and industry-recognized credentials.
- Increasing the number of individuals placed in high-demand occupations and sectors within the region.
- Improving satisfaction levels among businesses participating in workforce development
- Contributing to a reduction in local unemployment rates.
- Increasing overall workforce participation rates in the LWDA.
- Ensuring that workforce development programs align with the current and future needs of local industries.
- Improving access to relevant training and education programs for individuals seeking to enhance their skills.
- Promoting equitable access to workforce development opportunities and ensure the inclusion of diverse demographic groups and priority populations.

By achieving these performance accountability goals, the LWDB contributes to building a resilient and skilled workforce, creating favorable conditions for business growth, and ultimately supporting regional economic growth and self-sufficiency. These goals reflect a holistic approach to workforce development that considers both individual and community needs while fostering a dynamic and competitive regional economy.

- c. Provide a description of how the LWDB will support the strategy identified in the State Plan and work with the entities carrying out core programs and other workforce development programs, including those authorized under the Carl D. Perkins Career and Technical Education Act to support service alignment.

The Workforce Innovation and Opportunity Act (WIOA) authorizes several core programs under the workforce development system. The core programs play essential roles in providing employment and training services to individuals seeking to enhance their skills and find meaningful employment.

WIOA core programs leverage partnerships with stakeholders, including employers, educational institutions, community organizations, and other workforce development agencies, to maximize resources and/or enhance service delivery. Through collaboration, WIOA core programs provide comprehensive, coordinated services that meet the various needs of area job seekers and employers and ensures effectively utilizing resources.

The NETLWDB involves all partners and promotes coordination among the core programs, and with other required one-stop partner programs. The core program and partner staff meet monthly and share relevant data concerning participation, performance, referrals, and co-enrollments.

Core program staff supervisors are members of the NETLWDB and the RPC. As a member of the board, the RPC, and other committees, the core partners collaborate in local and regional planning, referrals, agency cross-training, data sharing, and employer services.

The alignment between WIOA and the Perkins CTE Act is essential due to the increasingly complex education and training needed for students to succeed in the 21st-century economy. The collaboration is crucial to provide opportunities across education and workforce systems. The NETLWDA partners with local CTE programs as a means of reaching youth through career-preparation programs that leads to higher rates of high school completion and supports workforce development outcomes. CTE students are enrolled in Title I youth programs and placed in work-based learning opportunities, augmenting their career and technical education courses, while providing essential work-related skills. Students are also provided with supportive services needed to complete their high school education and work-based learning experience.

In addition, local CTE secondary educators and administrators are engaged with the local workforce boards and regularly attend meetings. Local board staff and the Regional Director attend local Northeast TN Technical Education Association (NETTEA) meetings and supports advancement of education that prepares youth and adults for successful careers.

Local One-Stop System:

- a. Describe the LWDA's progressive service strategy, incorporating updates resulting from the AJC Assessment, and how the annual Partner's Memorandum of Understanding (MOU) will support the implementation of this strategy.

The NETLWDB's progressive service strategy is to deliver high-quality workforce services to all customers seeking assistance. Customers include businesses as well as job seekers. The service strategy includes:

- Offering flexibility in how, where, and when customers are served.
- Reaching and serving more of the under-represented populations.
- Equipping the workforce with the skills needed in in-demand sectors.
- Ensuring policies, programming and training opportunities are employer driven.
- Continually evaluate services through customer feedback to drive strategy changes.
- Assessment of the local footprint and reducing costs when feasible.
- Staff training to improve the quality of service delivery.

The MOU defines the targeted customers for each of the partner programs and the NETLWDB will coordinate with partners for referrals and co-enrollments through the initial assessment process.

- b. Identify programs that are part of the local area’s one-stop system, and describe the role and resource contribution of each, including:
 - i. Core programs;
 - ii. Additional partner programs, including those that support alignment under the Carl D. Perkins Career and Technical Education Act of 2006; and
 - iii. Other workforce development programs, if applicable.

i. Core programs;

The Workforce Innovation and Opportunity Act (WIOA) authorizes several core programs under the workforce development system. The core programs play essential roles in providing employment and training services to individuals seeking to enhance their skills and find meaningful employment. Core programs include:

1. Title I - Workforce Development Programs:

- Adult and Dislocated Worker Program: Provides employment and training services to adults and dislocated workers.
- WIOA Youth Program: Offers career development services and workforce preparation for young individuals.

Title I services include academic and occupational skills training, job search assistance, skills assessments, work-based training opportunities, and supportive services. Services may also include career counseling to help individuals enter the workforce.

2. Title II - Adult Education and Literacy Programs:

- Programs focus on providing adult education and literacy services.

3. Title III - Wagner-Peyser Employment Service:

- This program, authorized under the Wagner-Peyser Act, assists job seekers by referring qualified candidates to employers and filling job orders.

4. Title IV - Vocational Rehabilitation Programs:

- Programs support vocational rehabilitation services for individuals with disabilities.

WIOA core programs leverage partnerships with stakeholders, including employers, educational institutions, community organizations, and other workforce development agencies, to maximize resources and/or enhance service delivery. Through collaboration, WIOA core programs can provide comprehensive, coordinated services that meet the various needs of area job seekers and employers. The core programs meet monthly and share relevant data concerning participation, performance, referrals, and co-enrollments.

Core program staff supervisors are members of the NETLWDB. As a member of the board, the core partners collaborate in local and regional planning, referrals, agency cross-training, data sharing, and employer services. +

- c. Describe how the LWDB will support state plan strategies and work with the entities carrying out programs in the one-stop system to coordinate and support service alignment.

The LWDB will support the state plan strategies and work with the entities carrying out programs in the one-stop system by:

- Collaborating with One-Stop partners, including the AJCs, education and training providers, economic development agencies, and community-based organizations, to develop coordinated service delivery strategies that align with state plan strategies.
- Reconvening regular meetings of the Northeast Coordination Team (key stakeholders) to discuss the availability of services in the area and the needs of target populations to identify areas where coordination and collaboration can enhance service delivery.
- Conducting regular coordination meetings and planning sessions involving representatives of workforce development entities to align strategies and address emerging challenges.
- Expanding partnerships to promote service alignment and integration and to share information, coordinate activities, and address common challenges in serving job seekers and employers.
- Facilitating training for one-stop staff and provide cross-training to better understand each program, services, and eligibility requirements.
- Convening a policy committee to review current policies and update them to strengthen service delivery and remove barriers to participation.
- Conducting program evaluations to identify best practices, service gaps, and adjust strategies to better meet the needs of customers.

Workforce Development and Career Pathways

- a. Describe how the LWDB will work with providers to facilitate the development of career pathways, including co-enrollment in core programs and academic training programs when appropriate.

