



18 January 2019

Deniece Thomas, Assistant Commissioner
Tennessee Department of Labor & Workforce Development
Workforce Services Division
220 French Landing Drive, Floor 4B
Nashville, TN 37243

Dear Mrs. Thomas,

Accompanying this cover page are the 1) PY 18-20 Regional Plan for the East Tennessee Workforce Region and 2) PY 18-20 Local Plan for the East Tennessee Local Workforce Development Area. The transmission of these plans, submitted electronically to the email address workforce.board@tn.gov, occurs through sixteen (16) separate emails:

- Email 1 of 16: PY 18-20 Regional Plan for East Tennessee Region Part 1
- Email 2 of 16: PY 18-20 Regional Plan for East Tennessee Region Part 2
- ~~Email 3 of 16: PY 18-20 Local Plan for ETLWDA Part 1~~
- Email 4 of 16: PY 18-20 Local Plan for ETLWDA Part 2
- Email 5 of 16: Local Plan Attachments A-B
- Email 6 of 16: Local Plan Attachments C-D
- Email 7 of 16: Local Plan Attachment E Part 1
- Email 8 of 16: Local Plan Attachment E Part 2
- Email 9 of 16: Local Plan Attachment E Part 3
- Email 10 of 16: Local Plan Attachment E Part 4
- Email 11 of 16: Local Plan Attachments F-G
- Email 12 of 16: Local Plan Attachment H
- Email 13 of 16: Local Plan Attachment I Part 1
- Email 14 of 16: Local Plan Attachment I Part 2
- Email 15 of 16: Local Plan Attachment I Part 3
- Email 16 of 16: Local Plan Attachments J-L

While it is my hope that these documents are in compliance with directives from your office, the staff to the Local Board looks forward to working with your staff to address any shortcomings that may be uncovered in your review.

Sincerely,

Bill Walker, executive director
ETLWDB

**LOCAL PLAN FOR THE
EAST TENNESSEE LOCAL WORKFORCE DEVELOPMENT AREA
CONSISTING OF THE FOLLOWING COUNTIES
ANDERSON, BLOUNT, CAMPBELL, CLAIBORNE, COCKE,
GRAINGER, HAMBLLEN, JEFFERSON, KNOX, LOUDON, MONROE,
MORGAN, ROANE, SCOTT, SEVIER, AND UNION
FOR PROGRAM YEARS PY18-20**

18 JANUARY 2019

EXECUTIVE SUMMARY

The five pillars of the public workforce development system are to increase access to education, training, and employment; create a high-quality workforce development system; improve the labor market relevance of workforce investment; promote improvement in the delivery of services; increase economic self-sufficiency, and enhance the competitiveness of Tennessee. Workforce development services are delivered in nine distinct local areas in Tennessee. The East Tennessee Local Workforce Development Area (ETLWDA), governed by the Local Board, is comprised of the following sixteen counties: Anderson, Blount, Campbell, Claiborne, Cocke, Grainger, Hamblen, Jefferson, Knox, Loudon, Monroe, Morgan, Roane, Scott, Sevier, and Union, and it is a subdivision of the thirty-four-county East Tennessee Regional Workforce Development Council. The keystone of the public workforce development system network is the American Job Center (AJC). The Local Workforce Development Board, in conjunction with its One-Stop Operator and Career Services provider and the Tennessee Department of Labor and Workforce Development, oversees sixteen American Job Centers and two mobile coaches across the sixteen-county area.

The ETLWDA Local Plan for Program Years 2018-2020 describes the means by which local workforce development practitioners, AJC partners, community-based organizations, and other stakeholders will serve the two primary customers of the workforce delivery system: job seekers and employers. In the work benefiting job seekers, the goal is to reach and to serve through training and job placement those individuals with barriers to employments, e.g., out-of-school youth, justice-involved individuals, immigrants and refugees, veterans, homeless populations, low income, and individuals possessing inadequate basic skills for placement in and retention of self-sufficient employment. In the work benefiting employers, the goal is to act as a clearing house for business assistance, e.g., underwriting training for new and incumbent workers, providing labor market information, and channeling work-ready job seekers to employers.

The workforce delivery system relies on data-driven decision-making and is held accountable through reporting in its Virtual One-Stop customer relationship management platform. The Local Plan announces annual performance targets that align with the *Common Measures* listed in the Workforce Innovation and Opportunities Act. The Plan aligns with the Tennessee Combined State Plan approved by the State Workforce Board.

A new partnership element of the Local Plan centers on outreach and service to justice-involved individuals. The Local Board will provide seamless, integrated, and evidence-based workforce development goods and services to this population during the duration of the Plan to include, but not be limited to, the following:

- **TCAT Behind the Bars:** a dual enrollment/dual certificate program of instruction in welding technology at the Morgan County Correction Facility (MCCX),
- **MCCX Work Specialized One-Stop Center:** a first-ever co-location of a One-Stop Center in a correction institution in Tennessee
- **Transportation Services:** an expansion of the current *Job Access Reverse Commute* program to include re-entry candidates who need reliable, affordable roundtrip transportation to and from work
- **Outreach to County Jails:** an expansion of current workforce development outreach and service to select county jails to include any and all county jails in the sixteen-county area
- **TRICOR Initiative:** a formal articulation between TDOC and the Local Board to provide TDOC parolees with a case-managed referral to the American Job Centers in the East Tennessee Grand Division
- **Training for workforce development and corrections practitioners:** a TDOC-certified trainer employed by the Board will implement cross-training activities between corrections and workforce professionals with the intent to standardize the referral process and advance the delivery of workforce development services to re-entry candidates.

