



**STATE OF TENNESSEE**

**PHIL BREDESEN**  
GOVERNOR

April 24, 2007

Ms. Helen Parker  
Regional Administrator  
U.S. Department of Labor/ETA  
Atlanta Federal Center, Room 6M12  
61 Forsyth Street, S.W.  
Atlanta, GA 30303

Dear Ms. Parker:

Please find enclosed for your approval Tennessee's Strategic Five-Year Plan for Title I of the Workforce Investment Act of 1998 and for the Wagner-Peyser Act, with additional information and clarifications.

In addition to this revised plan, Tennessee has submitted two grant application for Workforce Innovation in Regional Economic Development initiative (WIRED) to enhance the integration of the workforce skills with regional economic development. We are positioning our state to be a key player in the development of a talent pool that will attract innovation and new industries.

The Tennessee Workforce Development Board and staff from the Governor's Office, as well as the departments of Labor and Workforce Development, Economic and Community Development, the Senior Community Service Employment Program, the Tennessee Higher Education Commission, and staff from the local workforce investment areas collaborated in drafting this plan. Included, in this plan, is also information regarding our goals for talent development in our workforce with the expanding economic development of our region.

Enclosed is one original copy of the document forwarded electronically on this date. An additional electronic copy and a hard copy have been forwarded to Ms. Christina Kulick, Federal Coordinator for Plan Review and Approval.

Warmest regards,

Phil Bredeesen

cc: Christine Kulick, Federal Coordinator, Plan Review and Approval  
Linda Lundy, Federal Representative  
James Neeley, Commissioner, Tennessee Dept. of Labor and Workforce Development

Enclosure

State Capitol, Nashville, Tennessee 37243-0001  
Telephone No. (615) 741-2001



**STATE OF TENNESSEE  
DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT**

**Andrew Johnson Tower  
710 James Robertson Pkwy., 8th Floor  
Nashville, TN 37243-0655  
(615) 741-6642**

**PHIL BREDESEN  
GOVERNOR**

**JAMES G. NEELEY  
COMMISSIONER**

April 30, 2007

Ms. Helen Parker  
Regional Administrator  
U.S. Department of Labor/ETA  
Atlanta Federal Center, Room 6M12  
61 Forsyth Street, S.W.  
Atlanta, GA 30303

Dear Ms. Parker:

I am pleased to submit for your approval Tennessee's Plan for Title I of the Workforce Investment Act of 1998 and for the Wagner-Peyser Act, effective July 1, 2005 - June 30, 2009.

The Tennessee Workforce Development Board and staff from the Governor's Office, as well as the departments of Labor and Workforce Development, Economic and Community Development, the Senior Community Service Employment Program, the Tennessee Higher Education Commission, and staff from the local workforce investment areas collaborated in drafting this plan. Included, in this plan, is also information regarding our goals for talent development in our workforce with the expanding economic development of our region.

Tennessee has submitted two Workforce Innovation in Regional Economic Development grant applications (WIRED). If these applications are approved, we anticipate that the benefits for our customers and for our region will be obvious.

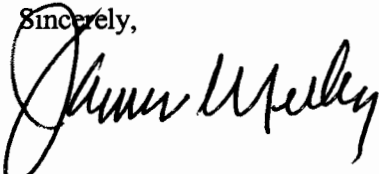
Also, we would request a continuation of the waivers which have previously been approved. These waivers include:

1. Lifting the prohibition of Individual Training Accounts for Youth
2. Utilizing 50% of Rapid Response funds for statewide activities
3. Option of fulfilling the required ten program elements through the Local Administrative Entities

Ms. Helen Parker  
Page 2  
April 30, 2007

Enclosed is one original copy of the document forwarded electronically on this date. An additional electronic copy and a hard copy have been forwarded to Ms. Christina Kulick, Federal Coordinator for Plan Review and Approval.

Sincerely,

A handwritten signature in black ink, appearing to read "James G. Neeley". The signature is written in a cursive style with a large initial "J".

James G. Neeley

JGN:SB:rk

cc: Christine Kulick, Federal Coordinator, Plan Review and Approval  
Linda Lundy, Federal Representative

Enclosure

# **TENNESSEE**

## **STRATEGIC FIVE-YEAR PLAN WORKFORCE INVESTMENT SYSTEM**

### **TITLE I OF THE WORKFORCE INVESTMENT ACT OF 1998**

**AND**

### **THE WAGNER-PEYSER ACT**

**July 1, 2005 -June 30, 2009**

# STATE WORKFORCE INVESTMENT SYSTEMS PLAN

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## PLAN DEVELOPMENT

Tennessee's State Workforce Investment System Five-Year Plan was developed through the collaboration with the following partners:

- ◆ Staff from the Governor's Office,
- ◆ Tennessee Workforce Development Board,
- ◆ Department of Labor and Workforce Development (TDLWD),
- ◆ Department of Economic and Community Development,
- ◆ Department of Human Services,
- ◆ Tennessee Higher Education Commission,
- ◆ Vocational Rehabilitation, and
- ◆ staff from the Local Workforce Investment Areas

The Tennessee Workforce Investment System writing team developed the plan to reflect the national objectives and Governor's priorities in order to focus on a regional economic development strategy for talent development. As one of the continuous improvement processes, the TDLWD began implementation of a strategic plan that would continue to streamline the various programs and improve the quality of services throughout the workforce investment system. With the establishment of the Governor's Job Cabinet and Governor's Fast Track initiatives, Tennessee brought together key players to enhance the opportunity to align spending with a regional economic vision. The Vision, Mission and Guiding Principles of the Tennessee Workforce Development Board will lead to a successful workforce investment system and the creation of new jobs, bringing in new businesses and new industries into communities.

For 2006-2007 the state initiated a new strategic planning process for all local workforce investment areas (LWIA). All LWIAs were required to analyze their strengths, weaknesses, opportunities, and threats. The process of setting strategic goals and ensuring compliance is intended to move the system into the WIRED framework.

On March 2, 2007 the Workforce Development Board voted to accept the recommended modification of the State Plan draft pending final approval from the Executive Committee. The Executive Committee met on March 27, 2007 providing final approval of the plan. The plan was submitted on March 29, 2007 to begin the 30-day public comment period.

Please send public comments regarding this plan by April 29, 2007 to, [Susie.Bourque@state.tn.us](mailto:Susie.Bourque@state.tn.us)

Additional copies may be obtained upon request electronically or on CD-Rom format, from:

Tennessee Department of Labor and Workforce Development  
Andrew Johnson Tower, 1st Floor  
710 James Robertson Parkway  
Nashville, TN 37243

**I. Describe the Governor’s vision for a Statewide workforce investment system. Provide a *summary* articulating the Governor’s vision for utilizing the resources of the workforce system in support of the State’s economic development that address the issues and questions below. States are encouraged to attach more detailed documents to expand upon any aspect of the summary response if available. (§112(a) and (b)(4)(A-C).)**

**A. (i) What are the State’s economic development goals for attracting, retaining and growing business and industry within the State? (§112(a) and (b)(4)(A-C).)**

*“Tennessee is ready—ready to lift its sights, ready to look farther,  
ready to seize the future.”*

**February 5, 2007, Governor Bredesen’s 2007 State of the State Address**

Governor Bredesen knows the wealth of the State is in the hard-working Tennesseans who have good jobs with good futures, and the companies that employ them. He believes job creation is critical to improving Tennessee’s quality of life. He has outlined five overarching job creation priorities. They are:

**Focusing on education improvement.** Governor Bredesen knows education is not only the key to securing a happy and healthy future for Tennessee’s children, but also is the key to developing a skilled workforce that will attract new jobs and promote expansion of existing industry. With that in mind, he’s working to improve K-12 schools and expand pre-kindergarten programs throughout the state.

**Leveraging the full muscle of state government.** Governor Bredesen believes agencies across state government have a role to play in economic development. That’s why, in 2003, he created the State’s first Jobs Cabinet to encourage the departments of Agriculture, Education, Labor and Workforce Development, Economic Development and others to work together and improve coordination.

**Investing in traditional and high-tech infrastructure.** Governor Bredesen is committed to maintaining traditional investments through the Tennessee Industrial Infrastructure Program (TIIP) as well as launching new high-tech initiatives. Just as new roads and highways opened Tennessee’s communities to economic development in the 20th Century, the Governor believes fiber and broadband technology will yield job growth in the 21st Century.

**Making meaningful policy changes.** Governor Bredesen believes the State must work hard to create new jobs, particularly in manufacturing sectors that are poised on the brink of reinvestment and recovery. In 2004, the Governor called for reform of the State’s workers’ compensation system. The net result: Tennessee’s workers’ comp costs now are more in line with neighboring states, giving us a more competitive edge.

**Providing rapid response to expanding business.** Governor Bredesen knows a quick turnaround is what it takes to be competitive with other states in recruiting jobs. Under the Governor's FastTrack Initiative, the Department of Economic and Community Development must respond within 72 hours to communities and businesses seeking technical assistance and approved incentives. The Department also must put together tailor-made job training packages within five days of receiving a written commitment of a qualified jobs investment

See Attachment D (Executive Order No. 6)

See Attachment E (Executive Order No. 15)

(ii.) **Economic and workforce development activities within regions are aligned, leading to the adoption of common and innovative policies across the workforce, education, and economic development systems and structures that support talent development and the regional economy. The workforce investment system operates as a talent development system; it is no longer defined as a job training system. Its goal is an educated and prepared workforce-on a U.S. or global standard. (TEGL 13-06)**

***“We are ready to take the next steps to seize the future for ourselves, our children and our children’s children. I believe that we begin with education.”***

**February 5, 2007, Governor Bredesen’s 2007 State of the State Address**

Governor Phil Bredesen’s “Next Steps: Job Creation” outlines the overarching themes for both economic and workforce development for his second term. This jobs program centers around the ideas of coordination, talent development, improving infrastructure and targeted investment. Four key goals of Next Steps are: developing a more skilled workforce, investing in new infrastructure, fostering innovation and enhancing the state’s sales and marketing efforts.

### **Developing a More Skilled Workforce through Education**

Governor Bredesen believes that educating our children is the most fundamental way to improve not only the talent of the workforce but the lives of all Tennesseans. We have to educate our future generations to improve the future workforce. The Governor’s FY 2008 – 2009 budget proposes approximately \$448 million dollars of investment in Pre-K through higher education funding.

**Focus on Early Childhood Education.** In truth, talent development begins early. The Books from Birth Program, available in all 95 counties, allows parents to sign their children up to receive a free book every month until they turn five. This program helps get our children more prepared to start school.

Another key accomplishment in the Governor’s first term was establishing free “Pre-K” classrooms across the state. It is the Governor’s goal that by the end of his second term, that any parent can send their children to a free Pre-K classroom should they chose to do so. These programs will better prepare Tennessee’s children for school.

**Improving high school graduation rates.** Governor Bredesen believes that educating our children is the most fundamental priority for state government. His FY 2008 – 2009 budget proposes an additional 120 million dollars to cover the entire cost of at-risk students. Additionally, a review of Tennessee’s K-12 funding model is scheduled to begin later this year.

**The Diploma Project.** Tennessee will also be participating in a recently announced new national partnership with the American Diploma Project network. The Project gives focus and energy to the development of higher graduation standards and an accreditation–like approach to how to get there (curriculum alignment). The American Diploma Project (ADP) Network is a coalition of 26 states dedicated to aligning K–12 curriculum, standards, assessments and accountability policies with the demands of college and work.

The Project was created by the nation's governors and business leaders in 1996, as a bipartisan, non-profit organization that helps states raise academic standards, improve assessments and strengthen accountability to prepare all young people for postsecondary education, work and citizenship.

Achieve’s American Diploma Project asks that states work within and strive toward the following 4 policy agenda items:

1. Align high school standards with college and work expectations.
2. Require all students to take more challenging college and work prep courses.
3. Administer tests that measure readiness for college and work to all H.S. students.
4. Hold high schools and postsecondary institutions accountable for student success.

**Community College Initiative.** In addition, to the educational reforms listed above, the Governor has proposed establishing a more direct connection between education and workforce development with new initiatives centered on Tennessee’s community college system. This will include: launching new partnerships with major employers to design specialized community college programs that lead to jobs; creating intensive five-year high school programs that conclude with associate’s degrees; establishing community college scholarships for any high school graduate in Tennessee who can demonstrate a reasonable level of college readiness.

### **Expanding Traditional Talent Development Programs**

#### **On-Job-Training, Individual Training Accounts, and Incumbent Worker Training**

Tennessee will continue to make training available to workers who wish to upgrade their skill sets. These grants have proven extremely cost-effective over the last four years delivering very high return-on-investment. These grants have kept many companies from laying off workers or closing entirely, allowed thousands of workers to upgrade their skills, and improved the overall talent of Tennessee workforce. The Governor’s proposed budget requests an additional \$40 million dollars to fund these efforts.

### **Investing in New Infrastructure**

The governor has proposed a renewed commitment to opening up rural communities to more economic growth with better traditional and high-tech infrastructure.

**FastTrack.** The funding pool for annual FastTrack infrastructure grants has been doubled from \$14 million to \$28 million. The grants, offered through the program formerly known as TIIPs, are available for local communities to make infrastructure improvements — such as adding electricity and water — at prospective industrial sites.

**Rural Opportunity Fund.** A new grant fund to help local communities develop custom strategies for expanding broadband technology — a key infrastructure component in the new economy has been established. Governor Bredesen says the state will not promulgate a “one-size-fits-all” approach but will help communities develop their own plans.

**Survey.** Taking a comprehensive statewide inventory of infrastructure needs in order to guide future infrastructure-investment priorities.

“Whether its traditional infrastructure like water, sewer and electricity, or high-tech infrastructure like broadband, we’ve got to know what we need and where, and then set priorities accordingly,” Bredesen said.

### **Fostering Innovation**

The Governor has proposed stepping up the state’s commitment to producing high-quality research jobs with targeted efforts designed to assist but not interfere with innovation. Specifically:

**Innovation Tennessee.** A newly established \$5 million initiative to provide “seed money” to fund grants to innovative new businesses, as well as help take new ideas being created in our laboratories and universities and move them into the commercial marketplace.

**Expanding fiber-optics.** This newly announced partnership with Oak Ridge National Laboratory and the Tennessee Valley Authority will develop a fiber-optic network connecting the state’s nonprofit and government research institutions. At a state cost of about \$3 million, the network will provide better data, voice, and video connections between in-state research institutions ranging from the University of Tennessee in Knoxville to St. Jude Children’s Research Hospital in Memphis.

**Automotive Industry focus.** Tennessee will explore new partnerships between the automotive industry, laboratories, and other institutions to help Tennessee get a better toe-hold in automotive research and development (R&D) — a logical next step following the state’s 25-year successful track record in auto manufacturing.

### **Expanding Sales and Marketing**

Additionally, the Governor has proposed stepping up basic sales and marketing efforts at both the state and local levels. Tennessee’s economic development strategy will continue to evolve in order for the state to remain flexible in job recruitment. As Governor Bredesen said when announcing the “Next Steps – Jobs” package, “As a businessman, I’m guided by a core principle.

I believe our quality of life depends on our ability to recruit businesses that can grow and expand and be productive. And it absolutely depends on the ability of hard-working Tennesseans to find good jobs that will help them earn a good living for themselves and their families.”

**Aligning economic and workforce development strategies and facilitating the adoption of common and innovative policies across the workforce, education, and economic development systems and structures that support talent development in a regional economy;**

Tennessee is currently piloting a Career Readiness Certificate (CRC.) This certificate is based on ACT WorkKeys. The goal of this program is to offer an additional credential to job seekers, to provide employers with a general assessment of the skill levels of the available talent pool and, from an economic development standpoint, to allow prospective business the opportunity to gain knowledge of the available workforce when considering business location in Tennessee.

Throughout the participating Career Centers, job seekers are offered WorkKeys Assessments that generate a bronze (level 3), silver (level 4) or gold (level 5) certificate based on their scores in Reading, Applied Math and Locating Information. The reflective scores on these tests should indicate skill level assessments for approximately 80% of available jobs. If a job seeker is unable to obtain employment or desired employment based on their current assessment levels, they may participate in a remediation program as an intensive service to increase their skill levels.

In 2007 and 2008, the state intends to expand this certificate program to the Tennessee Technology Centers throughout Tennessee and the remainder of the local workforce investment areas.