The NETLWDB will work with providers to facilitate the development of career pathways, including co-enrollments by:

- Identifying skills gaps and needs in priority sectors and occupations for development of career pathways;
- Soliciting input from employers, partners, and other stakeholders to identify opportunities for career pathways development and to identify priorities for career pathways;
- Reconvening the local Consortium of partners, including training providers, to identify programs and labor force needs in targeted industries and occupations;
- Collaborating with education and training providers to create road maps to careers by aligning courses and valuable credentials with career pathways within the local targeted sectors;
- Providing flexible program design and dual enrollment opportunities for youth;
- Considering workbased-learning experiences such as job shadows, internships, and apprenticeships that help expand and accelerate career pathway opportunities when combined with classroom instruction;
- Facilitating partnerships with employers and core partners to place participants in work-based learning opportunities where participants will learn foundational skills necessary to succeed in the labor market;
- Increasing the number of pre-apprenticeship and registered apprenticeship opportunities in the NETLWDA, including pre-apprenticeships for youth in labor union-sponsored programs;
- Providing assessments, career planning, academic support, and other supportive services for participants in career pathway programs;
- Providing job placement and follow-up services to participants completing career pathways programs; and,
- Regularly convening stakeholders to assess the effectiveness of career pathway programs and adjust as needed to best meet the needs of area job seekers and employers.

The NETLWDB will collaborate with stakeholders to facilitate career pathways that align with education and training with the needs of employers and targeted industry sectors with the goal of assisting participants in attaining in-demand skills, securing sustainable employment, and filling critical skills gaps and employee shortages.

- b. Describe how the LWDB will work with providers to improve access to activities leading to recognized postsecondary credentials.
- i. Explain how the LWDB will ensure these credentials are transferable to other occupations or industries (“portable”).
 - ii. Explain how the LWDB will ensure these credentials are part of a sequence of credentials that can be accumulated over time (“stackable”)? If yes, please explain.

The NETLWDB encourages the pursuit of credentials that are both portable (transferable) and stackable (buildable) to enhance employability and career growth. These credentials play a crucial role in connecting jobseekers with meaningful employment opportunities. Strategies to ensure that credentials are transferable and stackable include:

- Collaborating with providers and employers to identify skills and competencies and support the alignment of training programs with industry standards that are valuable and recognized by local employers;
- Identifying clear education, training strategies, mechanisms, and supports for moving from the acquisition of core skills and credentials from job entry through increasingly higher levels of relevant skills and credentials to advance to higher levels of employment within sectors and industries;
- Initiating conversations with providers to advocate for the establishment of credit transfers and credit for prior learning, development of stackable credential programs and pathways, or articulation agreements to remove barriers in the participants course of study;
- Promoting portable and stackable credentials in underserved communities who traditionally miss out on marketable skills due to barriers such as affordability, time, and access;
- Identifying training programs with embedded short-term credentials, or micro-credentials, into degree programs that will give participants multiple points of program entry and exit leading to expedited completion and employment; and,
- Encouraging participant enrollment in shorter-term credential pathways allowing for the opportunity to progress from one credential type to the next, continuously building upon the skills and knowledge.

Portable and stackable credentials have become economical, critical pathways for learners to advance their careers, gain higher wages, and display competency in a shorter timeframe than full degree programs allow.

Access to Employment and Services:

- a. Describe how the LWDB and its partners will expand access to employment, training, education, and supportive services for eligible individuals, particularly individuals with barriers to employment.

The NETLWDB and partners must collaborate efforts and strategic initiatives to expand access to employment, training, education, and supportive services to eligible individuals. The NETLWDB seeks to expand outreach to communities and citizens that have a combination of health, economic, and cultural challenges and severely affected groups already facing an uphill battle. The board staff and board members, AJC staff, and the OSO will engage businesses and community members in workforce development discussions to ensure that their feedback is part of the decision-making process. Efforts to actively engage the local communities include:

- Conducting targeted outreach to eligible individuals through community events, social media, and partnerships with community organizations to promote available services;
- Building lasting, collaborative relationships between business, education, workforce development, economic development, and government and community organizations;
- Conducting meetings with agency leadership and attending staff meetings of local mental health provider, SCSEP provider, and VR staff to engage marginalized communities;
- Establishing access points for individuals to connect with AJC services, usage of virtual platforms, and deployment of mobile AJCs to reach underserved areas;
- Meeting customers where they are to ensure that services are accessible and convenient;
- Conducting assessments to identify an individual's interests and aptitudes and barriers to training and employment, and tailoring services plans to connect participants to appropriate services;
- Providing appropriate supportive services that promote success and eliminate barriers to program completion;
- Providing quality case management and career counseling and guidance to help participants explore the best options;
- Providing quality job placement services including resume preparation, and interviewing skills, while facilitating connections with employers, job fairs, and other recruitment opportunities;
- Providing follow-up services that support the participant, after they have completed training or secured employment, and assisting with any challenges to maintaining stable employment.

- b. Provide a description of how the LWDB will provide services to priority populations as outlined in the State Plan, including:
 - i. Directions given to the One-Stop System Operator to ensure priority for adult career and training services is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.
 - ii. How the LWDB will determine priority populations and how to best serve them, along with any other state requirements.

Local programs aimed at supporting individuals and populations with a history of marginalization and under investment can be greatly improved through strategic community outreach and engagement. The NETLWDB will focus on serving individuals with barriers to employment and will reach priority populations through robust outreach initiatives. Staff will schedule meetings with community-based organizations, social service agencies, educational institutions, and other stakeholders that serve recipients of public assistance, low-income individuals, those who are basic skills deficient, and similar populations to market services and obtain referrals to WIOA programs. Staff will also connect with priority populations by attending community events relevant to these populations.

The NETLWDB will work with community organizations and other service providers to determine the specific challenges and barriers to employment, training, and education that priority populations encounter and determine how best to serve them. The NETLWDB will re-convene the local Consortium Team made up of core partners and will include other valuable community organizations to the Team to foster on-going involvement and feedback on serving priority populations. The Consortium will be tasked with continuous evaluation of program effectiveness and implementation of service models that are better aligned to the needs of the local area.

The OSO facilitates quarterly cross-training of partner teams, ensuring that all staff understand the concept of service to priority populations and how to effectively serve individuals from diverse backgrounds. In addition, the OSO coordinates with partners and other stakeholders to ensure that priority populations are served and participates in community outreach with members of the AJC outreach teams to raise awareness about available services. The OSO makes sure that all AJCs are accessible to priority populations by providing accommodations such as language translation services, ensuring that services are inclusive and barriers are eliminated. The OSO promotes continuous improvement to enhance the effectiveness of services to priority populations by soliciting feedback through customer evaluations.

- c. Describe how the local area will facilitate access to services through the One-Stop delivery system, including remote areas, through the use of technology.

Through the use of technology, the NETLWDA can ensure that residents, including remote areas, have equitable access to a full range of services offered through the One-Stop delivery system.

The local area will utilize the following technology platforms:

The Virtual AJC allows for information on services and programs to be available at anytime, from any location. Users can access employment assistance and other services offered by AJC partners. The Virtual AJC provides the same information that can be found in a local AJC. The site can be accessed by desk top or mobile device and provides users with the next steps required to participate in AJC programs.

The NETLWDA will utilize the Mobile AJCs to expand outreach in remote areas needing access to technology. Services can also be accessed through Mobile AJC's. Each mobile unit offers services similar to other AJCs and provides a computer lab with internet connection that can be temporarily located in remote areas creating a hub for job search activities, career exploration, and interviewing.