OPERATING SYSTEMS AND POLICIES

- i. All partners in the ETLWDA are committed to promoting business-driven talent solutions that integrate education, workforce, and economic development resources across systems to provide businesses, individuals, and communities with the opportunity to prosper and contribute to growing the economies of the local, regional, and state geographic areas. The ETLWDA workforce service delivery system is anchored by the American Job Center and its partnering agencies. All core partners, and other partners co-located in AJCs, are required to share infrastructure costs of the workforce development service delivery network. Quarterly meetings of the partners are held to determine if any of the expenses of operation or contributory triggers have changed.
- ii. The area supports twelve (12) American Job Centers, four (4) of which are Comprehensive Job Centers. Additionally, there exist two (2) access points, and the ETLWDB plans to add one (1) additional access point and one (1) specialized AJC. The locations of these twelve centers are seen in **TABLE I** below.

TABLE 1: ETLWDA AMERICAN JOB CENTER LOCATIONS

AJC COUNTY	AJC TYPE	ADDRESS
Anderson	Affiliate	101 S. Illinois Ave, Oak Ridge, TN
Blount	Comprehensive	366 Glasscock Street, Alcoa, TN
Campbell	Affiliate	1016 Main Street, Jacksboro, TN
Claiborne	Affiliate	1325 Claiborne Street, Tazewell, TN
Hamblen	Comprehensive	215 S. Liberty Street, Morristown, TN
Knox	Comprehensive	2700 Middlebrook Pike, Knoxville, TN
Knox	Access Point	4200 Ashville Highway, Knoxville, TN 37914
Knox	Access Point	522 Maryville Pike, Knoxville, TN 37920
Knox (proposed)	Access Point	500 West Church Street, Knoxville, TN 37902
Loudon	Affiliate	1000 W. Broadway, Lenoir City, TN
Monroe	Affiliate	155 Grande Vista Drive, Vonore, TN
Morgan	Affiliate	1111 Knoxville Highway, Wartburg, TN
Morgan (proposed)	Specialized	Morgan County Correction Facility (TDOC)
Roane	Affiliate	1082 W. Gateway Avenue, Rockwood, TN
Scott	Affiliate	180 Eli Lane, Oneida, TN
Sevier	Comprehensive	1216 Graduate Drive, Sevierville, TN

Partners in the ETLWDA American Job Center and their roles and responsibilities are listed and described below.

- **Title I:** Title I staff facilitates the delivery of workforce development services to job seeking customers to include self-help job search; eligibility determination; outreach, intake, and orientation; initial, comprehensive, and specialized assessment; job search, job placement, and career counseling; individual service strategy development; placement in and financial support for education and/or training activities; individual and group case management; employment statistics/labor market information; eligible provider performance and program cost information; local performance information, support services, short-term prevocational services, work-based learning opportunities, and follow-up services. Title I staff facilitates the delivery of workforce development services to business customers to include employer needs assessment, job posting, applicant pre-screening, recruitment assistance, training assistance, labor market information, employer information and referral, and Rapid Response and Layoff Aversion.
- **Title II:** The Tennessee Department of Labor and Workforce Development Adult Education program serves to empower adult learners to become self-sufficient by applying instructions in basic academics, life coping, and employability skills. Adult education is an open-entry/open-exit institution offering year-round service. Adult aged 17 years of age and older who have not completed high school are eligible for services.