**Reorganizing governance structures to operate on a regional basis and in a way that reduces administrative costs, streamlines service delivery systems, and increases flexibility to address the needs of state and regional economies;**

The state is conducting a consolidation feasibility study to align local areas to defined economic development regions.

**Promoting the engagement of strategic partners who drive investments in economic regions and align spending within a regional economic vision for talent development;**

The Governor’s Three-Star Program, administered by the Department of Economic and Community Development is designed as a road map to assist local communities in their effort to achieve excellence in community and economic development. Participating communities are guided through a comprehensive plan of essential criteria developed by local economic development professionals and a cooperative collaboration of various state agencies. These combined efforts have made the Three-Star Program an important component of our state’s economic strategy.

This program is designed to help communities take full advantage of regional economic development opportunities. The goals are to preserve existing employment, create new

employment opportunities, increase Tennessee family income, improve quality of life and create a strong leadership base.

The Three Star Criteria is currently being revised and the new version, due in 2007 will have place an increased focus on emerging industries and improving overall talent development.

**B. Given that a skilled workforce is a key to the economic success of every business, what is the Governor's vision for maximizing and leveraging the broad array of Federal and State resources available for workforce investment flowing through the State's cabinet agencies and/or education agencies in order to ensure a skilled workforce for the State's business and industry? (§112(a) and (b)(4)(A-C).)**

Governor Bredesen established the Jobs Cabinet to coordinate and align economic development, workforce development and education programs and services, maximizing and leveraging economic and workforce development resources and finding improved ways to deliver and implement those resources.

The Governor's FastTrack Initiative, under the direction of the Department of Economic and Community Development, creates a partnership of eight state departments, members from education, Chamber of Commerce and Industry, and local government to best leverage all support available to assist new potential employers who are interested in locating in Tennessee as well as existing employers who are planning expansions that will generate job growth in Tennessee. The Department of Labor and Workforce Development has provided \$2,200,000 since inception to provide On-Job-Training to employers who meet the programs criterion. Additional funding may be provided to local areas to upgrade skills for existing employees such as, LPN to RN training, Incumbent Worker training, and other skill enhancement pilot projects to assist with the talent development pool in Tennessee.

See Attachment D (Executive Order No. 6)

See Attachment E (Executive Order No. 15)

**C. Given the continuously changing skill needs that business and industry have as a result of innovation and new technology, what is the Governor's vision for ensuring a continuum of education and training opportunities that support a skilled workforce? (§112(a) and (b)(4)(A-C).)**

As the U.S. and Tennessee economy slowly move away from a manufacturing based economy, the administration has already begun the strategic work needed to help Tennessee move toward a knowledge-based economy. Governor Bredesen believes that a better-educated population would be a better economic growth engine in the future than low wages, low taxes and low land costs that in the past have been used to recruit and retain industry. The Governor continues to believe in the importance of lifelong learning. Jobs Cabinet leaders keenly understand the direct correlation between public education improvement and economic development success.

In addition to the key education initiatives previously discussed, Governor Bredesen actively supports Incumbent Worker Training and On-the-Job Training as a way to provide lifelong learning opportunities for those already in the workforce. Another key area of focus is providing additional educational opportunities to the over one million working Tennesseans who lack a high school diploma or a GED.

The Commissioners of Economic and Community Development, Education, Vocational Rehabilitation also maintain permanent membership on the State Workforce Development Board with the Commissioner of Labor and Workforce Development. This helps ensure alignment of all the key players' efforts in achieving the Governor's strategic priority of improving the skill level of Tennessee's workforce.

**D. What is the Governor's vision for bringing together the key players in workforce development including business and industry, economic development, education, and the public workforce system to continuously identify the workforce challenges facing the State and to develop innovative strategies and solutions that effectively leverage resources to address those challenges? (§112(b)(10).)**

A strong, vibrant economy is critical to the future of the state and good jobs are central to the creation of a strong economy. The Governor's Jobs Cabinet and the FastTrack Initiative bring together the key players in economic and workforce development across Tennessee. The Jobs Cabinet is charged to address all challenges facing economic development Statewide, coordinate and focus the state's efforts to attract and retain better-paying, higher-skilled jobs by considering, developing, and implementing both short and long-term job creation strategies. The Jobs Cabinet is comprised of seven Commissioners from state government: Economic and Community Development, Agriculture, Education, Environment and Conservation, Labor and Workforce Development, Tourist Development, and Transportation. Additionally, the President of the University of Tennessee, the Executive Director of the Tennessee Higher Education Commission, the Chancellor of the Tennessee Board of Regents, the President of the Tennessee Industrial Development Council, and the President of the Tennessee Chamber of Commerce and Industry serve as members of the Jobs Cabinet.

The Governor's FastTrack Initiative, an extension of the Jobs Cabinet, creates a partnership of eight state departments, members from education, Chamber of Commerce and Industry, and local government to best leverage all support available to assist new potential employers who are interested in locating in Tennessee as well as existing employers who are planning expansions that will generate job growth in Tennessee. The Department of Labor and Workforce Development has provided \$2,200,000 since inception to provide On-Job-Training to employers who meet the programs criterion

The Commissioners of Labor & Workforce Development, Economic and Community Development, Education and Vocational Rehabilitation all maintain permanent membership on Tennessee's State Workforce Development Board

Additionally the Governor's Conference on Economic Development, held annually, brings together representatives from business and industry across the state to discuss pertinent economic development issues.

See Attachment D (Executive Order No. 6)

**E. What is the Governor's vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need of assistance, such as out of school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farmworker youth, and other youth at risk? (§112 (b)(18)(A.))**

*"I want these next four years to be the time when we set Tennessee on the path of truly putting our children and their education at the top of the list."*

**Governor Bredesen**

Governor Bredesen has a four step plan to ensure that every youth have the opportunity to develop and achieve career goals. First, we must prepare all students for learning. Second, we must properly fund education in every school district, directing all new money into the classroom. Third, we must raise standards and expectations in Tennessee's schools, demanding a return on this historic investment. And fourth, we must make college more accessible and affordable.

To accomplish these goals, the Governor's FY 2008 – 2009 budget includes the follow improvements:

- \$120 million for at-risk students in K-12, to fully fund the state's share of these costs
- \$27 million for student growth needs in local school districts, to fully fund the state's share of these costs
- \$25 million to fund additional Pre-K classrooms statewide, bringing the state closer to Bredesen's goal of offering a quality Pre-K education to every four-year-old in Tennessee
- \$48 million to keep tuition increases at state colleges and universities modest
- \$10 million to offer free community college tuition to high school students who make an average score of 19 on the ACT, 19 on the math component and 19 on the test's reading component
- \$9.3 million to increase Tennessee's Hope Scholarships to \$4,000 annually
- \$48 million to fund operating increases in Tennessee's higher education system
- Implementation of ACT testing for 8<sup>th</sup> and 10<sup>th</sup> grade students, to assess their academic needs early on and design individual learning plans to help them graduate on time and ready for work or college
- Establishment of a four-year math requirement in Tennessee's public high schools

- Bipartisan review of Tennessee's Lottery Scholarship program. The Tennessee Higher Education Commission predicts that 75% of scholarship recipients will lose their scholarships before finishing school

The education of children and youth in Tennessee is viewed as the top administration priority. Governor Bredesen believes that the state should provide the resources and create an environment where every child in Tennessee has the opportunity to achieve his or her full potential. The Governor has created a Children's Cabinet to focus on specific strategies to help the most vulnerable of children, particularly those who find themselves in the custody of the state; he has created a voluntary pre-k program for 4-year-olds based on the state's existing nationally-recognized pilot program; he has created a program called Books from Birth that works in partnership with Dolly Parton's Imagination Library to provide a book every month to every child from the time he/she is born to age five free of charge (this program is currently in all 95 counties); and he has created Tennessee's first-ever statewide Interagency Homelessness Council to address, in a coordinated way, the needs of the homeless community and in particular the children who are affected.

See Attachment F (Executive Order No. 7)

See Attachment G (Executive Order No. 21)

**II. Identify the Governor's key workforce investment priorities for the State's workforce system and how each will lead to actualizing the Governor's vision for workforce and economic development. (§§111(d)(2) and 112 (a).)**

As outlined in Section I, the Governor Bredesen's key job creation strategies are:

- Leveraging the full muscle of state government
- Investing in traditional and high-tech infrastructure
- Focusing on education improvement
- Making meaningful policy changes
- Providing rapid response to expanding business

The workforce system plays an integral role throughout the economic development process. The State Workforce Development Board ensures alignment between Tennessee's workforce investment system, national strategic objectives and the Governor's vision of workforce and economic development.

The mission of the Tennessee Workforce Development Board is to provide effective leadership and guidance to Tennessee's Workforce Development System.

The Board's vision is to increase the competitive position of Tennessee businesses and attract new businesses through development of a highly skilled workforce.

To achieve this vision the Board has established five guiding principles for the workforce development system:

- Workforce Development = Economic Opportunity

- Customer Focused Performance Based System
- Integrated, Seamless, Cost Effective, Competitive, and Responsible
- Utilization of Career Centers
- Demand Driven

The Board’s mission, vision, and guiding principles support the Governor’s vision of economic development and address the national strategic priorities of the workforce investment system.

The workforce system is customer-focused, integrated and aligned on meeting the Governor’s economic development goals. Tennessee’s Career Center System serves as the storefront through which workforce investment services are delivered to businesses and individuals across Tennessee’s thirteen Local Workforce Investment Areas (LWIAs). The Workforce System is demand driven and committed to continuously improving service delivery and performance.

With all partners collaborating on program development and coordinating service delivery, our workforce system will serve as a competitive advantage enabling the state to attract and retain high-growth high-demand industries and jobs, educate and train the workforce, operate more effectively and efficiently, and deliver better service to the citizens of Tennessee

### III. State Governance Structure (§112(b)(8)(A).)

#### A. *Organization of State agencies in relation to the Governor*

- 1. Provide an organizational chart that delineates the relationship to the Governor of the agencies involved in the public workforce investment system, including education and economic development and the required and optional One-Stop partner programs managed by each agency.**

See Attachment H – Organization Chart

- 2. In a narrative describe how the agencies involved in the public workforce investment system interrelate on workforce and economic development issues and the respective lines of authority.**

Under Governor Bredesen’s leadership, Tennessee continues to utilize the combined efforts of the Jobs Cabinet, the Fast Track initiative, the State Workforce Development Board and the workforce investment system to address all workforce and economic development issues.

The State Workforce Development Board includes all required partners, maintains a strong business interest and provides guidance to Local Workforce Investment Boards (LWIBs) through quarterly meetings. Some of the steps taken to improve operational collaboration at both the state and local levels include the:

- Establishment of Career Center Operating Consortia in each LWIA that are comprised of representatives from the partnering agencies

- Development of Memorandum of Understanding (MOU) among each of the partnering agencies in the Career Center
- Use of the Baldrige Criteria for Performance Excellence as a method to continuously improve customer service and service delivery in several parts of the workforce system including Adult Education programs and Tennessee's Comprehensive Career Centers.
- Joint marketing and recruitment efforts between Tennessee Department of Labor and Workforce Development (TDLWD) and WIA staff to promote the services offered by the Career Centers.

See Attachment E – Executive Order No. 15

**B. State Workforce Investment Board (§112(b)(1).)**

**1. Describe the organization and structure of the State Board. (§111.)**

Tennessee grandfathered its State Workforce Development Board in lieu of establishing a new board under the requirements of the Workforce Investment Act of 1998 (WIA). The Board is made up of 36 members representing business, industry, organized labor, higher education, secondary and post secondary education, local government, local education, community-based organizations and the state legislature and is led by a Board chairperson appointed by the Governor. State agency representatives on the board are responsible for the administration of the following programs; Secondary and Post Secondary Carl D. Perkins Vocational and Technology Education, Workforce Investment Act, Adult Education and Family Literacy, Wagner-Peyser, Unemployment Insurance, Trade Act, TANF, Welfare to Work, Food Stamps, Vocational Rehabilitation, Veterans Programs under Chapter 41 Title 38 USC, Title V Older Americans Act, and Community Service Block Grants. The board has members with expertise and knowledge of local workforce development programs, special education and career development needs of hard to serve individuals. The representatives of business and industry are owners of businesses, chief executives and operating officers of business and other business executives with policy making and hiring authority, and represent businesses with employment opportunities. Several members of the State Board also serve as members on Local Workforce Investment Boards (LWIB).

The State Board has five (5) standing committees: Executive, Strategic Planning, Operations, Continuous Improvement, and Policy. These committees are responsible for assuring that workforce development services are provided consistently and efficiently across the state.

**2. Identify the organizations or entities represented on the State Board. If you are using an alternative entity which does not contain all the members required under section 111(b)(1), describe how each of the entities required under this section will be involved in planning and implementing the State's workforce investment system as envisioned in WIA. How is the alternative entity achieving the State's WIA goals? (§111(a-c), 111(e), and 112(b)(1).)**

The membership of the State Workforce Development Board is distributed as follows:

- 30% Business and Industry

- 30% Organized Labor and Community-based organizations
- 30% State Legislature, State Agencies and organizations, Local Government and Local Education
- 10% General Public

Tennessee's State Workforce Development Board is a grandfathered alternative entity which includes all categories of membership required in Section 111 (b)(1)(C) of the Workforce Investment Act with the exception that the Governor is not a member of this board. However, the Governor is represented on the State board by four members of his cabinet. The State board members are appointed by the Governor. The board is made up of 30% Business and Industry, 30% State Legislature/State Agencies and Organizations Local Government/Local Education, 30% Organized Labor/Community-based Organizations, and 10% from the General Public. All efforts are made to conform to the WIA membership requirements. Private sector appointments to the board are representative of the state's business community and include appointments representing small businesses. Members have policymaking authority within their organizations, agencies, or entities. Additionally, the Governor considers minority, gender, and geographical representation when making appointments to the board.

**3. Describe the process your State used to identify your State board members. How did you select board members, including business representatives, who have optimum policy-making authority and who represent diverse regions of the State as required under WIA? (20CFR 661.200).)**

The Governor appoints all members of the State Workforce Development Board. Nominations for membership on the board are solicited from various sources across the state. The nominators included labor organizations, business organizations, education, community based organizations, and local elected officials. Criteria for appointment to the board include an interest and experience by the nominees in workforce development issues. These attributes will enhance the board's abilities to have a positive effect on achieving Tennessee's vision for workforce development.

**4. Describe how the board's membership enables you to achieve your vision described above. (§§111(a-c) and 112(b)(1).)**

With representatives from business, industry, education and community organizations, and state and local government agencies, the board brings together many partners in the economic development system. Members' knowledge of and expertise in workforce development issues allows the board to maintain focus on the overall function and vision of the State Board

Our workforce investment boards are designed to effectively collaborate with regional industry leaders and establish local workforce systems that influence regional economic development. Local workforce boards have representatives from the respective region's Chamber of Commerce and Economic Development organizations to ensure workforce development investments are aligned with the region's economic development goals. Private sector industry representatives define the necessary labor standards and skill requirements for future regional labor needs. This systematic coordination provides the lead way for the creation of skill development programs that are aligned with the local industry's future job market.

The unique landscape of Tennessee is comprised of local workforce investment areas that have predominantly rural landscapes to metropolitan areas that offer industrial parks and progressive commercial development. Our local workforce investment boards recognize the rapid decline in key farming and manufacturing industries and focus on marketing their identifiable regional strengths to future industry and business stakeholders. Our workforce boards have determined that the strongest marketing agent is the existence of a highly skilled and qualified workforce. To progressively create this reality, local workforce investment boards have collaborated with regional economic development initiatives to create job development programs for future job market demands.

An example of a strong regional economic development partnership would be the NETWORKS project in Northeast Tennessee, Local Workforce Investment Area 1, comprising of Carter, Johnson, Sullivan, Unicoi, and Washington counties. NETWORKS is a joint economic development partnership of Sullivan County and the cities of Bluff City, Bristol and Kingsport. The purpose of this regional partnership is to market new businesses and industry to Northeast Tennessee by identifying the most educated and skilled individuals available for training and talent development. The NETWORKS website, [www.networkstn.com](http://www.networkstn.com), features links to local area business resources, industrial and commercial real estate listings, business park sites, and information regarding Tennessee economic development incentive programs. NETWORKS is a key economic development partner of the Northeast Tennessee Workforce Investment Board. Such strategic alliances ensure the long term expansion and growth of the local area's economy.