The NETLWDB procured new technology to be deployed in rural AJCs. The new, updated technology will help to speed up service delivery and improve overall timeliness. New hardware and software also allows for customers to be enrolled in program services virtually without having to physically visit a job center.

Social media will be utilized to disseminate information about AJC services specific career and training opportunities. The social media platforms will be utilized to advertise resource fairs, job fairs, and other events in remote areas. Local service provider websites will allow remote communities to ask questions about services and share feedback

Cameras have recently been installed in the local comprehensive AJCs to offer virtual meetings, workshops, and training via live stream, Teams, and Zoom to remote areas. The audience is encouraged to participate through comments, questions and discussions during the online events. Interactive sessions improve communication, can be more engaging, and allow for feedback through polls, etc.

Online platforms can allow for reaching a broader audience and can be recorded and made available for later viewing. The recording can be viewed by those unable to attend a meeting or event or by those who don't have connectivity in a remote area.

- d. Describe how AJCs are implementing and transitioning to an integrated technology enabled intake care management information system.

TDLWD case management systems will be utilized by the NETLWDA. The local area does not have the additional funding to purchase additional systems.

The AJC's, as well as the LWDB in Northeast will continue to utilize Jobs4TN, Smart Simple, Zendesk (including the new CRM function in Zendesk), and any other state sponsored and acquired tracking, CRM, grant management, and case-management systems.

- e. Provide a description and assessment of the type and availability of programs and services provided to adults and dislocated workers in the local area.

The type and availability of programs and services provided to adults and dislocated workers in the local area through the American Job Center network, which serves as the delivery system for WIOA funded services, includes:

Employment Services:

- Job search assistance, job matching and referrals to open positions
- Resume writing assistance, interview preparation, and career coaching
- Access to job search resources, including computers, internet access, and job postings
- Job fairs, recruitment events, and networking opportunities with local employers

Training and Education Programs:

- Skills assessments and career exploration to assist customers in making informed choices in training and educational pathways
- Access to educational programs including adult education
- Occupational skills training in high-demand industries
- Work-based training programs with participating employers

Supportive Services:

- Assistance with supportive services to to offset the cost of participation and tools or equipment needed for training and employment
- Referrals to community resources for housing assistance, food assistance, healthcare, mental health services, document recovery, and other essential needs
- Financial counseling, budgeting, debt management, and credit repair

Career Counseling and Guidance:

- Individual career counseling to help customers explore career and training options, set goals, and develop employment plans
- Assessment of skills, interests, and aptitudes to determine appropriate matches with training and suitable employment
- Guidance on the local job market, accessing training programs, and career paths

Employment and Retention Services:

- Follow-up services to support participants after obtaining employment
- Job retention and job coaching
- Referral to additional training or skill development opportunities to support career advancement
- Assistance with workplace accommodations and workplace issues

Programs for Priority Populations:

- Programs and initiatives designed to meet the needs of priority populations such as veterans, individuals with disabilities, justice involved individuals, and older workers
- Resources to assist priority populations with barriers to employment, such as W/OTC



- f. Describe how workforce activities will be coordinated with the provision of transportation, including public transportation, and appropriate supportive services in the local area.

The NETLWDB recognizes that the coordination of workforce activities with the provision of transportation and appropriate supportive services is essential to ensuring that individuals can successfully participate in local employment and training programs.

The board routinely evaluates barriers and the supportive services needs of job seekers and program participants and determines a daily monetary rate of support for each enrollee. The daily rate helps participants offset the costs associated with participating in employment and training programs.

Through the initial assessment process, Career Specialists determine supportive service needs. Supportive services are coordinated for participants who are co-enrolled in partner programs such as SNAP E&T, TAA, and Voc Rehab. Improving supportive services to remove barriers to training and employment is a local priority as indicated on the tracker.

The board also partners with other programs to leverage resources and other supportive services that meet participant needs, as transportation options are limited in the local area. Some priority populations may receive gas cards, bus passes, or assistance with limited public transportation to and from job sites and training locations. Career Specialists have access to referral services guides and can connect individuals with other resources as needed.

- g. Provide a description of services available to veterans and eligible spouses, to include priority of service and the use of available Jobs for Veterans State Grants (JVSG) staff.

The JVSG program provides a range of specialized employment services to veterans through dedicated JVSG staff at AJCs. Services available to veterans and eligible spouses through JVSG staff include:

Employment Assistance:

-JVSG staff provide employment assistance to help veterans find meaningful employment opportunities, including job search assistance, resume writing, interview preparation, and career coaching tailored to the needs and preferences of veterans.

Skills Assessment and Training:

-JVSG staff conduct skills assessment to identify strengths, interests, and areas for development.

-JVSG staff assist with exploration of training and education programs that align with career goals and help navigate programs to obtain the skills needed for employment in high-demand sectors.

Job Placement Services:

-JVSG staff facilitate job placement by connecting veterans with employers who actively hire veterans.

-JVSG staff work closely with employers to match veteran's skills and experience with available job openings and provide support throughout the application and hiring process.

Veteran-Focused Job Fairs and Hiring Events:

-JVSG staff organize and participate in job fairs and hiring events to connect veterans with employers who hire veterans.

Priority of Service:

-JVSG staff ensure that veterans receive priority of service when accessing employment and training programs at the AJCs.

-JVSG staff make sure that veterans are given preference for job referrals, training opportunities, and other services provided through the AJC system.

Transition Assistance:

-JVSG staff provide transition assistance to veterans transitioning from military to civilian employment including information on the local job market, translating military skills to civilian occupations, and adjusting to the civilian workplace culture.

Follow-Up and Retention Services:

-JVSG staff offer follow-up support to veterans after they obtain employment to ensure successful integration into the workforce, including retention services, job coaching, mentoring, and referrals to additional supports as needed.

h. What initiatives will the LWDB implement to best serve individuals who have been justice involved?

To best serve individuals who have been justice-involved, the LWDB implements a range of initiatives that address the unique challenges and barriers faced by this population. Effectively reintegrating justice-involved individuals into the workforce requires a comprehensive approach that combines employment support, skill development, and supportive services. Below are ways that the LWDB serves the justice involved population in Northeast Tennessee:

Targeted Outreach and Engagement:

- Northeast performs targeted outreach strategies to connect with justice-involved individuals by establishing partnerships with correctional facilities, probation offices, the state OOR, and other reentry programs to identify and engage individuals at various stages of the justice system.

Case Management and Individualized Services:

- Case management services provide individualized support based on the specific needs and barriers faced by justice-involved individuals, and comprehensive needs assessments help identify skill gaps, and other potential challenges.

Reentry Programs and Transitional Employment:

- Collaborate with reentry programs to offer transitional employment opportunities for individuals with a justice-involved background.
- Provide short-term work experiences, internships, or apprenticeships to facilitate the transition back into the workforce.