- **Title III:** Job Services, which includes labor exchange information continues to be ongoing, daily service provided by staff location at the ETLWDA Comprehensive American Job Centers. Registration for new customers—individual job seekers or employers—in VOS and updates for existing customers will be provided. Assessments and referrals will be provided as appropriate. Outreach activities for individuals and employers are also performed by WIOA Title III staff. Services are available at four comprehensive centers, eight affiliate centers, two mobile coaches, and through direct linkage utilizing VOS. Outreach materials are available to and disseminated by staff. The Business Services team coordinates among all partners to assist customers with registration, job orders, and job search.
- **Title IV:** The Vocational Rehabilitation Program (VR) provides a variety of services to eligible individuals with disabilities based on the rehabilitation needs of the individual in accordance with the individual's aptitudes, abilities, capabilities, and interests and as identified on an Individualized Plan for Employment to prepare an individual for competitive integrated employment. VR collaborates with AJC partners, community rehabilitation service providers, educational institutions, and employers to ensure that eligible persons with disabilities receive the services necessary for them to obtain employment in their communities. The Local Service Matrix illustrates the collaboration between VR and the partners to ensure the best use of resource in providing services to customers.
- **Unemployment Insurance:** All services provided by the Tennessee Department of Labor and Workforce Development staff located at Comprehensive AJCs will be conducted in compliance with functional alignment. Cross-training will be ongoing to ensure exceptional service delivery to customers of the AJC. Service delivery will be coordinated by the One-Stop Operator. The TDLWD Team Lead(s) for ETLWDA will serve as the primary interface with the One-Stop Operator.
- **Job Counseling, Training, and Placement Services for Veterans:** State veterans' staff along with career specialists continue to provide ongoing priority of service to eligible veterans and their spouses. These services could include individual assessment, labor market information, consideration of training opportunities, and assisting veterans and their spouses with job search activities.
- **TRA:** AJC career specialists serve as the link between individuals determined to be eligible for TRA payments and the central staff in the Nashville TDLWD office that handles such payments. Staff provides assistance in resolving issues pertaining to weekly certification forms.
- **TAA:** AJC career specialists provide job search assistance to individuals whose employers have either relocated operations overseas or who have been impacted by foreign trade. Individuals may be reimbursed for job search mileage. Another aspect of TAA involves individuals applying for and being accepted into training. Career specialists assist in completion of required forms and training packets.
- **Migrant & Seasonal Workers:** The following services will be provided by the Tennessee Opportunity Programs, Inc. to eligible migrant and seasonal farmworkers through the ETLWDA AJC: assessment, comprehensive assessment, and diagnostic testing and counseling; training (classroom, work experience, OJT, and training assistance) job development, job placement, and follow-up services.
- **CSBG:** CSBG services are offered at four neighborhood centers in Knox County and are supported in part with CSBG funding flowing to the Knoxville-Knox County Community Action Committee (CAC). Through the neighborhood centers, CAC provides a wide range of emergency assistance, case management, support services, and self-sufficiency development activities to customers. CAC and the AJC agree to establish electronic computer-based links at the neighborhood centers so that customers receiving services at those locations may also access information and services available through the AJC. CSBG staff may be assigned to the AJC on an itinerant basis to recruit customers for CSBG services.
- **SCSEP:** ETLWDA AJCs routinely conduct workshops in conjunction with SCSEP partners to assist their older adult participants in re-engaging in the labor force. Services are provided at the Comprehensive AJCs to assist older adult customers, and referrals are made for the customers served in Affiliate AJCs.
- **DHS/TANF:** East Tennessee State CCO contracts with TN DHS to provide employment services to TANF recipients with a work requirement. Services provided include case management; career exploration/pathways; Jobs4TN signup; Keytrain™ and job search help; education exploration/goal setting assistance; referrals to the AJC for assessment, enrollment, and job assistance; support services (uniforms, tools, car repairs, help with testing fees,

etc.); and incentives for meeting employment and educational milestones. Services are provided at select affiliate and/or comprehensive AJCs.

- **HUD Employment and Training:** Knoxville’s Community Development Corporation (KCDC) agrees to coordinate service delivery with the AJC and to engage in an arrangement with the AJC to provide services to eligible customers through a system of mutual referral. Services will be provided by KCDC through its Career Investment Academy.
- **Job Corps:** Job Corps contractor Alutiiqu and ETLWDA will develop and implement co-enrollment procedures so that Job Corps and other programs can share credit for outcomes of co-enrolled participants. The local Job Corps representative will be co-located at the Knox County Comprehensive AJC, will serve on a functionally-aligned team, and will participate in cross-training skill building activities. The AJC will permit Job Corps-related materials to be dispersed to all partners, tenants, and eligible youth where appropriate. Job Corps will be listed on the menu of services and tenants service directory where appropriate. Job Corps will participate in joint outreach, open houses, recruitment campaigns, and other efforts to service the community where appropriate.
- **Perkins/Post-Secondary CTE:** Pellissippi State Technical and Community College, Walters State Community College, and Roane State Community College will refer participants to appropriate services and activities provided by partner agencies at AJCs in the ETLWDA service delivery area. These post-secondary education institutions will also receive referrals from the AJC partners for customers desiring any of the range of post-secondary vocational and academic services offered.
- **TCAT/TN Reconnect:** TCAT campuses in Harriman, Jacksboro, Knoxville, Morristown, and Oneida will refer participants to appropriate services and activities provided by partner agencies at ETLWDA AJCs. TCAT campuses will also receive referrals from the AJC partners for customers desiring any of the range of post-secondary vocational and academic services offered by TCAT. TCAT Oneida will provide space for an affiliate AJC site in Scott County.

- iii. Workforce partners, identified in the Memorandum of Understanding, provide workforce development services either 1) on-site in the comprehensive, affiliate, access points, mobile career coach, and a proposed specialized workforce center or 2) by means of referral or technology. Access to required career services is available Monday-Friday 8AM-4:30PM. Quarterly and ad hoc staff meetings provide an on-going review and opportunity for improvement of customer experiences, access, inclusion, and accommodations for special needs. It is envisioned that the ETLWDA will benefit, during the duration of this Local Plan, from access to ZenDesk technology that will facilitate online interaction with WIOA customers.
- iv. The One-Stop operator is defined as the designated management team for the One-Stop service delivery network. Methods of coordinating service delivery across the AJC network are listed below in item vi.
- v. The East Tennessee Local Workforce Board released a Request for Proposal for WIOA Title I One-Stop Operator and Career Services Provider(s) on 24 August 2018; deadline for bid submission was 12 September 2018. The bid solicitation process was facilitated by the Anderson County Purchasing Department. Four (4) entities responded to the bid request for One-Stop Operator. A panel of five (5) WIOA practitioners were empaneled as scorers; they independently reviewed and rated bidders’ responses using a scoring scale with a maximum score of 100 points. The scores were communicated to the Board’s Executive Director who, on 18 September 2018, presented all four (4) finalists and the results of the scoring to the ETLWDB. The Board, during its 18 September 2018 meeting, selected the highest scoring bidder, Mid Cumberland Human Resource Agency, as the One-Stop Operator for Program Year 2018-2019. The section from the ETLWDA Request for Proposal for One-Stop Operator that details the functions and scope of work of the One-Stop Operator appears below.
- vi. The functions of and scope of work for the One-Stop Operator in the American Job Centers is defined through guidance provided in WIOA Workforce Services Regional and Local Planning Policy. In accordance with TDLWD guidance, the ETLWDB has provided below additional information to clearly articulate the role of the One-Stop Operator for the ETLWDA.
 - A. Oversee management of One-Stop Centers and service delivery
 - B. Evaluate performance (as indicated in the Incentives and Sanctions Policy) and implement required actions to meet performance standards – This does not include performance negotiations, as this is specifically a local board requirement.
 - C. Evaluate various customer experiences (including but not limited to employer, job seekers, and partner staff)