**5. Describe how the Board carries out its functions as required in sec. 111 (d) and 20 CFR 661.205. Include functions the Board has assumed that are in addition to those required. Identify any functions required in §111(d) the Board does not perform and explain why.**

The State Workforce Development Board meets quarterly and its committees meet as often as necessary. At the quarterly meetings the board reviews activities of the participating state agencies and makes recommendations to the Governor regarding their functions. The board has and will assist the Governor in the following areas:

- Create the state workforce development system strategic plan
- Review and approve all LWIA annual plans and modifications
- Provide oversight to local areas
- Assure coordination of seamless and collaborative activities in local areas
- Establish formulas for funding as required
- Recommend changes to the state workforce development system as needed
- Monitor continuous improvement of performance of state workforce development system
- Develop workforce system policies that promote efficiency and stability

The state board will coordinate and interact with the local boards on all items described above by utilizing the TDLWD staff to ensure two-way communication between the board and local workforce system.

**6. How will the State board ensure that the public (including people with disabilities) has access to board meetings and information regarding State board activities, including membership and meeting minutes? (20 CFR 661.205)**

Notification of all meetings is made available to the general public at least 30 days prior to the meeting in accordance to the Sunshine Provision. In accordance with the Americans with Disabilities Act (ADA), only facilities that are accessible to the disabled are utilized for State Board meetings. Public notices include a statement that any persons requiring assistance at the board meetings should contact the Tennessee Department of Labor and Workforce Development to arrange for reasonable accommodation. The public notices also contain information on how individuals may obtain information regarding membership and minutes of the meetings.

**7. Identify the circumstances which constitute a conflict of interest for any State or local workforce investment board member or the entity that s/he represents, and any matter that would provide a financial benefit to that member or his or her immediate family. (§§111(f), 112(b)(13), and 117(g).)**

In accordance with Sections 111(f) and 117(g) of the WIA, it shall be a conflict of interest for any member of a state or local workforce investment board to vote on any matter under consideration regarding the provision of services by that member or by an entity such member represents or that would provide a direct financial benefit to such member or the immediate family of such member. Additionally the State of Tennessee requires any member of any state board sign a conflict of interest and disclosure forms. Forms signed and any disclosures by Board Members identifying a conflict are present at all board meetings and available for review by the general public. [During the local planning process, TDLWD requires for State Board members to abstain from voting when local plans in there respective local workforce areas are being voted into implementation.](#)

**8. What resources does the State provide the board to carry out its functions, i.e., staff, funding, etc.?**

[The TDLWD administrative staff acts as support for State Board members during all Board business. This includes arranging all meetings, preparing any hand outs, engaging speakers, and answering any questions. TDLWD ensures that State Board members receive technical assistance and guidance on all workforce development matters brought before the Board.](#)

***C. Structure/Process for State agencies and State Board to collaborate and communicate with each other and with the local workforce investment system (§112(b)(8)(A).)***

**1. Describe the steps the State will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A), at both the State and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies,**

**etc.). How will the State board and agencies eliminate any existing State-level barriers to coordination? (§§111(d)(2) and 112(b)(8)(A).)**

The Department of Labor and Workforce Development administers the majority of the programs of the State's workforce investment system including: the Workforce Investment Act (WIA) program, Unemployment Insurance, Adult Education, Trade, and Title V, Wagner-Peyser, Veterans, Food Stamp Employment and Training. Department staff assists the State Workforce Development Board to ensure the workforce system operates effectively. The implementation of WIA and collaboration with partners has streamlined Tennessee's workforce system at the state and local level.

To expand on this structure additional agencies like Human Services, Economic and Community Development, Education, Tennessee Higher Education Commission are included. Memorandums of Understanding (MOU) are developed and implemented using federal guidelines. This tool remains the administrative process for coordinating policy and eliminating barriers. The MOU identifies services available through the Career Center System allowing local areas to have the flexibility to tailor services for their area's needs. Because the MOU is a service agreement, the State has pulled the resource sharing agreements out of the MOU. Each LWIA submits a resource sharing agreement for approval by the fiscal division of TDLWFD. Each local area is given the option to use either an umbrella or individual MOU that can be modified as needed.

In 2003, Tennessee's Governor, Phil Bredesen, began the Tennessee Jobs Cabinet, in which state and local leaders and staff served for the purpose of making it more possible for Tennesseans to find good jobs and keep them. Representatives from the highest levels of state and local government, as well as from private business and academia, met in centralized planning and coordinating sessions, then embarked upon a series of statewide, public meetings designed to find out what are the employment and economic development needs of Tennessee communities. Part of this task was to act upon what we found out, without duplicating programs and services. The task was to work together toward common goals and objectives, which put generally, are the focusing of WIA programs and services upon the further creation of an educated workforce with the skills and abilities to fully compete in the 21<sup>st</sup> Century, global workplace.

The Workforce Investment Act programs and services, as exemplified in the Department of Labor and Workforce Development, played a central role in finding out and acting upon what was discovered by the Jobs Cabinet. Through the Governor's leadership, we have worked closely with the legislature, the departments of Economic and Community Development, Human Services, Rehabilitation Services, the Tennessee Higher Education Commission, the Tennessee Board of Regents, Corrections, Civil Rights, as well as a multitude of local government and non-profit agencies, and disability advocacy groups. What this means is that those previously siloed WIA programs and services, have since transformed themselves into blended programs and services which spill over into multiple functional areas. The governor led the way with creation of the Fast Track program, increased emphasis upon demand-driven jobs and employer services generally, and most recently in the fiscal year 2007 – 2008 proposed budget. Several good examples of the blending of programs and services include the following from the Governor's proposal:

For economic and community development, the budget includes support for jobs initiatives and community development. Sizable amounts will be made available, for the next steps in the jobs package, including non-recurring appropriations for the FastTrack infrastructure development and job training program and additional sums for business recruitment and retention activities outside the FastTrack funding criteria. Recurring funds also will support the Tennessee Leadership Center, which provides training to rural community leaders, and the Three-Star community preparedness and Main Street programs. We also will improve foreign marketing efforts. The effort also includes funds to extend the Oak Ridge National Lab-TVA high-speed research network into Shelby County; support for the Rural Opportunity Fund, a public-private partnership that will create a \$10 million small-business revolving loan program targeted to small, minority, and women-owned rural businesses that are unable to gain access to traditional capital; continuing support to develop a next-steps infrastructure needs inventory in order to guide future infrastructure-investment priorities; and sizable amounts for the state cost of additional staff for the local planning assistance program, which is funded jointly by state and local governments.

Tennessee's Workforce Investment Act programs and services are blended into major parts of this proposal, most especially in the FastTrack infrastructure development and job training. Furthermore, the proposal for WIA-funded programs and services sets out specific performance standards which require exceeding federal standards in Employment Service programs, maintaining a top ten ranking in workforce development incentive awards, and increasing the award of GED's statewide. From the state perspective, siloed WIA programs and services have become blended programs and services designed to interact with multiple agencies and organizations toward the fulfillment of a comprehensive vision for workforce and economic development.

A further look at the blending of WIA programs and services shows specific examples of how the we are working together toward the common goals and objectives, absent separated and duplicated programs. Take for instance the recent issuance of Employment and Workforce Development policy which requires for 100% co-enrollment of trade-affected dislocated workers. This policy brings state, regional, and local level staff and customers into a symbiotic relationship, which smoothly incorporates information technology tools, the cross-program referral process, and the cross-program training process. Further, it should be noted that during March 2006, Tennessee's Employment and Workforce Development unit, in cooperation with Job Service, VETS, TAA/TRA, NEG, and Adult Education units, brought together hundreds of front-line staff, case managers, technology supervisors and directors, and local-level executive directors for comprehensive, cross-program trainings toward the implementation of the Common Performance measure initiative. These trainings were delivered statewide, and were delivered at the National Civil Rights Museum, Columbia State Community College, and Northeast State Technical Institute to further combine our efforts toward blended programs and services. Also, and certainly not the least, we recently have blended our federal reporting procedures to the extent that we are poised to deliver a single report, across multiple program and service lines, with the assistance of high-level technical contract staff for the analysis of highly complex extract file procedures. Job Service, Wagner-Peyser, Employment and Workforce Development, and Information Technology staff have, as a result of the EMILE/WISPR Feasibility Study,

come together with a centralized plan to work together to produce the first WISPR report.

The State Workforce Board is very involved in guiding and supporting the effort of the local boards and has developed a strong infrastructure that eliminates duplication of services. Additionally, at the state level, partner agencies participate in advisory committees and conduct statewide workforce conferences to bring all partner programs together. At the local level consortiums bring together partner agencies and private sector members to serve on local board advisory committees.

See Attachment I – Sample MOU grid.

**2. Describe the lines of communication established by the Governor to ensure open and effective sharing of information among the State agencies responsible for implementing the vision for the workforce system and between the State agencies and the State workforce investment board.**

Lines of communication among the State Agencies responsible for implementing the visions for the public workforce system have been well established by the State by promoting co-location of partner program staff, cross-informational training, assistance with writing the State plan, inclusion in the career center budgeting process and inclusion of State Agency staff on email lists. Lines of communication between the State Agencies and the State Workforce Investment Board have been well established by attendance of State Agency staff at State Workforce Investment Board meetings, sharing of the State Workforce Investment Board meeting minutes and State Agency presentations to the State Workforce Investment Board.

**3. Describe the lines of communication and mechanisms established by the Governor to ensure timely and effective sharing of information between the State agencies/State Board and local workforce investment areas and local Boards. Include types of regularly issued guidance and how Federal guidance is disseminated to local Boards and One-Stop Career Centers. (§112(b)(1).)**

The Governors' designee, TDLWD, disseminates all federal information and guidance to ensure coordination between the local boards and Career Centers. TDLWD staff coordinates meetings with LWIA Directors before each state board meeting. These quarterly meetings utilize facilities in the local areas on a rotating basis. This provides the local areas an opportunity to invite partners from education, business industry, and program participants in their communities to share with the State Board their interaction with the LWIA. Policies developed by the Board or staff and technical assistance manuals are distributed through email and made available on TDLWD website. [In addition, the enhanced Consolidated Management and Activity Tracking System \(eCMATS\) capture necessary participant data for several partner programs and can be readily viewed to avoid duplication of services.](#)

**4. Describe any cross-cutting organizations or bodies at the State level designed to guide and inform an integrated vision for serving youth in the State within the context of workforce investment, social services, juvenile justice, and education. Describe the membership of such bodies and the functions and responsibilities in**

**establishing priorities and services for youth? How is the State promoting a collaborative cross-agency approach for both policy development and service delivery at the local level for youth? (§112(b)(18)(A).)**

Tennessee has several groups that focus their energy around children and youth issues. TDLWD serves as a valuable employment and training resource to many of these groups. They include: local education agencies, Community and Faith Based organizations, and Children's Services which include foster care and the juvenile detention programs and facilities. In order to remain effective and an asset in the workforce community each plays an integral part of providing for all the needs of eligible youth. TDLWD has a long history of sponsoring and developing a variety of programs to enhance the workforce community which includes older youth. In the past year TDLWD developed a Teen work issues website that includes links to WIA local area staff and local contracted youth providers. That site can be viewed at: <http://www.state.tn.us/labor-wfd/youth/> . The State legislature allocates state dollars to the Tennessee Commission on Children and Youth who advocate for improvements in the quality of life for children and families and compile and disseminate information on Tennessee's children. TDLWD shares information with this group participates in meetings and serves as a resource.

On March 18, 2003, Governor Bredesen signed an executive order identifying The Governor's Children's Cabinet. More recent, the Tennessee Department of Children's Services has formed a new division within Children's Services targeting specific issues related to the offender population.

As part of a continued effort through the Children's Cabinet a new group was established called the Tennessee Transition Youth Task Force. Our Department is part of this group which includes all the Federal Strategic youth vision partners and many State stake holders dealing with students with disabilities. The group meets bi-monthly and grown to include staff from multiple State agencies and the Governor's Office of Child Care Coordination. Over the course of the past two years many entities have been identified and included. The Jim Casey Foundation through Vanderbilt University has developed a list serve to assist in the dissemination of information around at-risk populations for the benefit of the group and collectively we are working to identify service delivery gaps and barriers to effectively meet the demands of the disability population. While the focus is primarily on transition, foster care and juvenile offender populations are well represented and similar issues are being addressed for these at-risk groups.

Through a report generated from the enhanced Case Management and Activity Tracking System (e-CMATs) representing the timeline from July 1, 2005 through September 30, 2006, it showed that of the 7,465 eligible youth participants served, 1069 were considered to be youth with disabilities. While it is hard to say if this is an acceptable number or not, considering the youth we serve we are proud of this accomplishment. The following is a list of agencies and organizations that are currently meeting on a regular basis to address cross-agency collaboration and planning.

Youth Serving Agencies	Snapshot of Activity
Tennessee Department of Children's Services	<ul style="list-style-type: none"> <li>* Foster Care &amp; Juvenile Offender representatives attend quarterly meetings as part of Tennessee's strategic vision team.</li> <li>* Labor and Workforce Development (L&amp;WFD) staff served on the Chaffee oversight committee and is an active part of the Chaffee foster care plan.</li> <li>* Part of Core Group Team</li> </ul>
Tennessee Commission on Children and Youth	<ul style="list-style-type: none"> <li>* Part of the strategic vision team and provide data related to at-risk youth.</li> <li>* Serve on several LWIA youth councils and provide support for Tennessee Suicide Prevention Network (TSPN) with an emphasis on teen suicide prevention.</li> <li>* Part of Core Group Team</li> </ul>
Department of Education	<ul style="list-style-type: none"> <li>* Commissioner serves on the State Workforce Development Board.</li> <li>* TDLWD included in planning Counselor's Institute.</li> <li>* Vocational/Technical Education partners with L&amp;WFD on the Jobs for Tennessee Graduates program.</li> <li>* TDLWD staff participate in evaluating Lottery Education After School Program grants (LEAPS) targeting dropout prevention and increase in SAT/ACT exam.</li> <li>* Partner with Special Education on the Tennessee Transition Leadership team.</li> <li>* Commissioner of L&amp;WFD serves on the Vocational/Technical Oversight Committee.</li> <li>* Part of Core Group Team</li> </ul>
Job Corps	<ul style="list-style-type: none"> <li>* The Tennessee Job Corps Consortium meets quarterly. Meetings are attended by both representatives from WIA youth and the Career Center System.</li> <li>* Job Corps representatives serve on a majority of LWIA Boards or Youth Councils.</li> </ul>
Human Services	<ul style="list-style-type: none"> <li>* Provide expertise in serving youth with disabilities through their Vocational Rehabilitation Division and participate on the Tennessee Transition Leadership Team with Community Based organizations and the Disability Law and Advocacy Center of TN.</li> </ul>
Inter-Departmental Youth Transition Task Force	<ul style="list-style-type: none"> <li>* Includes many of the same agencies already listed with strong ties to the Governor's Children's Cabinet and the Governor's Office of Child Care Coordination.</li> <li>Meet bi-monthly.</li> </ul>
Department of Mental Health and Developmental Disabilities	<ul style="list-style-type: none"> <li>* This group serves as Team Leader for both the Youth Transition Task Force and the Core Group. The Core Group was formed by suggestion of the Governors Office of Child Care Coordination and Commissioners of Children's Services and Mental Health and Dev. Disabilities.</li> <li>* They have also invited Career Center and Disability Navigator</li> </ul>

	staff from local Career centers to speak at Town Hall meetings and other outreach opportunities.
Governor's Office of Child Care Coordination	Represented by Mr. Tom Catron, this office has endorsed and supported the efforts of the Youth Transition Task Force and recommended the formation of a Core Group which provides oversight to the full Task Force. The Core Group, which WIA Youth programs and Labor and Workforce Development are a part of, sets the agenda and has formed a committee structure to work on a variety of strategies. We have had two meetings since the formation of the Core Group and are excited to continue to elevate and establish credibility for the work we do.