Education and Training Programs:

- Develop education and training programs tailored to the needs of justice-involved individuals, focusing on in-demand skills and industry-recognized credentials. Additionally, NETLWDB has established partnerships with TCAT and local Sheriff's Departments to offer AJC services and training opportunities within county jails.
- The Business Engagement Team will be working with employers to customize those training opportunities and create a talent pipeline for those businesses, ideally resulting in a jail to employment pathway and reduction in recidivism rates.

Expungement and Record-Sealing Assistance:

- Provide assistance with the expungement or sealing of criminal records to increase individuals' chances of securing employment.
- Collaborate with legal aid organizations to offer workshops and clinics for record-clearing services.

Job Placement and Employer Engagement:

- Build relationships with employers willing to hire justice-involved individuals.
- Conduct employer education sessions to raise awareness about the benefits of hiring this population and address potential concerns.



- i. Describe any MOU agreements in place to enhance the quality and availability of services to people with disabilities, such as cross training to staff, technical assistance, or methods of sharing information.

The Vocational Rehabilitation (VR) Program provides a variety of assessment, training, employment and specialty services and supports to eligible individuals with disabilities based on the rehabilitation needs of the individual in accordance with the individual's aptitudes, abilities, capabilities, interests, and informed choice, and as identified in an Individualized Plan for Employment with a goal to secure, retain, advance in, or regain competitive integrated employment. VR collaborates with AJC partners, community rehabilitation service providers, educational institutions, and employers to meet an individual's rehabilitation needs. VR services may be accessible through co-location of VR Counselors and other VR professionals at AJCs and through local VR offices.


The VR Program makes referrals to any available partner program to meet the rehabilitation needs of eligible individuals. Referrals are made using the established AJC standard or directly to the partner program by email, phone, or other appropriate method. VR collaborates with AJC partners for basic, individualized, and follow-up services to ensure the best use of resources in providing services to customers.

The NETLWDB has a strong working relationship with the local area Director and VR Counselors are co-located in each of the comprehensive AJCs. The OSO facilitates quarterly cross-training that includes updates on service delivery and referrals from VR staff. A new strategy that will be implemented in this plan to better serve individuals with disabilities, includes NETLWDB staff or AJC staff attending local VR Counselor staff meetings to discuss collaboration among stakeholders to enhance the quality and availability of services to people with disabilities within the workforce system.

- j. Describe how One-Stop System Operators and One-Stop partners will comply with the nondiscrimination requirements of the Workforce Innovation and Opportunity Act (WIOA) (section 188), and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding:
- i. The physical and programmatic accessibility of facilities, programs, and services;
 - ii. Technology and materials for individuals with disabilities; and
 - iii. Providing staff training and support for addressing the needs of individuals with disabilities.
 - iv. Describe the roles and resource contributions of the One-Stop partners related to the nondiscrimination requirements of WIOA (section 188), and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).

One-Stop Operators and One-Stop partners comply with federal nondiscrimination requirements to ensure equal access and opportunity for all individuals seeking services. The following measures are in place to fulfill requirements:

- NETLWDB policies and procedures that prohibit discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and other protected groups outlined in the WIOA law.
- Reasonable accommodations and modifications are provided to individuals with disabilities when administering assessments.
- Assistive technology is available in the AJCs to assist individuals in searching and preparing for jobs.
- Accessible services provided including auxiliary aids, various formats of accessible materials, disability accessible technology in all AJCs that includes mobile stations and software.
- Quarterly cross-training on policies and procedures for serving protected groups such as individuals with disabilities.
- All AJCs are assessed during the certification or re-certification process and evaluated on the center's compliance with the Americans with Disabilities Act including:
 - * Physical accessibility
 - * Program and service accessibility; and
 - * Communication accessibility.

Reasonable accommodations and modifications are provided to individuals with disabilities when administering assessments. Additionally, assistive technology is available in the AJCs to assist individuals search and prepared for jobs. The NETLWDB makes any required changes and 

Business Engagement:

- a. Describe how the LWDB will utilize the Business Engagement Plan to provide consistent messaging and services to local area business and industry.

The Northeast LWDB will utilize the Business Engagement Plan to deliver consistent, comprehensive services to businesses in Northeast Tennessee, focusing primarily on in-demand employment sectors. Some key strategies are:

Collaborative Development:

Engage key stakeholders, including businesses, industry associations, educational institutions, and community organizations, in the execution of the Business Engagement Plan.

Strategic Messaging:

Define Clear Objectives: Establish clear objectives for business engagement, aligning them with broader workforce development goals.

Craft Consistent Messaging:

Develop clear and consistent messaging that communicates the benefits of engaging with the workforce development system.

Targeted Outreach:

Identify Key Sectors: Determine priority sectors and industries critical to the local economy.

Tailored Messaging: Tailor outreach and messaging strategies to the unique needs and language of each industry sector.

Communication Channels:

Diverse Communication Channels: Utilize a mix of communication channels, including digital platforms, traditional media, and direct engagement, to reach a diverse range of businesses.

Accessibility:

Ensure that messaging is accessible and easily understandable for businesses of all sizes and sectors.

Business Engagement Team:

Dedicated Team: Using the state WEP as a blueprint, establish a local business engagement team within the LWDA to lead outreach efforts.

CRM System:

Utilize Zendesk CRM system to document and track all business engagements.

Training and Education Programs:

Coordinate with Educational Institutions: Work closely with educational institutions such as TCAT and Northeast State Community College to promote programs that develop skills in demand by local industries.

- b. What local area initiatives (such as registered apprenticeships, incumbent worker training programs, on-the-job training programs, and customized training solutions) will be used to facilitate engagement of businesses, including small businesses and businesses in in-demand sectors and occupations?

The NETLWDB has developed policies and procedures in order to expand or enhance local workforce development through OJT, IWT, WBL, Pre-Apprenticeship and Apprenticeship, career pathways and sector strategies that are focused on strengthening the regional workforce skill sets and that ultimately lead to increased economic development. By promoting these training opportunities to employers we are offering cost-effective and timely solutions to their pipeline needs.

Employer outreach for these initiatives includes local partners and stakeholders including, in part, ECD partners and Chambers of Commerce.

The NETLWDA continues to provide work-based learning opportunities through OJT, work experience, Registered Apprenticeships (RAP) and IWT programs. Support for RAP may include both WIOA-funded OJT, IWT, and/or ITAs. These activities reinforce the work-based learning model with employers and, as a result, employers are now embracing the model for ongoing utilization to meet training and on-the-job learning needs for newly hired employees.

Through needs assessment, dissemination of needs assessment reports, and regional cooperation among partners and other stakeholders, the NETLWDA will ensure the creation of a trained workforce that meets the needs of current industry specifically through implementation of the following:

- Comprehensive, industry-driven, work-based learning programs
- Assess and prepare learners before they start training including assessment of soft skills
- Data analysis of industry needs

- c. Describe how the LWDB drives the partnerships necessary for effective business engagement, including the use of business intermediaries and economic development groups.

The LWDB plays a critical role in driving partnerships necessary for effective business engagement. Collaborative efforts with business intermediaries and economic development groups are essential to align workforce development strategies with the needs of local businesses.