- D. Ensure coordination of partner programs
 - E. Act as liaison with the LWDB and One-Stop Center
 - F. Define and provide means to meet common operational needs (e.g. training, technical assistance, additional resources, etc.)
 - G. Oversee full implementation and usage of all State systems by all local areas
 - H. Design the integration of systems and coordination of services for the site and partners
 - I. Manage fiscal responsibility for the system or site
 - J. Plan and report responsibilities
 - K. Write and maintain business plan
 - L. Market One-Stop Career Center services
 - M. Facilitate the sharing and maintenance of data; primarily the site, with emphasis on the state system
 - N. Integration of available services and coordination of programs for the site with all partners
- vi. The One-Stop operator will coordinate services in the AJC and affiliate sites including reception and initial registration for customers. The OSO will coordinate partner services and allocate time and resources of staff across the workforce services delivery system.
- vii. Additionally, the OSO will strive to ensure that customers receive appropriate, timely, and effective career services and maintain referrals to the partners listed below to achieve a high level of service quality and exceptional customer service.
- **Title I:** Staff primarily refers customers through verbal warm handoffs to AJC co-located partners Title II, Title III, SNAP, TANF, and Job Corps. When verbal handoffs are not feasible, electronic handoffs are used.
 - **Title II:** Title II staff consistently make referrals to staff representing Title I, III, IV, SNAP, Job Corps, and other AJC partner agencies and local community-based organizations. These warm handoffs are performed either verbally or electronically in most instances. Follow-up to other referrals are handled on a case-by-case basis.
 - **Title III:** Wagner-Peyser staff consistently make referrals to Titles I, II, and IV, Job Corps, other AJC partner agencies and local community-based organizations. These are performed either verbally or electronically in most instances. Paper referrals are utilized for SNAP participants. Follow up to other referrals are handled on a case-by-case basis.
 - **Title IV:** The Vocational Rehabilitation Program (VR) may make referrals to an available partner program to meet the rehabilitation needs of eligible individuals. For co-located staff or VR offices, the referral method will meet the AJC partner standard. The local service matrix illustrates the collaboration between VR and the partners to ensure the best use of resources in providing services to customers. VR tracks referrals using specific referral codes and an electronic case management system.
 - **UI:** Customers wishing to file unemployment claims are provided access to computers with Jobs4TN.gov access and AJC staff are available to 1) assist individuals accessing the application website, 2) provide navigation instruction, 3) provide directions on how to file a ZenDesk ticket, and 4) answer questions about the Zopim Chat Line. AJC partner staff are cross trained to provide meaningful assistance for UI. This includes assisting customers using Jobs4TN.gov to complete claims, weekly certifications, and utilize the live chat feature. Fax machines are also available at the AJC to allow customers to submit needed information to the TDLWD state offices.
 - **Job Counseling, Training, and Placement Services for Veterans:** A veterans' checklist is completed by veterans who visit the AJC for services. If significant barriers to employment are identified, referrals are made by other AJC staff to the Disabled Veterans Outreach Specialist. The DVOS staff perform case management that requires special tracking of participants.
 - **Trade Readjustment Assistance:** Emails are transmitted from the local Wagner-Peyser staff to central office staff in Nashville. No official referral form is utilized.
 - **Trade Adjustment Assistance:** The vast majority of individuals find out about TAA opportunities during Rapid Response meetings conducted at the employer locations. Eligible participants are encouraged to visit the AJC to obtain more information about jobs and training opportunities. If the customer decides to pursue training, the Wagner-Peyser career specialist completes a TABE referral form to transmit to the local Title I staff. This is the only referral form utilized during the process. Other referrals are handled verbally between functionally aligned staff. Wagner Peyser career specialist share information with Title I staff as necessary.