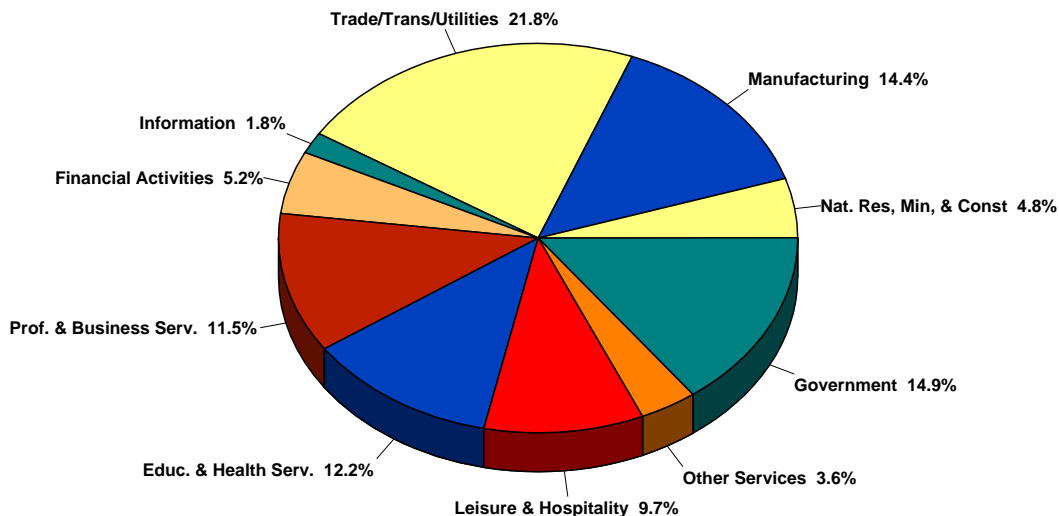
See Attachment F – Executive Order No. 7

#### IV. Economic and Labor Market Analysis (§112(b)(4).)

##### A. What is the current makeup of the State's economic base by industry?

Tennessee's economic base is quite diversified. The economy is not dominated by one specific industry. The largest industry sector, trade, transportation and utilities, is responsible for one in five jobs in Tennessee. Just over fourteen percent of the jobs are in manufacturing industries. Jobs in government (local, state, and federal) also make up almost fifteen percent of the total employment.

### Tennessee 2006 Industrial Composition



INDUSTRY TITLE	SERIES	2006 Annual Averages	Percent of Total
Total Nonfarm	00000000	2783.1	100.0
Natural Res., Mining, & Construction	20000000	134.9	4.8
Manufacturing	30000000	400.1	14.4
Trade, Transportation, and Utilities	40000000	608.0	21.8
Information	50000000	50.1	1.8
Financial Activities	55000000	144.2	5.2
Professional and Business Services	60000000	320.1	11.5
Educational and Health Services	65000000	339.1	12.2
Leisure and Hospitality	70000000	270.2	9.7
Other Services	80000000	101.0	3.6
Government	90000000	415.4	14.9

Note: Employment is displayed in thousands. Example: 121,600 is displayed as 121.6

**B. What industries and occupations are projected to grow and/or decline in the short term and over the next decade?**

Growth in industries is led by strong projected growth in water transportation, with solid growth in support services for transportation. Art, entertainment, and recreation are expected to show strong growth. Clothing stores and religious, civic, and professional organizations are expected to grow, as are administrative, support, waste management, and remediation services. Building materials and garden equipment, social assistance, and merchant wholesalers of durable goods are likely to increase. Professional, technical, and management industries are expected to show steady growth for the long term. Health care and social assistance, real estate and rental and leasing, and warehousing and utilities are to grow faster than average. Wholesale trade will grow above average.

The industries of finance and insurance, retail trade, accommodation and food services, and educational services will likely grow at about the same rate as the state. Construction, government, and information will grow more slowly. Agriculture and manufacturing and mining are expected to decline for the short term. Manufacturing employment should increase over the next decade.

Growth rates in occupational groups are led by the healthcare support occupations and computer and mathematical occupations with 2.6 and 2.5 percent annual growth. The arts, design, entertainment, sports, and media occupations are expected to grow at 2.3 percent. Building and grounds cleaning and maintenance, protective service, community and social services, and legal occupations are each expected to grow at 2.2 percent. Healthcare practitioners and business occupations are projected to grow equally at 2.0 percent. Some occupations have a large number of jobs available and are growing well. These include sales, food preparation, and transportation, having hundreds of thousands of jobs and providing varied employment opportunities.

Growth rates in detailed occupations are led by the 5.1 percent annual growth in amusement and recreation attendants. Employment of network systems and data communications analysts is expected to increase 4.8 percent annually; data base administrators are projected at 4.4 percent. Fitness trainers and aerobics instructors, in addition to computer software engineers and pest control workers, are expected to be at 4.3 percent growth.

Retail salespersons have more job openings projected than any other occupation. These are expected to grow: cashiers, laborers and movers, waiters and waitresses, food and serving workers, truck drivers, team assemblers, registered nurses, general and operations managers, and customer service representatives. Occupational shortages include health workers, truck drivers, and other skilled workers such as utility workers, as at the national level.

Occupations with the greatest rates of decrease generally are those requiring short term and moderate term on-the-job training. These include occupations in the office and administrative support occupations, including meter readers, mail clerks, and file clerks. Some declining occupations are in the apparel industry, including textile works.

Source: Tennessee Employment Forecast through 2007, R&S, OES Unit

**C. In what industries and occupations is there a demand for skilled workers and available jobs, both today and projected over the next decade?**

Employment growth over the next two years is expected to be about 1.3 percent per year, and the ten year growth at about 1.5 percent. The top 25 occupations by growth rate range from 5.1 percent growth to 2.9 percent. These represent openings at all educational levels. Occupations having high requirements in training and education have higher growth rates. A majority of the top 25 occupations ranked by growth rate require a bachelor's degree or more. Most all require at least an associate's degree or work experience in a related occupation. Pest control workers, landscaping and ground keeping workers, home health aides, and bill and account collectors require either moderate or short term training.

University of Tennessee Center for Business and Economic Research projects that by the year 2016, Tennessee will see approximately 93,000 new jobs created by professional and business services. Other industries forecasted to expand such as construction, wholesale trade, transportation and utilities, education, health care services, and the retail trade sector will also account for a portion of new job creation. The training required for these future job markets range from long term to short term depending upon several variables that directly impact an individual's ability to be considered job ready.

Many of occupations with a high number of new jobs require long term, moderate-term, or short term training. Retail salespersons, cashiers, laborers and movers, waiters and waitresses, and combined food preparation and serving workers all require short term training. Truck drivers (of heavy trucks and tractor-trailers) and team assemblers require moderate-term training. Registered nurses need an associate's degree. General and operations managers require a bachelor's degree or higher.

Occupations with large numbers of jobs generally are paid lower than average wages, but they also require less training. Typical among these jobs is combined food preparation and serving workers, requiring short term training. Jobs that require moderate-term training, however, command a greater salary. Customer service representatives are an example.

Some occupations with high pay are listed also among those with a high number of jobs, including registered nurses and elementary school teachers. Drivers of heavy trucks and tractor-trailers require moderate term training; have relatively good pay for the training required.

While Tennessee tries to address the demand occupations in our state we also have to analyze growing occupations and the skills required to accommodate that growth. While Research and Statistics collects data and projects growth, flexibility is still required to address the immediate short term trends and complexities that impact the overall economy.

#### **D. What jobs/occupations are most critical to the State's economy?**

All jobs are critical to our state, as they strive to produce quality products and strengthen our communities, including both demand and non-demand occupations. Analysis of a demand-driven public workforce system will naturally focus on demand occupations. Employment data must constantly be monitored to anticipate trends in the workforce, and to understand the characteristics of demand occupations. Continued job growth in occupations requiring academic degrees underscores the importance of these jobs. Continued attention to basic, social, technological, and system skills in occupations with a relative supply of workers, or the non-demand occupations, can lead to improvement.

#### **E. What are the skill needs for the available, critical and projected jobs?**

Occupations requiring degreed workers have high growth rates. Improving the high school graduation rates is fundamental to the future of providing academic-degreed workers. Basic skills include the ability to read, write, and listen, but also ability in mathematics and knowledge of science. Social skills include coordination and negotiation. Specialized training, sometimes degreed and sometimes not, is critical to the economy. Strengthening technical and system skills in non-demand occupations can strengthen the associated industries.

#### **F. What is the current and projected demographics of the available labor pool (including the incumbent workforce) both now and over the next decade?**

The growth of the labor force nationally has been driven, in part, by increases in the number of working women over the last 50 years. The number of women in the labor force is expected to continue to grow faster than the number of men. The number of workers aged 55-64 is expected to increase faster than any other age group over the next few years.

The labor force is expected to become more racially and ethnically diverse over the next decade. The size of minority racial and ethnic groups in the labor force is projected to grow faster than whites.

**G. Is the State experiencing any “in migration” or “out migration” of workers that impact the labor pool?**

Tennessee has been experiencing a significant in-migration of Hispanic and Latino ethnicity. Many of these workers are employed in the construction industry, landscaping services, hotels, and food services. Language barriers are often issues in the workplace. English as a Second Language (ESL) classes are in demand in several areas of the state.

**H. Based on an analysis of both the projected demand for skills and the available and projected labor pool, what skill gaps is the State experiencing today and what skill gaps are projected over the next decade?**

Basic and social skills are needed in non-demand and especially the demand occupations. Technical skills are definitely needed in the non-demand industries. Improving high school graduation rates (and the skills of the high school graduates), adult basic educational skills, and continued emphasis on college degrees will contribute to providing needed skills. Specific training can meet the needs of some industries. There is a continued need for application-specific occupational training, particularly in technology and system skills.

**I. Based on an analysis of the economy and the labor market, what workforce development issues has the State identified?**

Adult literacy in conjunction with a low skilled workforce are two of the greatest challenges facing workforce development in Tennessee.

**J. What workforce development issues has the State prioritized as being most critical to its economic health and growth?**

A concerted effort between Adult Basic Education, the LWIA's, and the TDLWD has been initiated to increase the number of GED's issued and to improve talent development in the state of Tennessee.

**V. Overarching State Strategies**

**A. Identify how the State will use WIA Title I funds to leverage other Federal, State, local, and private resources in order to maximize the effectiveness of such resources and to expand the participation of business, employees, and individuals in the Statewide workforce investment system? (§112(b)(10).)**

For the coming three years, Governor Bredesen has committed to move Tennessee's workforce forward. He recognizes that economic expansion in Tennessee will not only depend on how well workers are trained but on how innovative they are in assisting businesses to grow and to expand. To foster his plan, the Governor has committed 120 million dollars to the Department of Education. One of his goals is to nurture the analytical ability of the young (K-12) by emphasizing more basic math and English. As a partner of the Department of Education, the Tennessee Department of Labor will leverage WIA funds by targeting training at community

colleges and vocational schools. Such targets will provide skills supporting advanced manufacturing, healthcare, the automotive industry and the construction industry through apprentice programs.

Collaboration of mandated and non-mandated partners at the service delivery level continues to help in leveraging resources. Currently, the workforce development system has the major partners participating in providing a sequence of services vital to the development of a career path for youth; continuous education and training opportunity for adults, dislocated workers and those needing to upgrade their skills; and as a supportive foundation for those who struggle to enter the workforce. Maximizing the use of community programs has promoted increased communication and leveraged resources for all involved. Also, working with public transit system, local agencies and organizations, providing low cost child care assistance, will save resources for training costs.

Tennessee's strategy for the next five years will focus on strengthening the relationship of local businesses by supporting small business through the incumbent worker program. The strategies will not only keep jobs in local areas, but will assist the skills of workers in gaining momentum for new and better paying jobs. The involvement of the business community in the development of the workforce is vital. Assisting small business will communicate the intent of the state toward the local business community. It will also build confidence that trained workers can be supplied. Although Tennessee's career centers currently deliver several program services that are less fragmented, more needs to be done to upgrade the skills of those delivering services. One area of focus is on staff training at each level of service delivery.

The State plans to promote LWIAs in providing apprenticeship programs including non-traditional training to women and men, customers who are low income and multiple barriers to employment, older workers, and individuals with disabilities.

However, apprenticeship programs remain a challenge. Apprenticeship, by definition, is a worker already employed, in training, and receiving skill upgrades with the promise of continued growth and wage increase. Currently any apprenticeship openings are sent to the local Career Center for processing and referral. These are processed by Job Service staff or veteran's representatives. Based on the Employer Services Division's last meeting with the Federal Bureau of Apprenticeship and Training representative in January 2007, about 4004 people were working in a registered apprenticeship program in our state. To try to stimulate additional apprenticeship programs the Department of Labor and Workforce Development is in the process of developing an apprenticeship pilot program utilizing statewide funds. The purpose of this program is to promote the implementation of new apprenticeship programs or to assist in the expansion of existing programs. The program will conform to regulations provided by the Federal Bureau of Apprenticeship and Training and will provide the opportunity for talent development and contribute to a life long learning strategy. Skill trades that would be served by this program are necessary to existing industry as well as emerging industries.

Currently there are no policies in place fully integrating Job Corps (JC) and Apprenticeship programs into the Career Center System. When WIA was first implemented we ensured that JC had membership on all local boards or youth councils. Every effort was made to make space

available in the Career Center System or JC. Each area identified a process where JC would be visible, have informative literature and a representative on-site. While this relationship has been on-going for many years the change in Federal contracts from Dynamic Educational Systems, Inc. (DESI) to CHP International has re-energized JC involvement at the local level. JC is paying more of their fair share when space is utilized in the Career Center and the WIA Program Manager was invited to conduct a training session in January 2007 to all CHP International staff. The State of Tennessee continues to seek a positive response for another Job Corps Center located towards Middle Tennessee. The vast expanse between the current JC Centers, (one located in Memphis and one in Bristol) makes it challenging to stimulate a State Industry Council when both Centers offer such variety of certifications and curriculum offerings. A third center would encourage employer involvement and meet an additional void for our at-risk population.

*(i) Using state set-aside funds to respond more efficiently to economic trends and shocks, enabling state and local workforce investment boards greater agility. (TEGL 13-06)*

Tennessee has invested statewide funds over the last several years for numerous Incumbent Worker and On-the-Job training activities which have been administered by the Local Workforce Investment Areas. FastTrack, a program directed by Tennessee Department of Economic and Community Development, has provides an added benefit to the WIA Program through the "matching" of statewide funds with other Tennessee departments, including TDLWD. This leveraging of funds provides on-the-job training opportunities to a larger number of individuals across the state which serves as a response to ever changing economic trends in the local areas. These numbers of individuals may have otherwise not been able to be served due to minimized funding by individual departments. In order to further advance, or make more efficient, the response to economic trends and shocks, Tennessee will continue the current waiver that allows for up to 50% of Rapid Response funds to be transferred for statewide activities.

**B. What strategies are in place to address the national strategic direction discussed in part I of this guidance, the Governor's priorities, and the workforce development issues identified through the analysis of the State's economy and labor market? (§112(b)(4)(D), 112(a).)**

Tennessee has been very successful in establishing a system of comprehensive One-Stop Career Centers where the partners work together in order to deliver seamless, integrated services. Examples include common intake points in the Career Centers staffed by all of the partnering agencies, partners working together in developing job orders and making employer contacts for the Career Center, joint staff meetings and team building sessions for all Career Center partners, and use a multi-partner data collection program, the enhanced Consolidated Management and Activity Tracking System (eCMATS).

**C. Based on the State's economic and labor market analysis, what strategies has the State implemented or plans to implement to identify and target industries and occupations within the State that are high growth, high demand, and vital to the State's economy? (§112(a), 112(b)(4)(A).) The State may want to consider:**

- **Industries projected to add a substantial number of new jobs to the economy**
- **Industries that have a significant impact on the overall economy**
- **Industries that impact the growth of other industries**
- **Industries that are being transformed by technology and innovation that require new skill sets for workers**
- **Industries that new and emerging and are expected to grow**

Industry (and occupational) projections produced by Labor Market Information are available for all LWIAs. Projections are currently available through 2012. Industries growing faster than the average for all industries statewide include construction, real estate, administrative and support, health care and social assistance, arts, entertainment and recreation, and accommodation and food services. The industry projections and supply and demand information for the specific occupations within these industries are available on The Source [www.tennessee.gov/labor-wfd/source](http://www.tennessee.gov/labor-wfd/source)

**D. What strategies are in place to promote and develop ongoing and sustained strategic partnerships that include business and industry, economic development, the workforce system, and education partners (K-12, community colleges, and others) for the purpose of continuously identifying workforce challenges and developing solutions to targeted industries' workforce challenges? (§112(b)(8).)**

The Department supports Career Center staff members in joining local Chambers of Commerce, Human Resource Managers Associations, and civic organizations such as Rotary in order to promote and develop ongoing and sustained strategic partnerships with business and industry. TDLWD has established the Workforce Employer Outreach Committees (WEOC). While the state projects certain occupations as high growth, the local workforce area assists in identifying and targeting industries within their local geographic area. Employment and Training supports the local area through a variety of strategies to include Incumbent Worker Training, on-the-job training, skill shortages and customized training that assist the local employers to meet their local employer demands.