The Northeast LWDA continuously works to identify stakeholders, including local business associations, educational and training institutions such as TCAT and NESCC, economic development groups (i.e. Northeast Tennessee Regional Economic Partnership (NeTREP), Sullivan Networks, and Johnson City Economic Development), chambers of commerce, and business intermediaries.

NETLWDA is working to establish sector-based task forces that will include representatives from local business and industry, training providers, ECD groups, chamber representatives and business intermediaries. The local area works with these partners to understand the needs of businesses within specific sectors in order to create talent pipelines to address those needs.

Northeast LWDA also explore joint funding opportunities such as non-WIOA grants, as well as exploring possible resource sharing opportunities within the local area.

- d. Describe how the local area's workforce development programs and strategies will be coordinated with economic development activities.
 - i. Describe how these programs will promote entrepreneurial skills training and microenterprise services.

To ensure coordination between the local area's workforce development programs and economic development activities, particularly in promoting entrepreneurial skills training and microenterprise services, the NETLWDA will do the following:

Collaborative Planning and Alignment:

- Establish regular communication channels and collaboration mechanisms between workforce development agencies, economic development organizations, Economic & Community Development (ECD), and entrepreneurship support programs.
- Coordinate joint planning efforts to align workforce development strategies with ECD priorities and identify opportunities for collaboration.

Entrepreneurial Skills Training Programs:

- Collaborate with small business development centers, entrepreneurship incubators, and industry experts to design and deliver relevant training curricula tailored to the needs of aspiring entrepreneurs.

Incubator and Co-Working Spaces:

- Support the development of entrepreneurship incubators, co-working spaces, and innovation hubs that provide infrastructure, mentorship, and networking opportunities for start-up businesses. Encourage collaboration between these spaces and workforce development programs to create pathways for individuals interested in entrepreneurship to access training, mentorship, and support services.

Integration of Microenterprise Services:

- Integrate microenterprise services, such as business coaching, technical assistance, and access to capital, into workforce development programs. Partner with microfinance institutions, community development financial institutions, and other financial service providers to offer micro-loans and financing options to support small business start-ups and expansions.

Policy Advocacy and Supportive Environment:

- Advocate for policies and initiatives that support entrepreneurship, innovation, and small business development at the local level. Work to address regulatory barriers, streamline licensing processes, and create a supportive environment for entrepreneurial activity.

- e. Describe how the LWDB will coordinate its workforce investment activities with statewide rapid response activities.

The NETLWDB has aligned its rapid response policies and coordinates its rapid response activities with the state, beginning with the notification of layoffs and/or business closure. Once notification has been received, the local Rapid Response Coordinator reaches out to the affected employer to schedule a meeting, during which time rapid response services are explained and offered to the employer and affected employees.

NETLWDB's Rapid Response Team assists dislocated workers who lose their jobs because of permanent business closures or mass layoffs, adverse economic or trade conditions, or as a result of natural or man-made disasters. Some of the services offered to affected businesses and their employees are:

- Presentations to employees on AJC services, including referrals to AJC partner programs.
- Reemployment prospects, including organizing job fairs to give other area employers the opportunity to recruit individuals who are being laid off.
- Information on unemployment insurance benefits, employment and training activities, and labor market information.
- Trade Adjustment Assistance program (when applicable), Adult Education, skills upgrading, and high school equivalency preparation and testing.

Training Services

- a. Describe how the local area will provide adult and dislocated worker employment and training activities. This may include incumbent worker, on-the-job, and customized training programs.

The local area will provide programs and services to adults and dislocated workers through the American Job Center network, which serves as the delivery system for WIOA funded services.

Adults and dislocated workers receive comprehensive assessments to determine their educational functioning levels, aptitudes, interests, and barriers to employment. The assessments assist the Career Specialists (Case Managers), in the AJCs, with understanding how to best match an individual's needs and goals with employment and training activities.

Adults and dislocated workers may receive individual assistance to identify job opportunities and job placement services, prepare resumes and cover letters, complete job applications, and improve interview skills. Individualized career counseling and guidance and career exploration services are available in the local AJCs. Workshops are also available in the AJCs to provide additional support.

Adults and dislocated workers are provided with opportunities to up-skill or retrain for in-demand occupations through occupational skills training, on-the-job training, work-based learning opportunities, apprenticeships, and certification programs. Educational opportunities may also include improving basic skills, obtaining a high school equivalency credential, or post secondary education and training. Supportive services are provided to adults and dislocated workers to ensure successful program completion. Once employed, adults and dislocated workers receive on-going follow-up services that assist with maintaining stable employment.

The local area provides adults and dislocated workers with a variety of employment and training activities designed to help them obtain and maintain unsubsidized, meaningful employment. These services are delivered by Career Specialists in the local AJC system in collaboration with local workforce development partners, employers, educational institutions, and other community organizations.

b. Describe how contracts will be coordinated with the use of Individual Training Accounts (ITAs).

WIOA Title I funded training services for qualified individuals are provided by eligible training providers who receive payment for their services through an ITA. The ITA is a payment agreement and contract established on behalf of a qualified individual with a training provider. Individuals enrolled in WIOA Title I Adult, Dislocated Worker programs, and eligible youth enrolled in WIOA Title I Youth programs receive training services from State eligible training providers they select in consultation with a career specialist, which includes discussion of training program quality and performance information on the available eligible training providers.

The Northeast Career Service Provider issues ITAs according to customer choice, individualized needs and preferences of participants, following NETLWDB policies. Through case management and information sharing, participants select a training program and provider that best fits their career goals, interests, and skills needs.

Eligible training providers must meet eligibility criteria established under the WIOA law and related regulations. Eligible providers work with the NETLWDB staff to report performance, completion rates, job placement rates, and other outcome measures to ensure program effectiveness.

The NETLWDB ITA policy is reviewed annually to ensure that the local policy helps to eliminate barriers to training completion and employment.

- c. Describe how the LWDB will ensure informed customer choice in the selection of training programs regardless of how training services are provided.

The NETLWDB ensures informed customer choice in the selection of training programs by providing individuals with comprehensive assessments, information, and guidance, ultimately leading to better outcomes for program participants.

The NETLWDB maintains the ETPL of approved training providers and programs that meet quality standards and that are eligible for WIOA funding, and provides customers with this information to use in decision making.

Career Specialists in the AJC system provide information about training programs, curricula, length of programs, credentials, and potential post training employment opportunities. Career Specialists also provide potential participants with program performance data including graduation rates, job placement rates, wages, and satisfaction results of previous participants, to help them make more informed choices about training programs. Career Specialists also provide assessments, counseling, and guidance on programs best suited to the participant's skills, interests, and career goals.

- d. Describe how the LWDB will ensure continuous improvement of eligible training providers of services and that the providers will meet the needs of local employers and jobseekers.

The NETLWDB maintains the ETPL of approved training providers and programs that meet quality standards and that are eligible for WIOA funding. Potential training providers must meet eligibility criteria established under the WIOA law and related regulations. Eligible providers work with the NETLWDB staff to report performance, completion rates, job placement rates, and other outcome measures to ensure provider program effectiveness.