- **Migrant & Seasonal Farmworkers:** All customers contacted are screened for services that they may be eligible to receive. Any partner services that may be needed result in a referral and an effort made to determine if the customer qualifies and is eligible to receive services from the AJC.
 - **National Farmworker Jobs Program:** All customers contacted are screened for services that they may be eligible to receive. Any partner services that may be needed result in a referral and an effort made to determine if the customer qualifies and is eligible to receive services from the Tennessee Opportunity Program.
 - **CSBG:** All partner agency staff are cross-trained to collaborate with Knoxville-Knox County Community Action Committee for the purposes of receiving and referring CSBG clients.
 - **SCSEP:** SCSEP provides referrals to all partners within the AJC. Referrals are done by phone or email. Emails are used to track referrals with follow-up by telephone.
 - **DHS/TANF:** ETSU refers TANF recipients to the respective AJCs primarily via email. In addition, and where/when possible, a phone call is also made to promote a warm hand off of the client to the AJC. Follow up with documentation in ACCENT is conducted through personal contact with the AJC partner. Co-enrollment of TANF customers is a primary goal of the AJC partners.
 - **HUD Employment and Training Activities:** Knoxville's Community Development Corporation (KCDC) agrees to coordinate service delivery with the Knox County AJC and to engage in arrangements with the Knox County AJC to provide services to eligible customers through a system of mutual referrals. Workforce development services will be provided by KCDC through its Career Investment Academy.
 - **Perkins/Post-Secondary CTE:** Pellissippi State Technical and Community College, Walters State Community College, and Roane State Community College will refer participants to appropriate services and activities provided by partner agencies at AJCs in the ETLWDA service delivery area. These post-secondary education institutions will also receive referrals from the AJC partners for customers desiring any of the range of post-secondary vocational and academic services.
 - **Job Corps:** A Job Corp representative is located within the Knox County AJC and participates in partner referrals within this Comprehensive AJC.
 - **TCAT/Tennessee Reconnect:** TCAT campuses in Harriman, Jacksboro, Knoxville, Oneida, and Morristown will refer customers to appropriate services and activities provided by the AJC.
- viii. Specific referral procedures to partner programs in the AJC will be coordinated between the OSO and partner staff to offer the most effective method to provide seamless services to customers. Co-located partner staff primarily refer customers through verbal warm handoffs. Referrals to partner agencies not co-located within the AJC may be accomplished by placing a telephone call to the agency, scheduling an appointment for customers, and/or providing the customer with introduction information. All referrals by WIOA Title I, II, and III staff are recorded in a customer's case management files contained in the State's customer relations management platform, Virtual One Stop (VOS).
- ix. Methods of tracking of referrals among partners varies. Partners using VOS will use VOS to track referrals among partnering agencies. Partners not using VOS will coordinate with the appropriate case specialist to update the customer's case management file. It is the ultimate responsibility of the career specialist to maintain current information in customers' files.
- x. The OSO convenes meeting with partners and other stakeholders for the purpose of linking community workforce development service providers to each other and the AJC service delivery network. The development of stakeholder groups has been integral in framing strategic solutions to serving targeting populations. Stakeholder groups comprised of advocates for re-entry, immigrant and refugee, homeless, disability, and youth communities are convened to enable partners and community workforce development service providers to increase the efficiency and efficacy of the AJC. Communications between persons with disabilities and AJC staff is assessed on an individualized basis. Partnerships with advocates for the hearing impaired are in place to assist in service delivery. Nonverbal customers have access to computers in every AJC that produces text or speck to assist in communication between the customer and the workforce specialist. Additionally, Resource Rooms within the AJC feature designated computers equipped with large computer monitors, trackball mouse, and adaptive keyboard. Resource Room staff is trained in the use of assistive aids and possess the skills to assist customers with job search and placement. All AJC facilities, including the mobile coach, are programmatically

accessible. Lastly, the ETLWDA uses an online asset mapping tool allowing stakeholders to find and refer clients to community resources throughout the sixteen-county area.

- xi. The ETLWDB has made the effort to develop substantial expertise in local labor market trends. The ITA approval process requires the use of labor market information in addition to informational interviews and researching job listings. This process has led to the area's consistent attainment of state and federal performance measures. In the realm of coordinating workforce development with educational activities, the ETLWDB believes these efforts must be business/industry driven, or at a minimum, validated with key sector leaders. Without business input, coordination efforts are neither maximally effective nor sustainable. Therefore, the ETLWDB will continue to work collaboratively with postsecondary programs in the region to ensure that coursework being offered is relevant to industry needs.

The ETLWDB has begun to implement a customer-centered design methodology endorsed by the United States Department of Labor and Employment. This model implements a customer-centered approach to processes, strategies, procedures, and services. It focuses upon innovation to address the needs of the end user. This approach will be prototyped and piloted, with assistance from WIOA Title I career services provider Mid Cumberland Human Resource Agency, in adult, dislocated worker, and youth populations.

The ETLWDB adult and dislocated worker programming will focus on targeted populations which may include but are not limited to Veterans, justice-involved, low-income, benefits-attached, single parents, UI exhaustees, displaced homemakers, homeless, refugees, individuals with disabilities, individuals with barriers, those without a high school credential, basic skills deficient, and those who speak English as a second language.

ETLWDB offers a variety of service available to adult and dislocated worker customers. Individual career services, available to all adult and dislocated worker customers, shall include, but are not limited to, the resource centers, labor market information, staff facilitated workshops, job search, and training provider information. Staff assisted career services will include, but are not limited to, orientation, intake, eligibility determination, skill assessment, job search and placement assistance, labor market information, navigation, and job referrals. Staff assisted intensive one-on-one career services will include, but are not limited to, comprehensive assessment, counseling, case management, and pre-vocational services.

ETLWDB has tiered training and supportive services policies that provide eligible adult and dislocated worker customers tuition assistance and supportive services while engaged in occupational training targeting high demand occupations offering middle skills jobs within the sixteen county area. ETLWDB will focus training and work-based learning opportunities in these high demand occupations. Training activities will incorporate the use of individual training accounts to partially underwrite customer's tuition. Work-based learning opportunities may include, but are not limited to, work training experiences, on-the-job training, and pre- and registered apprenticeship opportunities.