The Department of Labor and Workforce Development provides workforce and economic data through the Department's "Source" database. This information is available to existing employers, potential employers, local government, Economic and Community Development, and job seekers through the department's website.

TDLWD is currently conducting a pilot program for the implementation of a Career Readiness Certificate (CRC) utilizing "WorkKeys". This program will be essential to economic development by quantifying the skill sets of available employees and to identify skill gaps that will require remedial steps.

The Department of Economic and Community Development offers the Three Star Program which is designed as a road map to assist local communities in their effort to achieve excellence in community and economic development. Participating communities are guided through a comprehensive plan of essential criteria developed by local economic development professionals

and a cooperative collaboration of various state agencies. These combined efforts have made the Three-Star Program an important component of our state's economic strategy.

### **The Five Steps to Three-Star Status**

1. An ECD team member works with the community to meet certification criteria
2. The community develops, then submits to ECD a strategy documenting that the criteria have been met.
3. The review team evaluates the community and makes recommendations on how to improve economic competitiveness.
4. The review team recommends Three-Star certification to the Governor.
5. The Governor personally presents the Three-Star Award to the community.

### **E. What State strategies are in place to ensure that sufficient system resources are being spent to support training of individuals in high growth/high demand industries? (§112(b)(17)(A)(i), and 112(b)(4)(A).)**

The Department of Labor and Workforce Development provides resources through the Incumbent Worker Training Program and the Governor's FastTrack Initiative. The Incumbent Worker Training Program has completed its third year since inception and has grown in funding from \$500,000 to \$3,000,000 during that time period. The program has assisted in the training of over 25,000 existing employees, saved over 6,000 existing jobs, and has prevented more than 100 employers from having to relocate operations. The training necessary to remain competitive due to advances in technology and the opportunities provided through high growth/high demand industries are cost prohibitive and many employers would not be able to provide this training without this assistance. The department plans to remain at the current funding level for the next two years and continue to improve the process to better address the needs of small businesses.

The Governor's FastTrack Initiative, under the direction of the Department of Economic and Community Development, creates a partnership of eight state departments, members from education, Chamber of Commerce and Industry, and local government to best leverage all support available to assist new potential employers who are interested in locating in Tennessee as well as existing employers who are planning expansions that will generate job growth in Tennessee. The Department of Labor and Workforce Development has provided \$2,200,000 since inception to provide On-Job-Training to employers who meet the programs criterion. We currently have a waiver in place that allows the Department to use up to 50% of Rapid Response funds to support the Incumbent Worker Training Program. This program provides assistance to companies who require skill upgrade for their existing employees. With the business environment reflecting global competition and the speed with which technology advances employers are in a constant battle to remain viable through the investment of advanced equipment and employees with the skills necessary to perform. In many cases the investment in equipment leaves very little to address the training needs. This program provides assistance with the training that might otherwise be impossible for the company to provide. To date, the program has prevented more than 50 employers from relocating operations or completely closing their facility.

**F. What workforce strategies does the State have to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the State’s economic strategy? (§§112(b)(4)(A) and 112(b)(17)(A)(i).)**

The Department of Labor and Workforce Development offers the Incumbent Worker Training Program and partners with Economic and Community Development on the Governor’s FastTrack Initiative. The two programs provide assistance to new and expanding companies who must respond to the need for continuous, life long learning strategies to meet constant technological advances. The programs are flexible to meet the needs of both large and small employers, as well as both existing and new industry.

**G. How are the funds reserved for Statewide activities used to incent the entities that make up the State’s workforce system at the State and local levels to achieve the Governor’s vision and address the national strategic direction identified in part I of this guidance? (§112(a).)**

The Governor’s Jobs Cabinet assists in strengthening the economy and creating high-skilled jobs. The agencies involved in the Governor’s Jobs Cabinet, have built a partnership that attracts new businesses, retains existing businesses as well as create new jobs and upgrade current jobs. Statewide funds are used for Fast Track projects to leverage funds in an efficient way between several state agencies, [in partnership with the Tennessee Department of Economic and Community Development, which helps promote business growth](#). The Incumbent Worker program also takes advantage of statewide funds providing for growth and stability of small and large employers. In order to improve the partnership, Tennessee has developed a program entitled Tennessee’s Quest for Quality in Building a Stronger Economy which does the following:

- Defines all state agencies that have a direct role in Economic and Workforce Development.
- Brings all identified agency leaders together forming an “Ambassador’s Team” made up of representatives from each of the Economic and Workforce Development organizations.
- Creates a draft plan for working together on projects that affect Economic Development and Workforce development.
- Sets training sessions in which each partner agency presents a full overview, of their individual mission, to all members of the partnership.
- Maintains an Ambassador Team that works together in recruiting, new business and industry.
- Provides a formal presentation along with trained representatives from each partnership to work as a recruitment team. This team provides a united presentation on all available assistance from all state agencies in one team setting to prospective and expanding businesses in Tennessee.
- Each state department selects a representative from a local delivery service the department head feels such representation is appropriate.
- Tennessee’s “Ambassador Team” represents their first presentation to the Governor and his staff.

The above mentioned goals continue to reinforce the partnerships, enabling each to work together for new and existing job creation.

**H. Describe the State’s strategies to promote collaboration between the public workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment. (§112(b)(18)(A).)**

Tennessee has several groups that focus their energy around children and youth issues. TDLWD serves as a valuable employment and training resource to many of these groups. They include: local education agencies, Community and Faith Based organizations, and Children’s Services which include foster care and the juvenile detention programs and facilities. In order to remain effective and an asset in the workforce community each plays an integral part of providing for all the needs of eligible youth. TDLWD has a long history of sponsoring and developing a variety of programs to enhance the workforce community which includes older youth. In the past year TDLWD developed a Teen work issues website that includes links to WIA local area staff and local contracted youth providers. That site can be viewed at: <http://www.state.tn.us/labor-wfd/youth/> . The State legislature allocates state dollars to the Tennessee Commission on Children and Youth who advocate for improvements in the quality of life for children and families and compile and disseminate information on Tennessee’s children. TDLWD shares information with this group, participates in meetings and serves as a resource.

See Attachment F – Executive Order No. 7

**I. Describe the State’s strategies to identify State laws, regulations, policies that impede successful achievement of workforce development goals and strategies to change or modify them. (§112(b)(2).)**

Tennessee is striving to respond to the directives from the federal government. In anticipation of Reauthorization, we have not made any state law or regulatory changes to the programs since the State Workforce Investment Act was enacted in 1999. In our comments to the recent proposed rule making we appealed to the Congress to set forth a clear direction for the future of the workforce development system.

Regarding policy, Tennessee has the strategic advantage of having a majority of the mandated programs of the Workforce Investment Act within one department of state government. For those that are not part of the department, the State Workforce Development Board meets partner membership requirements regarding those programs.

In 2007 a new Policy Committee of the State Workforce Development Board was established to guide policy making across multiple programs. Under the direction of the Policy Committee and within the department policies that impede successful achievement of workforce development goals have been and will continue to be addressed. All policy memorandums are posted on the department’s website and may be accessed at: <http://www.state.tn.us/labor-wfd/et.html>.

**J. Describe how the State will take advantage of the flexibility provisions in WIA for waivers and the option to obtain approval as a workflex State pursuant to § 189(i) and §192.**

Because of the consolidation of departments and integration of services in the career centers, flexibility is under the direction of the Commissioner for TDLWD. Where barriers are identified, waivers have been requested and approved. Under the existing structure, the workflex has not been necessary.

**VI. Describe major State policies and requirements that have been established to direct and support the development of a Statewide workforce investment system not described elsewhere in this Plan as outlined below. (§112(b)(2).)**

State policies are developed to streamline the delivery system by eliminating duplication and creating an open door to new methods of delivery to our customers. For example tremendous efforts have been made in the delivery of employer services that support training of individuals in high growth/high demand industries. These and other major policies and requirements are described elsewhere in this plan.

**A. What State policies and systems are in place to support common data collection and reporting processes, information management, integrated service delivery, and performance management? (§§111(d)(2) and 112(b)(8)(B).)**

The array of policies and systems in place begin with a data and performance management strategy to continue to improve customer and employer service. This strategy is first of all focused on understanding how best to deliver services; and the strategy begins with proactive management policies. The continuing development and implementation of the enhanced Consolidated Management Activity and Tracking System (eCMATS), for all WIA programs, career centers and affiliate sites helps to deliver uniform and comprehensive services. When combined with our forward looking policies, as well as amendments to other crucial policies, eCMATS provides end users, managers, and administrators with streamlined tools to enhance already existing data collection, reporting, information management, integrated service delivery, and performance management. Tennessee developed the Web-based, multi-program, Oracle 9i, system that allows the users to view and report on multiple program activities and statuses for each participant and unit cost associated to those activities. This system provides a central repository of program information and helps to eliminate the redundancy of information and duplicating services. It provides the following functions: intake, eligibility, assessment, service delivery, case management, reporting, and cost management. The eCMATS is used to produce reports for WIASRD, quarterly, annual, and data validation reports for WIA, report 9002 and VETS 200 for Employment Service. In addition, ad hoc reports for managerial purposes can be generated. State policies that support basic sequences of services have enforced the integration of several services previously administered by different state agencies. A good example of this integration of services, as well as the reduction of redundancy, is found in our implementation of the TAA module in eCMATS (Memorandum EWD 00-12 Change 1). What this module does is blend both WIA and TAA services, into a virtually seamless referral, enrollment, training, and

case management and tracking environment. The policy that guides the module has TAA staff interacting with WIA staff, at all levels, in order to ensure that trade-affected dislocated workers receive the same services as any other dislocated worker in the system, absent the duplication of services. The state's continuing challenge is the further implementation of the common measures that continue to ensure accountability of all agencies providing service in the career centers. The state has in place a cyclical data management and information management system which is used to develop procedures and benchmarks that allow for smooth transition of services, agency to agency, manager to customer, one-stop to employer, and for agencies who have not been exposed to the common measures and eventually change attitudes so career centers can function as one body achieving the same goal.

The strategy also asserts that effective WIA services are not solely technical matters. Tennessee has developed front-line management strategies that drive the technology, not the other way around, so that there are fewer black boxes and fewer opportunities for duplication of services. Here is a good example in the statewide implementation of Discoverer. We understood long ago that effective service delivery requires human intervention, both pre-program and post-program. As stated earlier, e-CMATS also delivers the centralized database which interfaces with the implemented, stand-alone report application entitled 'OracleAS Discoverer.' Discoverer soon became available in each LWIA statewide to assist in the remote capture and creation of ad hoc reports. End-users are able to build ad hoc queries and display the results in a tabular layout or a cross-tabular layout. Discoverer also provides the ability to create customized reports and applying user-specific formatting options and by defining sorts, conditions, and parameters. As we soon discovered and understood, Discoverer greatly enhanced our work to further integrate WIA, Wagner-Peyser, TAA, NEG, and Adult Education programs. The website to access all policies: [http://www.state.tn.us/labor-wfd/et\\_services\\_prog\\_mgmt\\_plng.html](http://www.state.tn.us/labor-wfd/et_services_prog_mgmt_plng.html) .

**B. What State policies are in place that promote efficient use of administrative resources such as requiring more co-location and fewer affiliate sites in local One-Stop systems to eliminate duplicative facility and operational costs or requiring a single administrative structure at the local level to support local boards and to be the fiscal agent for WIA funds to avoid duplicative administrative costs that could otherwise be used for service delivery and training? The State may include administrative cost controls, plans, reductions, and targets for reductions if it has established them. (§§111(d)(2) and 112(b)(8)(A).)**

Tennessee has been very successful in promoting co-location of the One-Stop Career Center sites. TDLWD & WIA services are co-located in 70 of the 75 service delivery sites (92% co-location). Plans are being made to address co-location for these seven remaining sites. In Tennessee, each of the LWIA's has a single administrative entity which provides support to the local boards and serves as the fiscal agent for WIA funds. This results in the avoidance of duplicative administrative costs.

The involvement of the governor's office and designed policy makers shaped the overall structure and governance of career centers. Since most labor exchange offices already existed through out the state, the management team at the career centers was designated to the lease holders at the time. As the number of partners grew, the former ES offices were not able to

accommodate the expansion. Most career centers were built or leased from the community. However, in the majority of the career centers, day to day management is still under the labor exchange staff. The need to create affiliate sites or the number of career centers has been left to the discretion of the local board. State policies have been issued to provide the governor's overall vision: streamlining the total delivery system, eliminating duplication of services and to have an open door policy for serving customers (employers and job seekers) served in the career centers. The details of such policy (the number of career centers in the area and the number of affiliate sites needed) have been left to the consortium. The administrative staff for the local boards is one of the agencies represented in the centers (the recipient of WIA Title I funds).

**C. What State policies are in place to promote universal access and consistency of service Statewide? (§112(b)(2).)**

In the early stages of creating career centers in Tennessee, the state developed a policy requiring each center to have an open-door policy to serve all customers regardless of residency. Additionally, the promotion of sequential services for customers was designed to ensure that partners would work together in providing consistent services to all customers needing WIA services. Technical assistance teams were launched in each local area to help local boards by providing them with sufficient information about their area. This was provided to enable them to develop additional policies tailored to their particular environment and do it without overriding state or federal rules and requirements denying access to customers. State requirements issued for the development of sequential services to customers provide for consistency of service throughout the state.

The Wagner Peyser Act specifically provides for universal access in the delivery of the Job Service program. This provision is incorporated into the policies and procedures of the Department of Labor & Workforce Development. It is covered in Section 1071 of the Job Service Program Manual. A bi-annual review of programs administered by TDLWD staff is conducted to ensure consistency of service delivery statewide.

**D. What policies support a demand-driven approach, as described in Part I. "Demand-driven Workforce Investment System", to workforce development – such as training on the economy and labor market data for local Board and One-Stop Career Center staff? (§§ 112(b)(4) and 112(b)(17)(A)(iv).)**

The Labor Market Information unit provides training on the use of LMI and The Source website upon request. These training sessions may be tailored for the specific LWIA and may be held at the LWIA office if requested. In addition, the out-stationed LMI field analysts are available for consultation on an as needed basis.

The state funds two statewide programs that support the concept of a demand driven workforce. The incumbent program and the skills shortage programs are designed to meet the needs of the employer and the needs of the customers (who need training consistent with the labor-market needs.) Policies have been developed to persuade service providers to assist customers in acquiring the most up to-date information on current jobs available, this information includes a forecast of jobs available in the future. To drive the system, directives have also been issued

regarding the importance of including the business sector on the local boards. The TDLWD is currently collaborating with the department of Economic and Community Development to identify the needs of potential employers who choose to make Tennessee their home. In turn, the career centers will supply in coming employers with trained WIA customers. It is hoped that this relationship will build the employers confidence in the career center's ability to supply needed labor.

**E. What policies are in place to ensure that the resources available through the Federal and/or State apprenticeship programs and the Job Corps are fully integrated with the State's One-Stop delivery system? (§112)(b)(17)(A)(iv)).**

The State plans to promote LWIAs in providing apprenticeship programs including non-traditional training to women and men, customers who are low income and multiple barriers to employment, older workers, and individuals with disabilities.

However, apprenticeship programs remain a challenge. Apprenticeship, by definition, is a worker already employed, in training, and receiving skill upgrades with the promise of continued growth and wage increase. Currently any apprenticeship openings are sent to the local Career Center for processing and referral. These are processed by Job Service staff or veteran's representatives. Based on the Employer Services Division's last meeting with the Federal Bureau of Apprenticeship and Training representative in January 2007, about 4,004 people were working in a registered apprenticeship program in our state. To try to stimulate additional apprenticeship programs the Department of Labor and Workforce Development is in the process of developing an apprenticeship pilot program utilizing statewide funds. The purpose of this program is to promote the implementation of new apprenticeship programs or to assist in the expansion of existing programs. The program will conform to regulations provided by the Federal Bureau of Apprenticeship and Training and will provide the opportunity for talent development and contribute to a life long learning strategy. Skill trades that would be served by this program are necessary to existing industry as well as emerging industries.