All training providers must demonstrate that they meet performance outcomes and ensure accountability, quality, and labor market-relevant programs and offerings. The NETLWDB reviews all training providers and programs that apply to be on the ETPL and vote to approve or deny WIOA funding. The NETLWDB also reviews performance outcomes of providers who are not meeting standards and vote to continue or discontinue funding the provider or program until outcomes improve.

Career Pathways have been established for the Northeast region in key areas of study identified as Priority Sectors. These Priority Sectors include: Hospitality/Tourism, Healthcare/Social Assistance (including Rural Healthcare), Manufacturing (including EV), Transportation/Logistics, Professional, Scientific/Technical Service, Construction, and Information Technology (IT).

Working with Education and Training Providers, (ETP), Northeast State Community College (NeSCC), Tennessee College of Applied Technology (TCAT), and Walters State Community College (WSCC), NETLWDB has determined that the development of Career Pathways and co-enrollment in partner programs are integral parts of preparing the future workforce to enter self-sufficient employment in careers that will match the business recruitment needs of the local area.

NETLWDB and its Career Service Provider, (CSP), NeSCC, will encourage participants to take that first step toward securing a higher paying job by enrolling in a Priority Sector education and training program. This in turn will assist the ETP in producing the performance measures they are required to demonstrate to remain on the ETPL and will provide the business community with the necessary skilled workers they demand.

Program Coordination:

- a. Describe how education and workforce investment activities will be coordinated in the local area. This must include:
 - ii. Coordination of relevant secondary and postsecondary education programs;
 - iii. Activities with education and workforce investment activities to coordinate strategies and enhance services; and
 - iv. A description of how the LWDB will avoid duplication of services.

Education and workforce investment activities in the local area involve aligning secondary and postsecondary education programs, coordinating strategies, and enhancing services while avoiding duplication. The NETLWDB will:

- Convene stakeholders and develop partnerships between local secondary schools, community colleges, and vocational training institutions.
- Partner with secondary and postsecondary programs and stakeholders that promote the needed education, up-skilling, and re-skilling of area residents to meet the needs of regional employers.
- Facilitate the alignment of training and educational programs with market demands, in conjunction with educational entities.
- Make direct investments in education and workforce training programs to provide relevant education and training for program participants.
- Coordinate with local high schools to promote dual enrollment programs and support students while they simultaneously earn college credits, providing an early introduction to postsecondary education.
- Actively involve employers in the design and implementation of work-based learning opportunities that best fit the needs of youth participants.
- Engage in joint strategic planning sessions with education partners to align goals, share resources, and prevent duplication of efforts.
- Solicit feedback from stakeholders to assess strategies and adjust as needed to enhance service delivery.

These coordinated efforts are essential in supporting individuals, especially those with barriers to employment, in acquiring the skills necessary for meaningful employment opportunities.

- b. Describe plans, strategies, and assurances concerning the coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), to improve service delivery and avoid duplication of services.

The One-Stop Operator in the Northeast area will lead the coordination of services between the Title I provider, the Wagner-Peyser staff and other services provided through the one-stop delivery system. The OSO fosters a customer service approach that prioritizes the needs of jobseekers and employers, providing a seamless experience across different service providers.

Maximizing coordination in the areas of assessments, workshops, and employer outreach will be determined by the partner and the One-Stop Operator. The OSO will ensure that joint marketing and outreach efforts promote a cohesive brand and messaging that reflects the collective services offered. The OSO has created functional teams to improve service delivery. One-stop partners are expected to assist in working in the Resource Room and serve as the customer-point-of-contact on a rotating basis.

The One-Stop Operator acts as the "functional leader" for all staff working in the AJCs. The One-Stop operator will work to streamline services and reduce duplication of services. It is the responsibility of the one-stop partners, workforce board, and the One-Stop Operator to continually evaluate success and modify any practices as necessary.

The OSO facilitates quarterly cross-training for staff across different workforce programs, including Wagner-Peyser, to enhance their understanding of the full range of available services and improve collaboration. The NETLWDB plans to coordinate efforts with TDLWD to provide ongoing professional development opportunities for staff to stay updated on best practices, industry trends, and changes in workforce policies.

- c. How will the LWDB coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II?
- i. Include information on expanding access to employment, training, education, and supportive services provided through the local one-stop system for Title II participants with barriers to employment.
 - ii. Include how the LWDB 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.

The NETLWDB will coordinate workforce investment activities with adult education and literacy activities. Strategies for supporting the above goal are identified below.

1. Work collaboratively to develop strategies to assist individuals in achieving their goals identified through the initial assessment to minimize barriers.
2. Increase co-enrollments and identify participants in need of supportive services and further training.
3. Host an periodic training to increase awareness of programs.
4. Create a process to share customer information and reduce duplication.
5. Coordinate with Adult Ed service provider to conduct testing and workshops in the AJCs.
6. Improve the direct referral process for individuals in need of basic skills improvement, high school equivalency training and credentialing, literacy training, and ESL, as well as workforce preparation activities and job placement services.

The WIOA Program Director, in conjunction with the Board Chair, will be responsible for review of local applications submitted under Title II to determine consistency with the local workforce development plan and provide recommendations concerning the applicants' alignment with the local plan.

- d. Describe any executed cooperative agreements that 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.

The annually updated WIOA memorandum of understanding describes the service delivery system in NETLWDA. One-stop partners work together to engage in integrated service delivery strategies to better serve job seekers and customers. Additionally, routine meetings and convenings with the below mentioned groups assist with sharing information, cooperative efforts with employers, and common staff training, among other collaborative benefits.

The NETLWDB has executed contracts with Northeast State Community College to provide Title I career services and with the First TN Human Resource Agency to provide SCSEP (Older Worker) services in the NETLWDA.

Contracts with service providers ensure that comprehensive workforce services are available, including assessments, case management and career counseling, job search assistance, education and training opportunities, and supportive services. The career services contracts cover a variety of services to address the needs of various populations, including youth, adults, dislocated workers, justice involved individuals, veterans, and individuals with disabilities. The career services contracts are awarded to agencies that provide services to the entire geographical workforce area. Contracts with providers target specific populations with barriers to employment. Service providers offer programs and services tailored to the needs, challenges, and goals of the targeted populations, ensuring that services are accessible and responsive to the needs.

Further, providers are required to include outreach and recruitment efforts to connect with customers who need workforce development services. Service providers conduct targeted outreach, participate in community events, and collaborate with other stakeholders to increase awareness of available services and to recruit participants.

- e. How do the LWDA's programs and strategies strengthen the linkages between the One-Stop delivery system and unemployment insurance programs?

The NETLWDA's policies and strategies strengthen the connection between UI and AJC services, by:


- Utilizing the state's Jobs4TN website that makes it possible for applicants to file for UI benefits, search job opportunities, and explore career and training options within the same system.
- NETLWDA has also established an electronic referral mechanism used by all AJC partners. Staff, including resource room attendant, can refer UI applicants to AJC programs and partners utilizing this system. Unemployed individuals can be seamlessly referred to One-Stop services for job search assistance, training opportunities, and additional support to expedite their return to employment.
- NETLWDA AJCs offer workshops that cover topics such as resume building, job search strategies, financial literacy, and basic computer skills. These resources can help provide individuals with comprehensive guidance and support, creating a holistic approach to their career development.