- xii. The local boards and the regional planning council will engage CBOs, local TDOC offices, parole and probation representatives as well as mental health and recovery programs through cooperative agreements relative to the re-entry and workforce development efforts for justice-involved individuals.

- xiii. Targeted industries in the East Tennessee workforce region include advanced manufacturing, healthcare, transportation, distribution/logistics, and accommodations and food service. Individual training accounts for WIOA eligible customers will focus on these in-demand occupations.

- xiv. With advance notice of business closure, ETLWDA offers standard rapid response services as well as custom, on-site job, career, and educational fairs. Members of the rapid response crew also schedule meetings and computer help in the area's twelve AJCs for groups of employees if employers do not want or permit on-site assistance. Additionally, the mobile career coaches are utilized when possible. In the past the ETLWDB has offered the National Career Readiness Certification exam to employees affected by business closure. If an employer closes without notice, staff members try to reach impacted employees and send out rapid response packets via the US Postal Service. In an emergency situation, such as the 2016 fire in Sevier County, employer and employee needs are addressed with a multi-faceted, long term commitment employing WIOA Title I, II, III, IV and partnering agency staff. Open lines of communication for questions from both employers and impacted employees is the key to the area's successful rapid response activities.

- xv. The ETLWDB offers a variety of services available to youth and young adult customers. Individual career services, available to all adult and dislocated worker customers, shall include, but are not limited to, the resource centers,

labor market information, staff facilitated workshops, job search, and training provider information. Staff assisted career services will include, but are not limited to, orientation, intake, eligibility determination, skill assessment, interest and aptitude assessment, job search and placement assistance, labor market information, navigation, and job referrals. Staff assisted intensive one-on-one career services will include, but are not limited to, comprehensive assessment, counseling, case management, and pre-vocational services. Communication among partners will assist with referral to Title IV staff in locating support services in close proximity to job-seeking clients who seek personal and life needs in support of their training.

ETLWDB has tiered training and supportive services policies that provide youth and young adult customers tuition assistance and supportive services while engaged in occupational training targeting high demand occupations offering middle skills jobs within the sixteen-county area. ETLWDB will focus training and work-based learning opportunities in these high demand occupations. Training activities will incorporate the use of individual training accounts to partially underwrite customer's tuition. Work-based learning opportunities may include, but are not limited to, work experience opportunities, on-the-job training, and pre- and registered apprenticeship opportunities.

xvi. ETLWDB opted out of the waiver offered by the Tennessee Department of Labor and Workforce Development, and, as such, will dedicate no more than 25% of its available youth funding for in-school youth activities. Training activities will incorporate the use of individual training accounts to partially underwrite customer's tuition. Work-based learning opportunities may include, but are not limited to, work experience opportunities, on-the-job training, and pre- and registered apprenticeship opportunities.

xvii. In ETLWDB's Phase 1 MOU, all partners agree to prioritize services as outlined under WIOA for adult and dislocated workers and for individuals with barriers to employment. Through the American Job Center one-stop system, priority of services is ensured by the individual providing, at the time of eligibility determination, documentation that proves he/she meets the requirements to the priority of service category. Customers who meet the priority of service are provided access to WIOA enrollments, training, and individualized service prior to other enrolled individuals.

xviii. Please see Attachment F for the ETLWDB policy addressing Priority of Service.

xxi. One of the major strengths of workforce development service delivery in the East Tennessee Grand Division is the strong relationships between enterprises and the WIOA Title I practitioners in the AJC. For example, the core partners in the comprehensive centers are co-located, some even before June 2000. Additionally, the area executive directors of the different agencies meet together on a regular basis, share training, and network with other workforce development enterprises.

The ETLWDA is a combination of three former LWDA's and was established 1 October 2018. Prior to that, the three former LWDA's had an expansive and successful history of addressing the needs of individuals with multiple barriers to employment. Staff to the Board will convene in PY 2018-2019 a series of stakeholder meetings to include representatives of advocate enterprises representing the following populations: 1) homeless, 2) veterans, 3) immigrants and refugees, 4) youth, 5) justice involved, and 6) disabled and 7) low income. The initial intent of the stakeholder meetings is to engage each stakeholder group in formulating standard operating procedures for referring customers to the AJC service delivery network and introducing the advocate enterprises to the local area support services found in the ETLWDA online asset mapping catalog. The sustaining intent of this initiative is to build an area-wide stakeholder support group for all individuals with barriers to employment.

xxii. Under WIOA, training is not an entitlement. Customers are eligible for Individual Training Account (ITA) funding if they have completed career services, training funds are available, and they have been determined by staff to need training in order to find employment leading to self-sustainability. Individual Training Accounts (ITA): ITAs are used for traditional classroom training services that are intended to provide enrollees not only maximum customer choice in training selection but also flexibility needed to provide training in high demand occupations. Customers may access training services through training providers who have met eligibility requirements by the State in order to be listed on the state-managed Eligible Training Provider List. WIOA Title I staff work with the customer to select a program that best meets identified needs and for which the customer has the necessary basis to be successful. ETLWDB provides up to \$12,000.00 in lifetime tuition assistance for customers engaged in

instruction that addresses the occupational needs of the sixteen-county workforce development area. The goal of an ITA is training completion, credential attainment, and placement and retention in a career.