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The State continues to promote apprenticeships through LWIAs in including non-traditional training to women and men, customers who are low income and multiple barriers to employment, older workers, and individuals with disabilities; however, apprenticeship programs remain a challenge.

**VII. Describe the actions the State has taken to ensure an integrated One-Stop service delivery system Statewide. (§§112(b)(14) and 121.)**

**A. What State policies and procedures are in place to ensure the quality of service delivery through One-Stop Centers such as development of minimum guidelines for operating comprehensive One-Stop Centers, competencies for One-Stop Career Center staff or development of a certification process for One-Stop Centers? (§112(b)(14).)**

For TDLWD staff in the Career Centers, management is charged with the responsibility of ensuring quality service delivery. This is accomplished by observing staff in their dealings with customers and by review of work activities as recorded in the eCMATS system. TDLWD staff has access to numerous training opportunities offered by the Department of Personnel.

State and local staff is being trained as career development facilitators (CDF). This will enable them to perform some specific kinds of tasks that help individuals learn about themselves, learn about jobs, make career choices and plans, and then carry out those plans.

To become certified as a CDF, they must master twelve competencies described below:

- Helping skills – Be proficient in the basic career facilitating process while maintaining productive interpersonal relationships.
- Diverse Populations – Recognize special needs of various groups and adapt services to meet their needs.
- Ethical and Legal Issues – Follow CDF code of ethics and know current legislative regulations.
- Consultation – Accept suggestions for performance improvement from consultants or supervisors.
- Career Development Models – Understand career development theories, models, and techniques as they apply to lifelong development, gender, age, and ethnic background.
- Assessment –Comprehend and use (under supervision) both formal and informal career development assessments with emphasis on relating appropriate career development assessments to the population served.
- Labor Market Information and Resources – Understand labor market and occupational information and trends. Be able to use current resources.
- Technology – Comprehend and use career development computer applications.
- Employability Skills – Know job search strategies and placement techniques, especially in work with specific groups.
- Training Clients and Peers – Prepare and develop materials for training programs and presentations.

- Program Management/Implementation – Understand programs and their implementation and work as a liaison in collaborative relationships.
- Promotion and Public Relations – Market and promote career development programs with staff and supervisors.

Staff will become certified after they have completed the curriculum and meet the criteria established by the Center for Credentialing and Education (CCE).

In addition, customer satisfaction survey results, both federally mandated and locally designed, may be reviewed in order to assess areas for possible improvement.

**B. What policies or guidance has the State issued to support maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers? (§112(b)(14).)**

Staffs in the Career Centers have been directed to establish local policies to ensure the integration of service delivery. These would include such things as delivery of core and intensive services and the referral process among Career Center partners. The state has also advanced joint information sessions among the staff to discuss the functions of each partner in the Career Center and how best to utilize staff and resources to meet the needs of both business and individual customers. The state continues to provide technical support and guidance in resolving issues regarding integration of service delivery and flexibility and growth within the local areas. TDLWD staff has provided policies regarding coordination with other funding sources, such as, Trade, Pell Grants, and lottery scholarships.

The development of a Memorandum of Understanding (MOU) between partners has created a “no wrong door” for customers. Through the MOU, each partner is able to grasp the general services offered by other partners. The referral process agreed upon by the partners has resulted in a seamless integrated service delivery system. Since the career centers are housed with several of the mandatory and non-mandatory partners, the diverse needs of individual customers are being met. Services can range from simple assistance in filling out application forms for temporary jobs through training and employment. These services are supplied seamlessly under the umbrella of the career centers without confusing the customer ensuring a better chance of employability.

**C. What actions has the State taken to promote identifying One-Stop infrastructure costs and developing models or strategies for local use that support integration? (§112(b)(14).)**

The Department of Labor and Workforce Development works with the LWIA administrative entities, and the local and state partners including Job Service, Adult Education, Vocational Rehabilitation, Older Workers (as well as other required partners) regarding the resource sharing agreements (budgets) for comprehensive and affiliated career centers. Each local consortium develops its respective budget to include infrastructure costs as well as other costs that partners share. Memorandums of Understanding (MOU) are developed with each partner involved at the

Local and State level regarding services to be provided by each partner at each respective career center.

An infrastructure study was conducted through an independent contractor to help better determine infrastructure costs of Career Centers and how these costs impact partnering agencies. This study was completed in the summer of 2005. We are currently in the process of revising the Resource Sharing Agreement process to better meet the requirements set forth in the One-Stop Financial Technical Assistance Guide, while utilizing the knowledge gained through the infrastructure survey that was completed in 2005.

**D. How does the State use the funds reserved for Statewide activities pursuant to §129(b)(2)(B) and 134(a)(2)(B)(v) to assist in the establishment and operation of One-Stop delivery systems? (§112(b)(14).)**

As part of a seamless delivery of services, some statewide funds are used to jointly fund staff in the Career Centers. Statewide funds are also used to assure accessibility and accommodations for participants with disabilities, support computer equipment, services, and publications in the Resource rooms to provide information material to participants. The Incumbent Worker Training project, skills shortage and Fast Track are funded using statewide funds. These grants are administered through the Career Centers and help strengthen community and employer relationships.

**E. How does the State ensure the full array of services and staff in the One-Stop delivery system support human capital solutions for businesses and individual customers broadly? (§112(b)(14).)**

Through the MOU process, the assets of each Career Center partner are identified in order to fully utilize all available resources in support of connecting job seekers with employers looking to hire workers. Some of these efforts include; job orders, job fairs, on-site interviewing, incumbent worker training, and skills shortage grants for training.

## **VIII. Administration and Oversight of Local Workforce Investment System**

### **A. Local Area Designations:**

- 1. Identify the State's designated local workforce investment areas and the date of the most recent area designation, including whether the State is currently re-designating local areas pursuant to the end of the subsequent designation period for areas designated in the previous State Plan. (§ 112(b)(5).)**

The thirteen Local Workforce Investment Areas are identified in Attachment J – LWIA Map. The state is conducting a consolidation study to determine the feasibility of further consolidation of some of our local areas. Tennessee has not received any local appeals for area re-designation.

See Attachment J – LWIA Map

**2. Include a description of the process used to designate such areas. Describe how the State considered the extent to which such local areas are consistent with labor market areas: geographic areas served by local and intermediate education agencies, post-secondary education institutions and area vocational schools; and all other criteria identified in section 116(a)(1) in establishing area boundaries, to assure coordinated planning. Describe the State Board's role, including all recommendations made on local designation requests pursuant to section 116(a)(4). (§§112(b)(5) and 116(a)(1).)**

The thirteen Local Workforce Investment Areas were designated by the State Workforce Development Board in 2000. The entities involved in area designation included business, organized labor, local government, higher education, state agencies and members of the state legislature. The area designations were based on labor market areas, commuting patterns, the location of education agencies, vocational and post secondary schools in the area. With the new direction established by USDOL, the state recently commissioned a feasibility study on area re-designation to be considered by the State Workforce Development Board in 2007. In preparation for potential consolidation of areas, regional local planning has occurred over the past two years in place of local area planning. Local areas 1, 2, 3 and 4; 5, 6 and 7; 8, 9 and 10; and 11, 12, and 13 each develop a regional plan that was presented to the Planning Committee of the State Board as part of the approval process.

**3. Describe the appeals process used by the State to hear appeals of local area designations referred to in §112 (b)(5) and 116(a)(5).**

There were no appeals.

**B. Local Workforce Investment Boards - Identify the criteria the State has established to be used by the chief elected official(s) in the local areas for the appointment of local board members based on the requirements of section 117. (§§112(b)(6), 117(b).)**

Through the guidance and expertise of private industry, our 13 local workforce investment boards are able to meet the challenges of today's workforce community. The local boards recognize and address the skill shortages that plague our local workforce areas. They implement progressive workforce strategy that fulfills the needs of our customers, and foster partnerships with the workers and employers. By building an alliance between workforce development and economic development the local boards serve as a catalyst for identifying needs, and ensuring the implementation of effective workforce policy.

The local workforce investment boards are comprised of representatives from private sector businesses, organized labor, community-based organizations, local government agencies, and local education entities. Membership of these local boards is also comprised of representatives that exemplify special populations that may have a significant presence in the local area. These members are individuals with influence and optimum policy making authority within the entities they represent.

In accordance with the guidelines set forth by WIA section 117 (b)(1), the Governor, in partnership with the State Board, is authorized to establish criteria for chief elected officials to use to appoint members of the local boards. This criteria is consistent with the composition requirements for membership on local workforce development boards which are stipulated in Section 117(b)(2) of WIA. In order to ensure compliance with WIA each area's Local Chief Elected Official has a process in place to evaluate board members, on a regular basis, and replace members who do not actively and/or effectively participate in the business of the Local Board.

The majority of board membership is comprised of representatives of the private sector with employment opportunities that reflect the industry demands of the local area they represent. This private sector majority is composed of business owners, chief executives or operating officers of business, managers, and other business executives with policymaking or hiring authority. The LWIB committees also maintain this private sector majority.

Local Board membership has representatives from local educational entities including representatives of local education agencies, local school boards, entities providing adult education, literacy activities, as well as postsecondary educational institutions (community colleges). Each local board, in cooperation with the Local Chief Executive Officer, has appointed a Local Youth Council for their area. The members that represent these local educational entities provide expertise on youth policy and serve on the Local Youth Council for their area.

Labor organizations are represented by at least two members who are nominated by local labor federations. Community-based organizations are also represented by a least two members who represent individuals with disabilities, veterans, or other special populations that may have a significant presence in the local area. Economic development organizations are represented by members of local chambers of commerce, local economic development agencies, and individuals that the local chief elected official has determined to be appropriate.

Tennessee Career Center partners are also represented on the local boards. These partners represent programs under WIA Title I; Wagner-Peyser; Adult education and literacy programs; Rehabilitation Act of 1973 services ; Social Security Act section 403 (Welfare to Work) programs; Older American Act Title V programs; Post secondary vocational education activities under the Carl D. Perkins Vocational and Applied Technology Education Act; Activities authorized under Chapter 2 of Title II of the Trade Act of 1974; employment and training activities implemented by the Department of Housing and Urban Development. Partner representation on the local boards also includes employment and training activities implemented under the Community Services Block Grant Act; programs authorized under state unemployment compensation laws (in accordance with the applicable federal law); programs implemented under Section 403 (a)(5) of the Social Security Act; activities authorized under Chapter 41 of the title 38, United States Code.

**C. How will your State build the capacity of Local Boards to develop and manage high performing local workforce investment system? (§§111(d)(2) and 112(b)(14).)**

The State of Tennessee's local workforce investment system is **industry driven, and customer focused, to provide talent development services**. Our customers, the employers and the jobseekers, are able to make direct connections through our local area career centers. In order to continue the progressive development of a strong workforce investment system **between State officials, local workforce representatives, and economic and industry leaders collaboration is essential**. Through the continued guidance of the State Workforce Development Board, our local boards are capable of meeting the demands of state's workforce and employers.

The Tennessee State Workforce Development Board provides local boards with leadership and guidance to ensure the enhancement and productivity of all local workforce systems. The state's primary goal is to develop a highly skilled workforce that can meet the current demands of industry, while attracting future business opportunities. To obtain this goal some of our state board members serve as members of our local boards.

The state agency heads who serve on the State Board are equipped with experience and knowledge of local workforce development programs. These board members are able to foster the collaboration of state and local government resulting in economic empowerment for the state of Tennessee.

To maintain and improve our talent driven workforce investment system the governing bodies must effectively meet the needs of its stakeholders. Through the utilization of common performance measures and accountability standards Tennessee's workforce system has a standard method of evaluation. This evaluation method consists of performance measurements and surveys that reflect the needs our recipients. The governing boards are able to utilize this information for the implementation of supportive workforce policy.

Through the guidance of the State Board, our local boards are able to strategize workforce development plans that target the unique economic needs of each local workforce community. Workforce policies are recommended that equally serve the rural and urban communities. The State Board's guidance also provides local workforce areas with key objectives that are integrated throughout the state's workforce system, creating coordination and uniformity.

**D. Local Planning Process -- Describe the State mandated requirements for local workforce areas' strategic planning. What assistance does the State provide to local areas to facilitate this process, (112(b)(2) and 20 CFR 661.350(a)(13).) including:**

**1. What oversight of the local planning process is provided, including receipt and review of plans and negotiation of performance agreements? and**

The Planning Process for 2007 changed from a local workforce investment area report to a workforce investment system analysis with partner collaboration. With all partners coordinating on program development and service delivery, our workforce system will serve as a competitive advantage enabling the state to attract and retain high-growth, high-demand industries and jobs, educate and train the workforce to operate more effectively and efficiently and deliver better service to the citizens of Tennessee. Our new planning process is in three parts. The phases include: 1) Pre-planning meetings, SWOT analysis, and reports from the partners, 2) Responses

to Strategic Planning Guidance, setting strategic goals and response to questions from the State Planning Committee Members, 3) Local Compliance Checklist.

All required Career Center Partners were included in the planning process. They are: Workforce Investment Act Title I Programs (Adult, Dislocated Worker, Youth and National Programs), Wagner-Peyser (WIA Title III, Employment Services), Adult Education and Literacy (WIA Title II), Vocational Rehabilitation (WIA IV), Senior Community Service Employment Programs, Vocation Education, Trade Adjustment Assistance/NAFTA, Veterans, Community Service Block Grant E/T Programs, HUD Employment and Training Programs, Unemployment Insurance and Other programs approved by the WIB and CLEO(s).

As a first step, each Local Area conducted meetings with all partners, which are on-going, to conduct analysis of the strengths, weaknesses, opportunities and threats (SWOT) for their area. Each area was required to submit to the State a list of seven to ten strategic goals using the information provided in their SWOT analysis, eliminating duplication, combining where possible and prioritizing to come up with the items from which the plan can be established. The SWOT analysis is what the areas will be working with to line up with the Department's strategic goals and to assist in identifying regional economy needs and to devise strategies to produce a well trained workforce.

A workgroup was composed of the state partners and a representative from the three regional areas to review the plan submissions and report back with their recommendations and suggestions to the local areas.

The summary report is developed and submitted to the State's Workforce Development Board, Planning Committee members for their review and/or comments and recommendations before approval.

Each local workforce investment area has a staff person to make a formal presentation at the State Planning Meeting each year to discuss their areas plan. This gives the planning committee members an opportunity to ask questions and either approve or disapprove an area's plan. If an area's plan is not approved, then technical assistance is provided to the area to address issues of concern and provide technical assistance for corrective actions. Once the planning committee approves the local plan, the planning committee chairperson provides the information at a full state board meeting for final approval.

The Performance and Compliance staff conducts performance negotiations with each of the local workforce investment area. As indicated in WIA section 136(c)(2), the state and the local areas shall negotiate and reach agreement on local area performance levels based upon the state adjusted levels of performance, taking into account specific economic, demographic, and other factors of the populations to be served.

State Goals, which are negotiated and established with the Department of Labor (Federal), form the basis for establishing individual goals for LWIAs. This is done through multi-faceted generative and iterative process. Each LWIA submits their proposal with state provided goals documents (soft copy) for performance negotiation/renegotiation. LWIAs provide a text

document in form of a letter from the individual(s) authorized by the local area to negotiate/re negotiate local area performance levels. The letter and completed worksheet is sent to the Performance and Compliance staff electronically by email and text document by regular mail. LWIAs provide details to support the performance levels. The following form support; not exhaustively:

- The methodology used for developing the proposed performance levels
- Any circumstances which impact performance levels
- How the proposed levels positively impact customer satisfaction level
- How the proposed levels promote continuous improvement for the local area performance
- How the proposed levels signify optimal return on investment of funds etc.

The state schedules meetings for the purpose of final negotiations and the performance levels are reached through negotiations and consensus among all parties. Final signatory approval by the state completes the successful process.