Youth Activities

- a. Provide an assessment of the type and availability of youth workforce investment activities in the local area.

Youth workforce investment activities in the local area include Intake & Eligibility, Objective Assessments, and an Individual Service Strategy to determine the needs of the youth. Additionally, the NETLWDB ensures that the fourteen (14) youth program elements required under WIOA Sec. 129(c) are made available to all eligible youth participants who face barriers to education, training, and employment. NETLWDB provides the following fourteen elements:

1. Tutoring, Study Skills Training, and Instruction to help improve educational performance.
2. Alternative Secondary School Services for those who have dropped out or are at risk of dropping out.
3. Paid and Unpaid Work Experience to gain practical skills.
4. Occupational Skills Training to prepare for specific careers.
5. Leadership Development Opportunities to enhance leadership skills.
6. Supportive Services such as transportation and uniforms, boots, etc.
7. Adult Mentoring to provide guidance and support.
8. Follow-Up Services to ensure successful transition to employment or education.
9. Comprehensive Guidance and Counseling to address barriers.
10. Financial Literacy Education to promote financial independence.
11. Entrepreneurial Skills Training for those interested in starting their own businesses.
12. Labor Market Information to understand job opportunities.
13. Activities that Help Attain a Secondary School Diploma or Equivalent.
14. Postsecondary Preparation and Transition Activities to facilitate higher education or training.

NETLWDA Youth service providers offer the 14 elements or ensure elements are provided through leveraged resources. Service provider staff work with participants to build the skills necessary to explore and develop careers, pursue education, occupational skills training, gain work experiences and employment. These elements collectively contribute to empowering young individuals and equipping them with the necessary tools for a successful .

- b. Explain how providers and LWDB staff ensure the WIOA elements:
 - i. Connect back to the WIOA Youth Program Design Framework, particularly the Objective Assessments and ISS; and
 - ii. Are made available to youth with disabilities by describing specific program practices, tools, and services that are tailored to serve youth with disabilities.

The NETLWDB coordinates with service providers and disability experts to ensure that youth elements are aligned with the program design framework and to the unique needs of youth with disabilities. Youth program design for youth with disabilities requires that objective assessments and an ISS that includes specific strategies, accommodations, assistive technology, and other necessary services to ensure full participation and success in WIOA programs.

For youth with disabilities, service providers work with Vocational rehabilitation for co-enrollments to leverage resources, expertise and assistance in providing specialized support services for youth with disabilities and improve outcomes. In addition, youth service providers work with Transition School-to-Work Coordinators in local high schools to service students with disabilities.

There are opportunities to improve relationships between service providers and rehabilitation services partners. The NETLWDB will facilitate additional training for staff on disability inclusion, covering topics such as effective communication, reasonable accommodations, and understanding the needs of youth with various types of disabilities.

- c. Describe successful models for youth services from your local area, including but not limited to virtual work experiences, OSY recruitment, and engagement strategies.

Successful models for youth services in the NETLWDA include:

Recruitment:

The NETLWDB and AJC partners conduct targeted outreach such as hosting information sessions, participating in community events, and partnering with schools to identify and recruit eligible youth. Recent outreach efforts have resulted in recruitment of youth populations, such as foster care youth, that have never been served in the local area.

Another successful recruitment strategy has been peer-to-peer recruitment. Current program participants are offered an incentive to recruit their peers for program participation by sharing their experiences.

Training:

Youth participants in dual enrollment courses are provided tuition assistance and supportive service payments to make dual enrollment more affordable and accessible to low-income youth. This assistance helps to remove financial barriers and improves successful program outcomes.

Summer employment opportunities and other work-based learning opportunities available throughout the year, are proven strategies for WIOA youth.

The NETLWDB is working with the TDLWD apprenticeship department staff to possibly develop youth pre-apprenticeships or registered apprenticeships with local trade unions such as utilities, electricians, etc. These initiatives would be invaluable to area youth, giving them opportunities to have successful careers.

Supportive Services:

The NETLWDB provides comprehensive support services for youth participants, including work attire, transportation assistance, housing assistance, and other supports needed to address the multifaceted needs of youth. In addition, youth are offered incentive payments for recognition and achievement directly tied to the completion of education, training, and work experience activities.

- d. Explain how the LWDB has defined the criterion of “requires additional assistance to complete an educational program, or to secure and hold employment” for OSY and ISY, including:
- i. Evidence supporting the established criteria, to include current labor market information, statistical evidence and other data deemed supportive;
 - ii. A description of how the LWDB ensures regional alignment in this criteria; and
 - iii. List any documentation required from the participant to support established criteria and any additional case management parameters the LWDB has deemed necessary.


The NETLWDB defines "requires additional assistance to complete and educational program, or to secure and hold employment" as:

OSY Additional Assistance Criteria:

- Has dropped out of a post-secondary educational program during the past 12 calendar months;
- Has a poor work history, to include no work history, or has been fired from a job in the last 6 calendar months;
- Has been suspended from school at least within the last 12 calendar months;
- Has below average grades;
- Has been previously placed in out-or-home care (foster care, a group home, or kinship care) for more than 6 months and is between the ages of 16-24; -OR-
- Currently has incarcerated parent(s) or guardian.

ISY Additional Assistance Criteria:

- Has poor attendance patterns in an educational program during the last 12 months;
- Has been expelled from school within the last 12 calendar months;
- Has been suspended from school at least within the last 12 calendar months;
- Has below average grades;
- Has been previously placed in out-or-home care (foster care, a group home, or kinship care) for more than 6 months and is between the ages of 16-21; -OR-
- Currently has incarcerated parent(s) or guardian.

Documentation required includes basic skills assessment results, educational records, transcripts, or documentation of enrollment status to assess the participant's educational background and progress. Youth are required to complete an employment history document, if applicable, to understand their work experience and identify any challenges faced in securing and maintaining employment. Local foster care organizations supply documentation of foster care status. Legal documents are obtained to verify incarceration of parents. Staff exercise due diligence to secure source documents; however, self-attestation can be used as a last resort. 

Administration

- a. Identify the entity responsible for the disbursement of grant funds as determined by the Chief Local Elected Official(CLEO) or the Governor under WIOA sec. 107(d)(12)(B)(i).

First Tennessee Development 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. First Tennessee Development District was designated as the Fiscal Agent on July 1, 2022. As the Fiscal Agent, First Tennessee Development District disburses WIOA funds and provides reports on all disbursements. First Tennessee Development is audited annually by the independent accounting firm of Blackburn/Childers/Steagall and undergoes annual fiscal monitoring by the TDLWD PAR unit.

- b. Describe the competitive process to be used to award subgrants and contracts for WIOA Title I activities in the local area.

The First Tennessee Development District 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 the Board of Directors for the First Tennessee Development District. (Please see the Procurement Policy, Attachment A)

- c. Provide the local levels of performance negotiated with the Governor and CLEO to be used to measure the performance of the local area and to be used by the LWDB for measuring the performance of the fiscal agent, eligible providers, and the One-Stop delivery system, in the local area.