Local policy defines an ITA to include the costs of tuition, books, and fees. Prior to approving an ITA for an individual client, the career specialist and the career specialist manager must certify that the customer

- Meets eligibility provisions of WIOA
- Has been interviewed, evaluated, and been declared to be in need of training services
- Has the prerequisite knowledge, skills, and abilities, as identified by intensive assessment, to undertake and succeed in the desired course of training
- Has selected, with input from a career specialist, a program of training that is directly linked to employment opportunities in the area as identified by labor market information as a high-demand occupation
- Has selected a training provider included on the Eligible Training Provider List
- Uses the WIOA training dollars as last dollar supplemental funds to underwrite the training program for long-term training programs. Short term, certificate programs of instruction do not have to meet “lasts dollar” requirements.

ETLWDB provides training services through the use of these additional training budgets that are adaptive to the needs of the area’s job seekers and employers:

- On-The-Job Training (OJT): OJT provides job seekers the ability to learn a new skill or upgrade skills while working and being paid “on the job.” The training is specific to the needs of the employer. ETLWDB works with employers in high demand industries. Candidates for OJT opportunities are WIOA Title I eligible job seekers and are referred to employers through the American Job Center. The duration of the OJT experience varies by employer and placement; typical OJT opportunities have a duration of six to eight weeks of subsidized placement. Once training is complete, the employer is expected to retain employees.
- Customized Training (CT): Customized training classes are created to help businesses find, train, and hire a group of workers for a specific need in a business or industry. CT opportunities provide cost effective and employer-responsive investment of training funds, and ETLWDB is committed to expanding this training vehicle.
- Apprenticeship Training Accounts (ATA): An ATA is designed to provide the educational classroom training portion of apprenticeships.
- Contracted Education: ETLWDB engages Tennessee Board of Regents institutions and other educational providers to create customized training programs to meet demand and talent pipeline of local employers. These cohorts of job seekers are more cost effective than ITAs and can be tailored to meet the specific needs of area businesses.

xxiii. A copy of the ETLWDB Training Policy is included as Attachment B.

xxiv. The ETLWDB will assure access to all services including employment, training, education, and supportive services for eligible individuals and individuals with barriers to employment by means of employing:

- a career pathways model that provides information about industry recognized credentials that are portable and stackable. The Board accepts its responsibility to maintain in place the tools and processes to ensure that any training undertaken is appropriate and relevant to each job seeker based on his/her on-ramp, and to the business needs of key industry sectors.
- outreach to individuals with barriers to employment and co-enrollment of clients which may include, but are not limited to, TANF, SNAP E&T, RESEA, justice involved individuals, mature workers, individuals with disabilities, and youth and young adults with the goal of meaningful activities leading to self-sustainable employment in key sectors.
- social media to provide online labor market information and educational institution success metrics that customers may use to enhance their pre-employment planning.

xxv. The success of the One-Stop Service Delivery System is measured by comprehensive performance accountability system capturing performance information collected through the Virtual One Stop customer relationship management platform. All core partner programs are outcome based. Similarly, an eligible training provider is required to provide, at least quarterly performance information addressing all programs offered on the eligible training provider list with at least one WIOA participant enrolled. To remain on the ETPL, Providers are required to provide performance information including but not limited to the WIOA Common Measures, student completion rates, and student placement rates. Additionally, when faced with deciding whether to add or continue with a training provider, the ETLWDB shall consider whether or not a training program relates to a high demand industry or occupation with the State or area. Ensuring programs are in demand and are performing at an acceptable level ensure that providers are meeting the needs of ETLWDA employers and job seekers.

ETLWDB is committed to regular review of service delivery practices to assure an ongoing focus on continuous improvement across the American Job Center service delivery system. The One-Stop Operator will oversee the delivery of functionally aligned services within the AJC system and work in coordination with the TDLWD regional director, AJC partners, and Board staff.

Input from customers, AJC required and additional partners, community-based organizations, and stakeholders is critical to the progression of delivery a high level of customer services while aiming to meet the needs of area businesses by connecting employers with a skilled workforce. ETLWDB will conduct ongoing oversight and monitoring of services, customer files, eligibility documentation, customer payments, levels of integration, effectiveness of functional supervision, and performance in order to ensure compliance with federal and state laws, regulations, and local policies and procedures. Additionally, ETLWDB has directed its WIOA Title I contractor for career services to conduct and report, on a quarterly basis, customer interviews. ETLWDB will participate, on an annual basis, in all scheduled program accountability review and data validation activities scheduled by the TDLWD.

A copy of the ETLWDB policy addressing the Eligible Training Provider List is found in Attachment A.