## **2. How does the local plan approval process ensure that local plans are consistent with State performance goals and State strategic direction?**

In 2005, the state department initiated a new strategic plan for the Department of Labor and Workforce Development. In turn, a new local planning guidance was established for the local areas with the intent of aligning the local plans with the state strategic direction, the WIRED philosophy, and the Baldrige Criteria for Performance Excellence. This new local plan is intended to replace and supercede all previously submitted plans and modifications. The local planning process included three phases:

- 1) identification of the “as is” and SWOT analysis,
- 2) strategic goal setting and action planning, and
- 3) compliance checklist

A team of partner program representatives reviewed submissions for all three phases and provided feed back, requiring modifications. The modification process will continue over the next two years or until WIA Re-authorization requires major changes throughout the state.

The Strategic Planning Committee of the State Workforce Development Board will review and consider approval of each local plan and a presentation from each local area will be presented that includes a SWOT analysis and strategic goals for the next two and five years, through 2008 and 2011. The Chairman of the Strategic Planning Committee advises the State Workforce Development Board on the review and outcomes of local plans and makes recommendation for final approval.

## **E. Regional Planning (§§112(b)(2), 116(c).)**

### **1. Describe any intra-State or inter-State regions and their corresponding performance measures.**

Although Tennessee does not have any intra-state or inter-state regions, we are collaborating with the state of Alabama on the Alabama Tennessee 2<sup>nd</sup> Generation WIRE grant. Nine Tennessee counties will be participating in the southern middle Tennessee region of the state.

**2. Include a discussion of the purpose of these designations and the activities (such as regional planning, information sharing and/or coordination activities) that will occur to help improve performance. For example, regional planning efforts could result in the sharing of labor market information or in the coordination of transportation and support services across the boundaries of local areas.**

The WIRED grant is in the initial planning stage.

**3. For inter-State regions (if applicable), describe the roles of the respective Governors and State and local Boards.**

The WIRED grant is in the initial planning stage.

**F. Allocation Formulas (112(b)(12).)**

**1. If applicable, describe the methods and factors (including weights assigned to each factor) your State will use to distribute funds to local areas for the 30% discretionary formula adult employment and training funds and youth funds pursuant to §§ 128(b)(3)(B) and 133(b)(3)(B).**

Tennessee does not use the 30% discretionary formula.

**2. Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout the State and that there will be no significant shifts in funding levels to a local area on a year-to-year basis.**

In utilizing the 90% minimum hold harmless, the state will assure that no LWIA will receive a significant shift in funding levels. Should the case be that an LWIA is in need of additional funds, the state will provide additional funds upon request and demonstration of need for the respective program.

**3. Describe the State's allocation formula for dislocated worker funds under §133(b)(2)(B).**

The Governor allocates to the local workforce investment areas up to 65% of the dislocated worker funds using factors and weights to factors such as: the number of unemployment insurance claimants in each LWIA (10%), unemployment data in LWIA (10%), plant closures (35%), declining industries (15%), long term unemployment insurance claimants in each LWIA (30%). Five percent will be used for statewide administration and ten percent will be reserved

for statewide activities for adults, youth and dislocated worker programs. Additionally, no less than 20% will be reserved for statewide rapid response activities.

**4. Describe how the individuals and entities on the State board were involved in the development of the methods and factors, and how the State consulted with chief elected officials in local areas throughout the State in determining such distribution.**

Since WIA's inception, state staff has sought guidance from the state board on matters of financial distribution to local areas. Each year state board members are provided with information regarding factors connected with distributing such funds. The state board approves final formula allocations for local workforce investment areas along with an explanation of data sources, calculations, limitations and areas distribution options. Before the implementation of the WIA, state staff provided information and technical assistance regarding the law and regulations of the WIA. Since the Governor appointed a new state workforce board, the orientation provided by the state staff included information regarding factors to be considered as mandated by the WIA. The board was provided allocation methodologies used in the previous (JTPA) programs. Tennessee did not add new factors, instead has adopted the formula factors mandated by the WIA.

**G. Provider Selection Policies (§§112(b)(17)(A)(iii), 122, 134(d)(2)(F).)**

**1. Identify the policies and procedures, to be applied by local areas, for determining eligibility of local level training providers, how performance information will be used to determine continuing eligibility and the agency responsible for carrying out these activities.**

The Governor designated the Tennessee Higher Education Commission (THEC) as the agency responsible for carrying out the responsibilities of coordinating, developing, and managing the Eligible Training Provider List.

The Local Workforce Investment Boards (LWIB) control initial eligibility to the statewide list of eligible training providers. A training provider must deliver results and provide accurate information in order to remain subsequently eligible for the Eligible Training Provider List. The procedures for subsequent eligibility determination include a review of program-specific performance and cost information as well as being required to annually meet the performance levels established by the Governor. Each year a Subsequent Eligibility Report is compiled by THEC, which displays the completion and placement rates for all Workforce Investment Act (WIA) certified programs that received at least one WIA student during the previous fiscal year. There are four performance standards and if a program does not meet the established minimum performance level, the program is subject to removal from the statewide list.

In order to be determined subsequently eligible to receive WIA funds, a provider must submit quarterly reports to the THEC which contain verifiable program-specific performance information consisting of:

- Enrollment, completion, and withdrawal data for all individuals using ITA funds to participate in applicable programs.
- Enrollment, completion, and withdrawal data for any individual enrolled in an applicable program that has a student enrolled who is using ITA funds for any part of their training cost;
- Information on the programs cost (e.g., tuition, fees, books, supplies, and tools) for participants in the applicable program.

Providers determined to have intentionally supplied inaccurate information or to have subsequently violated any provision of WIA or its regulations are removed from the list. If THEC deems a provider/program to be subsequently ineligible for the statewide list, THEC notifies the LWIB and grants the board the opportunity to offer supplemental data to justify why the provider/program should not be removed from the Eligible Training Provider List. In the supplemental data considerations, the LWIB should take into account: the specific economic, geographic, and demographic factors in the local areas in which providers seeking subsequent eligibility are located, and the characteristics of the populations served by providers seeking subsequent eligibility, including the demonstrated difficulties in serving such populations, where applicable.

**2. Describe how the State solicited recommendations from local boards and training providers and interested members of the public, including representatives of business and labor organizations, in the development of these policies and procedures.**

During the implementation of WIA, a committee was formed with state and local representatives to address the development and possible future solicitations of the eligible training provider list. Each LWIB and potential participant has access to the reports generated by THEC in order to review program-specific performance and cost information for continued inclusion as a provider.

**3. Describe how the State will update and expand the State’s eligible training provider list to ensure it has the most current list of providers to meet the training needs of customers?**

THEC has a comprehensive statewide list of training providers which include 153 providers and approximately 3,100 programs. This list is updated quarterly to ensure it is current and meets the training needs of the local workforce systems.

**4. Describe the procedures the Governor has established for providers of training services to appeal a denial of eligibility by the local board or the designated State agency, a termination of eligibility or other action by the board or agency, or a denial of eligibility by a One-Stop operator. Such procedures must include the opportunity for a hearing and time limits to ensure prompt resolution.**

If a LWIB rejects an application for initial eligibility the statewide list, the board must provide notification to the institution specifying the reasons for the rejection(s) as well as indicating the availability of an appeal process.

**Local Appeals.** Each LWIB has a written appeal process. The procedure includes an opportunity for a hearing, with a final written decision on the appeal within 60 days of the date of the LWIB's receipt of the request for appeal. If the provider is not satisfied with the outcome of the local appeal, they may submit a formal appeal to the state.

**State Level Appeals.** THEC is the state agency responsible for hearing state appeals of initial eligibility decisions. The written request for a state appeal of a LWIB decision to deny initial eligibility must be received by THEC within 90 days of the date the provider was initially denied by the LWIB. THEC compiles an appeals committee, which consists of 1) representatives from the Tennessee Department of Labor and Workforce Development, 2) representatives from 3 non-involved LWIBs, and 3) representatives from THEC. The state appeal committee conducts a hearing within 60 days from the date the request was received and provides a final written decision to the provider within 7 days of the appeal committee decision.

**5. Describe the competitive and non-competitive processes that will be used at the State level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).)**

The WIA allows a range of activities underwritten with funds reserved at the state level. Awards for selected state-level activities will be made on a competitive base. The state will use RFP or a small-bid process for competitive procurements. Examples of grants that will be procured on a competitive basis include grants for:

- The conduct of program evaluations
- The provision of statewide or regional training
- Statewide or at risk populations
- Research and development, and for model program development

Within certain limits, the State will advertise all available grants and contracts in the Service Providers listings at the Career Centers. Potential bidders will be advised through the marketing capabilities of the Career Centers.

Each LWIB will publish a local public bid notification in a local newspaper in each county of the Local Workforce Investment Area, announcing the request for proposals, that the RFP will be issued, and where to obtain a copy of it. The state will require notification of the RFP announcement so that the same notification can be placed on the state's web page. The local areas are required to follow their local procurement process for any procurements including non-competitive.

Tennessee requires that in order to award grants or contracts to any vendor the departments must follow the state's guidelines. The two options available to the departments are:

1. Competitive bid

## 2. Non-competitive bid (sole source)

A “Request for Proposal” (RFP) is open to the public. Anyone is allowed to competitively bid on the services or product to be provided. Each department ensures that every potential vendor who expressed in writing a desire to bid is notified of the RFPs. Tennessee also maintains a Service Provider Registry System (SPRS). The SPRS is a comprehensive system designed to facilitate the participation of disadvantaged, minority and small business entrepreneurs in the state’s procurement processes. It provides all state departments with a wealth of information – a database of potential service providers. This system allows state agencies to have a larger bid audience. In addition, Tennessee will advertise all available grants and contracts in the Service Providers listings at the Career Centers. Potential bidders may also be advised of grant or contract opportunities through the marketing capabilities of the Career Centers.

Tennessee will not exercise an RFP bidding process for most WIA grants. Most WIA grant opportunities will be provided to local WIA entities to deliver services through the Career Center. This will ensure the needs of local businesses and job seekers are more closely aligned with economic needs in the community. Through the states request for funding policies, the state can then direct resources to meet the Governor’s goals of creating a skilled workforce in all of Tennessee.

### **6. Identify the criteria to be used by local boards in awarding grants for youth activities, including criteria that the Governor and local boards will use to identify effective and ineffective youth activities and providers of such activities. (§112(b)(18)(B).)**

The state requires competitive bidding of youth contracts and the inclusion that all 10 required elements are made available to participants. Through annual monitoring, youth services and performance are evaluated. Contractors failing to meet service and/or performance outcomes are provided technical assistance or the contract is terminated. [Over the course of the past couple of years several local areas have implemented policy to further strengthen strategies for addressing poor performance and unnecessary politics. Through recommendations from the local youth council several local boards have adopted policy that requires the Administrative Entity \(AE\) to set benchmarks for contractors. If a contractor fulfills every obligation the contract can be automatically renewed. If a contractor does not perform at expected levels they are provided technical assistance and essentially put on probation. If the deficiency continues the AE can terminate the contract as requested by the Board. This model where implemented has worked effectively. All areas have been asked to look at this policy and to implement some version to assist in managing contractors.](#)

The State is currently operating under two youth waivers. One is the older/out-of-school youth ITA waiver and the second was permitting local areas the option of providing three of the 10 program elements. Continuance of both waivers is being requested in our plan modification as they are both set to expire June 30, 2007. The State still feels that the RFP process to identify local youth providers should be an option for service delivery. [Based on TEG 13-06 which includes the planning guidance through 2009, under the heading Enhanced integration through the One-Stop System with Improved Service Delivery and Increased Efficiencies, the guidance](#)

reads: “The ultimate goal is a workforce system that eliminates duplicative costs for physical infrastructure, information systems, and administrative and managerial personnel; this will enable the system to devote scarce resources to more efficiently and effectively implement talent development strategies across multiple programs.” These reasons, along with constant re-training and lack in continuity of services, were ultimately the same reasons that were used by our state and local youth leads in making a case to waive the RFP process. To fulfill our obligation of being good stewards with our limited funding it would be appreciated if this process could be reviewed and eliminated to assist in realizing the WIRED philosophy.

## **H. One-Stop Policies (§112(D)(14).)**

### **1. Describe how the services provided by each of the required and optional One-Stop partners will be coordinated and made available through the One-Stop system. Include how the State will consolidate Wagner-Peyser Act funds to avoid duplication of core services. (§112(b)(8)(A).)**

Tennessee has accomplished the first phase of integration in its career centers by developing a unified menu of services. The integration of services offered under the previous labor exchange programs and the WIA Title I programs has changed how customers receive services by bridging the gap between job seekers, training and employment opportunities. Even though the career centers are equipped with staff expert in delivering WIA Title I services, or services delivered under labor exchange programs, the establishment of sequential services (TAA/WIA) required by the state has led to cooperation and collaboration at the local level. This is also true of other partners such as adult education and vocational education program services. Cross-training of staff has helped in accomplishing one of the strategic goals of the state, which is the creation of a seamless service strategy. Currently core services have been funded by WIA Title I funding source, it is the intent of the state to move towards the second phase which is developing a process of connecting services using a combination of Wagner-Peyser and WIA services that make sense in terms of service needs of customers and making the career centers as brokers of all employment services delivery.

There are several improvements we plan to make to enhance services and efficiencies in several of the career centers. Few of these are:

- State adoption of a multi-tiered matrix approach to service delivery which is governed by detailed Memorandum of Understanding with both mandatory and voluntary partners in the Career Center System. Using a blended model, the State of Tennessee will offer a wide range of training options tailored to both demand and supply components of labor market activity.
- Continue to partner with agencies that provide services to individuals with disabilities.
- Maximize staff expertise and skill ensures that employers, trainees and job seekers benefit from an integrated approach

- Adopt the Tennessee Center for Performance Excellence self evaluation and quality assurance system that furthers integration of one stop Career Centers. This nationally recognized assessment and continuous improvement strategy will enhance agency commitment to overarching system goals and commitment. This will ensure the achievement of both mandated and voluntary customer outcome measures and success, as well as a renewed focus on efficient and effective responses to employer needs, resulting in a truly demand-driven system. Staff development across agencies to promote better relationships between partner entity staff and enhance levels of professionalism across program parameters.
- Cost reduction and elimination of duplication by evaluating each partner contribution and determine which partner is best suited to provide each service throughout the workforce system.
- Ongoing community assessments and asset mapping resulting in a comprehensive service delivery system, stronger partnerships and collaboration as well as more effective leveraging of resources and enhanced employer linkages.

**2. Describe how the State helps local areas identify areas needing improvement and how technical assistance will be provided.**

Technical assistance needs at the local level are mirrors on how programs are designed and delivered at the local level. The state has a technical unit that responds to LWIAs who need clarifications regarding delivery of services in the career centers, policy issues or any comment they have regarding the workforce. All questions relating to delivery of services are posted on the web as Q&A so other LWIAs will have the opportunity to adopt solutions or correct procedures creating a uniform solution to common problems.

In October 2003, Commissioner Neeley announced the Department of Labor & Workforce Development's Baldrige Initiative. Based on the successes of the Division of Adult Education, this initiative initially called for all of Tennessee Comprehensive Career Centers use a Baldrige-based self-assessment process to improve processes and customer service. Currently 3 of the 15 designated Comprehensive Career Center sites have begun participating in a Tennessee's state quality award program and it is anticipated that 9 or 10 will be submitting applications by June of 2005.

Commissioner Neeley has identified Baldrige as a means to improve efficiency and effectiveness throughout the State Workforce Development System and deliver better customer service. The goal is to have all partners within each center to work as a team to identify areas where the Career Center can operate better by coordinating efforts in service delivery.

Baldrige is nationally recognized and known throughout the business community and focuses on the importance of continuous improvement-- always striving to do better, while maintaining a customer-focused approach. Career Center participation will result in a more seamless workforce development system that delivers better quality services to its customers.

**3. Identify any additional State mandated One-Stop partners (such as TANF or Food Stamp Employment and Training) and how their programs and services are integrated into the One-Stop Career Centers.**

In Tennessee, the U.S. Department of Labor allocates funds for operation of the Senior Community Service Employment Program (SCSEP) to the TDLWD, and two national organizations, the National Council on the Aging, and Senior Service America. SCSEP grantees partner in the local One-Stop system and enter into Memoranda of Understanding with the Local Workforce Investment Boards, which describe how mutual services will be provided. TDLWD SCSEP Project Directors represent the SCSEP on each of the Tennessee Local Workforce Investment Boards (LWIB). TDLWD supplies each Career Center with SCSEP informational materials. Program fact sheets are distributed among Career Center partners to enhance a better understanding of program purposes. The materials also furnish contact information and telephone numbers for the nearest SCSEP agency.