The levels of performance negotiated for PY 23 are as follows:

Adult Measures

Employment Rate 2nd quarter after exit 83.5%
 Employment Rate 4th quarter after exit 83.5%
 Median Earnings 2nd Quarter after exit \$7,025
 Credential Attainment w/in 4 Quarters after exit 69.5%
 Measurable Skills Gains 63.5%

Dislocated Worker

Employment Rate 2nd Quarter after exit 83.5%
 Employment Rate 4th Quarter after exit 83.5%
 Median Earnings 2nd Quarter after exit \$7,690
 Credential Attainment w/in 4 Quarters after exit 70.6%
 Measurable Skills Gains 61.2%

Youth

Employment Rate 2nd Quarter after exit 78.0%
 Employment Rate 4th Quarter after exit 77.0%
 Median Earnings 2nd Quarter after exit \$3,800
 Credential Attainment w/in 4 Quarters after exit 71.0%
 Measurable Skills Gains 55.0%

Negotiated performance measures are shared with all partners and eligible providers in the Northeast and quarterly updates are provided at NETLWDB meetings to ensure that there is an understanding of WIOA federal requirements.

- d. Describe the actions taken toward becoming or remaining a high-performing LWDB, consistent with factors developed by the State Workforce Board (SWB).

The NETLWDB considers that meeting the following criteria to be crucial to becoming and remaining a high-performing LWDB:

1. Compliance

- a. Receive no findings or formal determinations monitoring, particularly disallowed or questioned costs, as evidenced by documentation provided by the monitoring agency.
- b. Sustain fiscal integrity, as evidenced through the yearly Single Audit documentation.
- c. Have no recapture of grant funds for failure to meet a satisfactory obligation rate of program funds within/by each grants applicable program year.
- d. Ensure required partners provide access to their services through the One-Stop delivery system.

2. Performance

- a. Meet or exceed all of federally mandated performance measures.
- b. Meet or exceed all KPIs.

3. Local Strategic Plan

- a. Convene stakeholders to develop a strategic plan that is adaptive to meet local labor market and economic conditions.
- b. Develop a plan that aligns with and supports regional and state plans.

4. Engage Stakeholders

- a. Foster partnerships that enhance service delivery, workforce development, training, and job placement efforts.

5. Staff Development

- a. Ensure that workforce development staff have the knowledge, skills, and competencies to enhance performance and effectiveness.

Public Comment:

- a. Describe the process used by the LWDB to provide a period of no more than 30 days for public comment.

The process for providing a period for public comment involves several key steps to ensure transparency, engagement, and feedback from partners and community. Below is an outline of the process used by the Northeast area:

Public Notice:

Issuance of a public notice to inform the community about the upcoming public comment period. The notice is disseminated through various channels: NETLWDB and FTDD websites, social media, and posting flyers in businesses and in all area AJCs.

Document Availability:

The relevant documents, proposals, plans, or initiatives are made available to the public. Copies of the documents are made available at accessible locations such as websites and the NETLWDB office. The local and regional plan was also sent out to FTDD stakeholders and public relations mailing lists.

Public Meetings:

Public meetings are scheduled during the public comment period to allow community members to express their views, ask questions, and provide feedback. These meetings are held at convenient times and locations to maximize community participation. Northeast meetings were held via zoom and in-person on March 18, 2024. Meetings were scheduled for 3:00 pm and 6:00 pm to satisfy the after hours mandate.

Feedback Channels:

NETLWDB provides multiple channels for submitting feedback, including email and in-person submissions. The various available options are clearly communicated to the public.

Public Comment Period Duration:

The start date of the public comment period was March 14 and the end date was March 29.

Feedback Compilation:

No public comments nor feedback was received during the comment period.

Analysis and Reporting:

Analyzing and reported the compiled public comments is not applicable as no comments were received.

Public Response:

Public response is not applicable as no comments were received.

Documentation:

Documentation of the public comment process, including the public notices, etc. are available by the NETLWDB.

- b. Include any comments submitted during the public comment period that represent disagreement with the plan.

No public comments or feedback was received during the comment period.

Stakeholder Involvement:

- a) Describe how stakeholder involvement requirements were met for the local plan, pursuant to the TDLWD Regional and Local Plan policy.

The NETLWDB was provided the local and regional plan guidance and actively engaged in the planning process. All core partner program representatives attended a planning meeting and provided valuable input to the development of the local and regional plans. Core partners provided crucial information that assists in creation of effective workforce development strategies for job seekers as well as employers. Public input was solicited; however, no public comment was received. The CLEO reviewed and appropriate signature obtained.

Attachments

Attachment A- Required Policies

In the space below, please provide a link to the LWDB policy page, which must include the following required local policies:

- Property Management Policy
- Supportive Services Policy
- Youth Program Design Policy
- Priority of Service Policy
- Local Governance Policy
- Co-Enrollment Policy
- Electronic Case Files Policy
- Grievance and Complaint Resolution Policy
- Minimum Participant Cost Rate Policy
- Monitoring Policy
- Youth Eligibility Policy

See Attachments

Attachment B- CLEO Signature page

Attachment B can be submitted one of two ways. If the LWDA has capacity for electronic signatures, it can be linked in the space below. In the alternative, the LWDA can provide via email. Please designate which option is selected.

Attachment B is linked in the space below:

Attachment B has been sent via email to Workforce.Board@tn.gov

Attachment C- Partners MOU & IFA

Please affirm the LWDA has previously submitted a Partner's MOU and Infrastructure Funding Agreement pursuant to TDLWD-WFS Guidance-WIOA Memorandum of Understanding (MOU)/One-Stop Service Delivery and Infrastructure Funding Agreement (IFA). In the space below, provide the date on which these documents were most recently submitted:

07/01/2023 - MOU Submission Updated IFA Attached

Attachment D- Additional Cooperative Agreements

Please provide any executed cooperative agreements, other than the Partner’s MOU, to which the LWDA is a party. Any additional cooperative agreements can be provided as “Attachment D to Local Plan” via email to Workforce.Board@tn.gov. In the space below, please list the name of any additional cooperative agreement that will be included. If none exist, please state “none.”

See Attachments

Attachment E- Budget Information and Supporting Materials

Please provide the following fiscal materials via email to Workforce.Board@tn.gov using the subject line “Local Plan Attachment E.”

- Detailed budget listing the sources and uses of TDLWD pass-through funds and all non-Federal matching funds
- Supporting budget narrative explaining expenditures by 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, 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. If the budget includes land or buildings, provide an MAI appraisal or comparable appraisal. Include a description of all leveraged funds, including any fee based and/or revenue generated. Include description of any in-kind resources, including the methods used to determine their value).
- Letters of Commitment from each non-TDLWD funding source (federal state, local, or private) that specifies the amount and type of funds committed (grant, loan, cash, or in-kind)
- Any additional pertinent supporting materials, as applicable.

In the text box below, provide the date Attachment E was submitted and name of individual submitting:

Lisa Evans 04/08/2024