- xxvi. The ETLWDB workforce development service delivery system leans heavily on the East Tennessee Human Resource Agency (ETHRA) van fleet and transportation programs to provide safe, affordable transportation options throughout its sixteen-county service delivery area. Two ETHRA programs of note include
- Job Access and Reverse Commute: The Job Access and Reverse Commute (JARC) program was established to address the unique transportation challenges faced by welfare recipients and low-income persons seeking to obtain and maintain employment.
 - Enterprise Rental Ride Share Program: *Commute with Enterprise* links employers who have multiple employees facing transportation barriers with the largest vanpool provider in North America. ETHRA services as an intermediary between Enterprise and ETLWDA employers in accessing the program.
- ETLWDB, in collaboration with the North East Local Workforce Development Board and the South East Local Workforce Development Board, continues to explore regional plans to coordinate the establishment and execution of regional transportation supportive services in the East Tennessee Grand Division. Since 2016, representatives of the three workforce service delivery systems listed above have discussed the possibility of expanding transportation services. However, funding is a significant barrier for public transportation options. Some private services are available in the metropolitan areas of the Grand Division—taxis, Uber/Lyft, Ride Share. One goal would be to expand these services to areas outside the major cities. Current public transportation providers in the Grand Division include
- Bristol Transit System
 - Chattanooga Area Regional Transit Authority
 - City of Morristown
 - Cleveland Urban Transit System
 - Human Resource Agency van fleets
 - Johnson City Transit
 - Kingsport Area Transit Services

Staff to the Local Boards will develop a regional process to coordinate the delivery of transportation supportive services, based on local funding within region. Early suggestions include but are not limited to:

- using regional and local websites to link to transportation services within the region
- working with the Metropolitan Planning Organizations and the Tennessee Department of Transportation on an ongoing basis
- applying for regional transportation grants
- investigating opportunities for alternative public transportation, including carpooling, Uber/Lyft, and RideShare
- working with regional agencies to enhance transportation options for individuals with disabilities and other factors that limit mobility
- using guidelines, particularly for rural areas of the region

xxvii. A copy of the ETLWDB supportive services policy is found in Attachment C.

VISION, GOALS, AND IMPLEMENTATION STRATEGIES

xxviii. The Local Workforce Development Board for the East Tennessee Local Workforce Development Area serves the workforce development needs of sixteen counties which together make up a significant portion of the workforce development delivery system for the East Tennessee Region workforce development service delivery system. The current Board is comprised of twenty-five (25) members: fifteen (15) are business leaders representing key local and regional industries, six (6) represent community organizations and government, and four (4) represent organized labor.

The vision of the Board identifies sustainable employment through strategic human capital investments that produce positive economic returns for business/industry and the community. Its mission is to:

- increase access to education, training, and employment.
- create a high-quality workforce development system.
- improve the labor market relevance of workforce investment.
- promote improvements in the delivery of services.
- increase economic self-sufficiency and enhance the competitiveness of Tennessee.

To fulfill its mission, the Board has established four guiding principles by which it conducts business:

Engagement

- Engaging Business Customers—Determining business needs and identifying skills gaps in the local workforce
- Engaging Job Seeking Customers—Providing quality services, linking with resources, maintaining engagement
- Engaging targeted population
- Engaging community stakeholders

Awareness

- Promoting awareness of workforce development resources and services
- Establishing effective branding and implementing integrated marketing of services and resources
- Promoting awareness of labor market and economic development issues

Alignment

- Aligning education and the workforce development service delivery system
- Aligning major employer needs and job seeker skill development and training

Impact

- Demonstrating positive outcomes for individual job seeking customers and business customers
- Demonstrating community impact of WIOA-funded programs and services
- Generating a positive return on investment for funders and community

xxviii. A discussion providing a crosswalk between the implementation of the Board's vision as it correlates to the Tennessee Combined State Plan follows.

Jobs and Economic Goal: Make Tennessee the #1 State in the Southeast for Jobs

Objective 1: Identify, assess, and certify skills for successful careers

The LWDB, working with East Tennessee regional and local workforce development partners, stakeholders, and area service delivery providers, recognizes that information, planning, and thoughtful initiatives hold the key to building on the area's success and addressing remaining challenges to ensure that job seeking customers and business customers together achieve the prosperity the local area and region seeks.

The LWDB, its AJC partners, and area workforce development stakeholders, has identified opportunities and challenges that the ETLWDA and the East Tennessee region will face over the coming decade. The result has been the development of a detailed assessment and comprehensive plan of action meeting the state's goal of making the region and the local workforce development area the #1 location for jobs in the Southeast. The Board's comprehensive plan of actions follows seven strategic initiatives. Further, the Board, through its ongoing plans of action addressing **engagement, awareness, alignment, and impact** continues to define and refine its mission to ensure the ETLWDA and the East Tennessee region maintain economic vitality and build on the widespread appreciation for the high quality of life, affordability, and heritage of industry success that gives the ETLWDA—and the East Tennessee Region—solid reasons to anticipate continued influx of investment and population.

Objective II: Promote economic development by connecting workforce development with job creation and growth.

The ETLWDA has experienced very solid, strong growth and recovery from the national recession of 2008. Job gains have rivaled those of the state as a whole in recent years. A blend of unique industries, the vitality associated with an urban center, the favorable business climate, the quality of life, and a large and impressive education and training infrastructure are pillars that support the local economy.

Local boards conducted a detailed assessment of major industry clusters and associated occupations. These clusters represent both the largest sectors and those identified as targets for attention by workforce development and economic development organizations throughout the region and a host of industry associations and other stakeholder groups. For the ETLWDA, these clusters include manufacturing; business services; professional, scientific, information, and technical services; healthcare and social assistance; and transportation, distribution, and logistics, hospitality, accommodations, and food services; construction and building trades. The illustration below provides a graphic representation of the correlation of the targeted job clusters in the ETLWDA with those identified in the State Plan, the Innovation Valley plan, and the East Tennessee regional plan.

ILLUSTRATION 1: CORRELATION OF IN DEMAND JOB SECTORS