Many Career Centers also serve as host agencies for SCSEP participants participating in work experience training functions. These older worker trainees learn new skills and provide much needed assistance at the busy Career Centers. For TDLWD, SCSEP in-kind is used to co-locate professional SCSEP program staff to perform special workforce activities, and participate in Career Center Partnership meetings.

Local Career Centers are also used as a public platform to disseminate information about programs and services designed specifically for the older worker community. Older worker job fairs are held at local Career Centers enabling the connection between the experienced older workers and the local employer. The local career center system strategically markets the services provided by the one stop in local community newspapers, and senior community centers to ensure older citizens are aware of the array of services provided by the local career center.

Additionally, the TDLWD facilitates the Older Worker Task Force (OWTF) which is comprised of all representatives from the SCSEP grantees operating in Tennessee. It meets quarterly to strengthen the coordination among the SCSEP entities and the services for older workers in the WIA one-stop System. The OWTF addresses the goals established in the federally mandated annual Tennessee Senior Employment State Plan. The WTF also improves techniques for attaining those goals.

Tennessee will lose the TANF waiver to operate the Families First program on June 30, 2007. In order to prepare, the Department of Human Services issued a Request for Proposals based on a new service delivery model that is more of a work first approach. Service providers were selected across five geographic zones to enter into a performance based contract where providers are not fully reimbursed for services until a participant has been employed for nine months. One of the local workforce investment areas, Workforce Essentials, LWIA 8 was selected competitively to provide the TANF services in a 34 county zone in West and Middle Tennessee. This gives our workforce agency the opportunity to provide TANF services across one-third of the state. In this zone, the Career Centers will house the staff engaged in placing TANF clients into employment.

In areas where the WIA Administrative Entity is not the primary TANF provider of services, the Career Centers will provide core services to referred TANF recipients. In 2007 and 2008 the Career Centers are partnering with Human Services as both a direct provider and as a collaborative partner. In all Career Centers, applications for TANF, Food Stamps and Medicaid are available to any interested applicant. The workforce system intends to dedicate slots in the Title V program to TANF clients that meet those qualifications.

The Commissioner of Human Services serves on the State Workforce Investment Board and the Department of Labor and Workforce Development is the operator of the Food Stamp Employment and Training program.

**I. Oversight/Monitoring Process -- Describe the monitoring and oversight criteria and procedures the State utilizes to move the system toward the State's vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements. (§112(b)(14).)**

The state has developed a monitoring manual that reflect the vision the governor has for the workforce development system. On an annual basis state monitors conduct on-site reviews of the WIA programs, contracts issued, and local policies issued throughout the local areas. Through this process the state is able to oversee the continuous improvement of the delivery of services, the integration of partners programs, the quality of services provided to customers and the demand occupations participants are provided. Because the aggregated effort of the services provided in local areas determine the annual performance for the state, each local area is also required to monitor its sub contractors to ensure quality services has been provided to WIA customers. To ensure that the Governor's vision for workforce development continues, the monitors will review the following, connected to customers.

- Evidence that one type of assessment tool is used to determine the need for advanced skills services
- Evidence that core services for adults and dislocated workers are available in comprehensive career centers
- Evidence that a comprehensive career center has determined the need for intensive services
- Evidence that skills-training services are provided to customers determined to need such services and that these customers have access eligible-provider lists
- Evidence that certificates of achievement have been received for customers completing skills-training programs
- Evidence of appropriate follow-up services available for a minimum of twelve (12) months (following the first day of employment for customers placed in unsubsidized employment); and evidence of a review of such follow-up services.

Additionally the state has issued a policy detailing qualifications for incentives and steps for sanctions for nonperforming local areas.

See Attachment R – Incentive and Sanctions Policy

**J. Grievance Procedures. Attach a copy of the State’s grievance procedures for participants and other affected parties (including service providers.) (§122(g) and 181(cc).)**

See Attachment K – Grievance procedure

**K. Describe the following State policies or procedures that have been developed to facilitate effective local workforce investment systems (§§112(b)(17)(A) and 112(b)(2),)**

**1. State guidelines for the selection of One-Stop providers by local boards;**

The local boards, in partnership with the Local Chief Elected Officials, designate and certify Tennessee Career Center (TCC) operators. An entity may be designated or certified as a TCC operator through a competitive process or with an agreement between a local board and a consortium of entities, that includes a least three TCC partners. This designated TCC operator may be either a public or private entity. TCC operators include; postsecondary educational institutions; a Wagner-Peyser Act agency; a private non-profit organization (including community based organizations). Designated operators also include; a government agency; and other interested local organizations or entities. Elementary schools and secondary schools are not eligible however; non-traditional public secondary schools and area vocational technical schools are eligible.

Since the establishment of the Career Centers, 44 new policies have been issued to assist local boards in implementing processes that create effective service delivery. State technical assistance attends local board meetings and emphasizes the importance of effective service delivery. As needed, state technical staff provides assistance to local boards by attending local board meeting and emphasizing the importance of effective service delivery.

**2. Procedures to resolve impasse situations at the local level in developing memoranda of understanding (MOUs) to ensure full participation of all required partners in the One-Stop delivery system;**

Should an impasse occur between one or more required one-stop partners, the Local Workforce Investment Board, and the Local Chief Elected Official in the execution of a Memorandum of Understanding (MOU), the Commissioner of the TDLWD shall assume the responsibility for its resolution. Tennessee law provides that the TDLWD Commissioner is functionally responsible for all workforce development programs regardless of where the programs are housed. The Commissioner of TDLWD shall consult with the applicable agency head(s) to execute an appropriate resolution or if the impasse involves a required one-stop partner that is not housed in a state agency (i.e. Job Corps, HUD, etc.) The issue will be resolved in consultation with the regional office of the U.S. Department of Labor and/or other federal authorizing agencies.

**3. Criteria by which the State will determine if local Boards can run programs in-house;**

Current state policy is that no Local Board or administrative entity (staff of the board) may provide training services, unless the Governor grants a written waiver. Such a proposed request must be made available to eligible providers of training and other members of the public for a public comment period of not less than 30 days. The waiver may be granted for one year, and may be renewed for a maximum of one additional year. The Local Board may provide training and intensive services through the local TCC, or be designated or certified as a TCC operator only with an agreement between the Local Chief Elected Official and the Governor.

To apply for a waiver, local boards must submit a request containing the following information:

- Satisfactory evidence that there are an insufficient number of eligible providers of such programs of training services to meet local demand
- Information demonstrating a local board meets the requirement for eligible provider of training services under WIA Section 122.
- Information demonstrating the program of training services prepares participants for an occupation in demand.

The TDLWD may revoke a waiver if it is determined that a local board has engaged in a pattern of inappropriate referrals to training services.

See Attachment N – Waiver Letter

#### **4. Performance information that on-the-job training and customized training providers must provide;**

Performance information is collected on all programs funded through WIA including on the job training and customized trainings funded through statewide funds.

The state developed policy number 01-18 to provide guidance to business and establishments applying for WIA Title I funds to provide On the Job Training services (OJT). As stated in section 667.268, the state required LWIAs to conduct a standardized pre-award review and documentation that demonstrates review has been conducted. Also, the LWIAs have to ensure that business and establishment have met (3) criteria developed before contracting for OJT.

#### **5. Reallocation policies;**

The state has drafted a de-obligation/re-allocation policy based on expenditures. Tennessee plans to ask for a waiver allowing the recapture of funds (based on expenditures instead of on obligations). This de-obligation/re-allocation policy will affect only two programs (youth and dislocated workers). The recapture of funds will occur once every two years and LWIAs are allowed to use these funds for high-wage, in-demand talent development. This process will allow the state to plan early for unspent funds and then to use these funds for innovative youth programs impacting youth and dislocated worker programs.

#### **6. State policies for approving local requests for authority to transfer funds (not to exceed 20%) between the Adult and Dislocated Worker funding streams at the local level;**

State transfer guidelines for LWIAs are based on the requirements of the WIA act (Section 133(b) (4)) and of CFR 667.140 (allowing local boards to transfer up to 30% of a program allocation for adult activities, and to transfer up to 30% of a program-year allocation for dislocated worker activities). Such transfers are allowed any time during the life of the funds. However, transfers requested at the latter part of the program year are carefully considered for their impact on obligation requirements. Transferring any portion of dislocated worker based allocations may affect a local area's access to dislocated worker state 25% reserve funds. Prior to awarding any reserve dislocated worker funds, the state will take into consideration any transfers made from dislocated worker funds, unless the LWIA documents an extenuating circumstance necessitating this request for exception.

**7. Policies related to displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled individuals and others with multiple barriers to employment and training;**

Under the umbrella of the disadvantaged, a policy has been developed that covers the training for low income workers, older workers, the disabled, and individuals with multiple barriers to employment. The state policy requires LWIAs which have spent 70% of their funds to give priority, to any of the above populations. In addition, displaced homemakers make up part of the population for services provided through the Title I-B dislocated worker grant. Therefore, this population will be a target for the full range of Tennessee's WIA services. In some instances, two family members will be affected by a single plant closure; services to displaced home makers will help that family regain lost income sooner. The state will promote LWIAs and partners at the career centers to consider more non-traditional training and skills-upgrade services for single mothers and displaced home makers.

**8. If you did not delegate this responsibility to local boards, provide your State's definition regarding the sixth youth eligibility criterion at section 101(13)(C)(iv) ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). (§§ 112(b)(18)(A) and 20 CFR 664.210.)**

Policy regarding the sixth eligibility criteria for youth who require additional assistance is delegated to the local boards. Any policy developed by the local board is reviewed by the state to ensure that the policy is within the parameters of the federal regulations and state goals. A majority of local boards focused their sixth criteria around students with disabilities.

**IX. Service Delivery -- Describe the approaches the State will use to provide direction and support to local Boards and the One-Stop Career Center delivery system on the strategic priorities to guide investments, structure business engagement, and inform service delivery approaches for all customers. (§§112(b)(17)(A) Activities could include:**

**A. One-Stop Service Delivery Strategies: (§112(b)(2) and 111(d)(2).)**

**1. How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system? (§112(b)(8)(A).)**

Coordination of the delivery of partner services is established on a local level by management staff of each Career Center in order to ensure the maximum use of resources and to avoid duplication of services. This is often accomplished through the Career Center Operations Consortium in each LWIA.

**2. How are youth formula programs funded under §128(b)(2)(A) integrated in the One-Stop system?**

Integrating the youth program in the Career Center remains a challenge for the local service providers and Career Centers. Older youth who could have benefited from the program through exposure to life long learning and career advancement have not taken advantage of the many services WIA offers. Career Centers throughout the state have used several methods to recruit older youth with some level of success. There are different models that seem to work pending available resources and the demographic of the local community. One success has been the establishment of a youth center. This Center caters specifically to teens as a safe place to learn, access a computer and have caring adults on-site as mentors. The youth center includes partners such as the Drug Abuse Resistance Education (DARE) program, adult education, WIA youth contractor (Sylvan Learning Systems) and local administrative staff. Another fairly new approach is the participating in the SHARE Network. They have identified two youth serving agencies as Access Points to get additional referrals into the local Career center. Tennessee applied for and received a federal waiver for older youth to access and utilizes the ITA system. This provides many eligible youth a direct path to higher education or certification without putting them back into an environment where they have already fallen behind and putting them on a fast track to continued education or employment. Many also access Adult Education services and remediation through the Career Center System. This provides them with a caring adult and the development of a plan to assist them in obtaining a credential and often basic computer experience. The truth about many of the young people we serve is that more dollars are spent on changing attitudes than is spent on training. This fact seems overlooked at the federal level as budgets are routinely decided by actual dollars spent on training as opposed to dollars spent on providing necessary safety nets to keep the participants we serve engaged.

While WIA funded programs continue to offer eligible youth a variety of options to connect to secondary or post-secondary opportunities, the Career Center remains a vital component to gaining self-sufficiency. Often post-secondary programs may have waiting lists for courses or programs, which may disrupt continuity of service to a participant, the important link between the Career Center and the private sector leads to effective teaching methods to keep teens engaged. This takes the form of work experience and job shadowing that enhance different learning styles while adding relevancy to learning.

**3. What minimum service delivery requirements does the State mandate in a comprehensive One-Stop Centers or an affiliate site?**

The minimum service delivery requirements for our Career Centers are in accordance with those mandated by the WIA legislation. In Tennessee, there are 15 sites designated as comprehensive Career Centers, with at least one being in each LWIA. At a minimum, the affiliate sites have the programs offered by TDLWD (Wagner-Peyser, Unemployment Insurance, Veterans, Labor Market Information) and WIA. In addition to these programs, the comprehensive centers typically offer a broader range of partner services than those found in the affiliate sites, such as Adult Education, DHS, Job Corps, Native American, Older Worker, etc. All of the comprehensive centers have a resource room and many of the affiliate sites also offer this feature.

#### **4. What tools and products has the State developed to support service delivery in all One-Stop Centers Statewide?**

The state has developed a Career Center logo to be used by all partners in an effort to establish an integrated, seamless service delivery system. The logo is used in standardize signage for all comprehensive and affiliate Career Center sites, in advertising, and in brochures or other promotional material. The state has developed a Career Center Directory which is used to promote the use of the Career Center system <http://www.state.tn.us/labor-wfd/cc/> . In addition, brochures promoting service through the Career Center are available.

Also, the State Board has created a marketing committee that is in the process of developing a marketing plan and strategy to promote the services of the Career Center statewide. From Johnson City to Memphis, the logo and the name should reflect a consistency of services to employers and job seekers alike. Since the local administrative agencies have positive recognition within each of their respective communities, the state strategy is to build upon this recognition to demonstrate how the career centers are bringing together state and local partnerships that deliver services through the career centers to benefit the employers and job seekers statewide. [The results of the committee recommendation provided guidance for Career Center “branding”](#). Each career center will have a sign that states “Tennessee Career Center” and includes the name of the city in which it is located. The consistency of this visual will provide recognition more quickly for customers as they travel through the state.

Other products and services include:

- Labor Market information, posters, and analysis;
- The Source, an electronic tool for labor market information and career analysis;
- Department Marketing Representatives to promote the services of the Department and Career Center system statewide;
- Language interpretation services; and
- Other technology hardware and software to meet the specific needs of the local career centers.

See Attachment M – Career Center Logo

#### **5. What models/templates/approaches does the State recommend and/or mandate for service delivery in the One-Stop Centers? For example, do all One-Stop Centers have a uniform method of organizing their service delivery to**

**business customers? Is there a common individual assessment process utilized in every One-Stop Center? Are all One-Stop Centers required to have a resource center that is open to anyone?**

The State has developed a One-Stop Career Center delivery system that is structured for consistency yet flexible for local service delivery. With the Department of Labor and Workforce Development responsible for all but a handful of the required partner programs, the state has made co-location of all Departmental programs a priority. As stated earlier in this plan, all but seven (7) of the states Career Center locations are co-located sites. The Wagner Peyser and WIA programs are the backbone of these co-location efforts. Also, in Tennessee all career center locations have established resource rooms open to the public, where space availability permits. Having a resource room is an essential component of a career center, enabling it to be part of the public service infrastructure of the local community.

To ensure broader services to the business community, the Department has employed marketing representatives that promote the services of the Department within the local communities. They are trained and familiar with the Career Center system and the nuances and services provided by each local area. These representatives visit employers across the state and hold quarterly employer meetings in virtually every county. These meetings are designed to provide a forum for employers to share with the Department ways we can better meet their needs. This includes workers compensation, occupational safety and health, hiring, training, and retaining their workforce just to name a few of the topics. Feedback from these meetings is provided to the Commissioner and other members of the Jobs Cabinet as needed to ensure employers can stay and grow in Tennessee.

The state has recently issued a new policy regarding assessment that will enhance the Career Centers ability to detect skill deficiencies and ensure a greater level of consistency throughout the state.

The state is currently piloting Career Readiness Certificates in four of the local workforce investment areas. The goal of this program is to offer an additional credential to job seekers, to provide employers with a general assessment of the skill levels of the available talent pool and, from an economic development standpoint, to allow prospective business the opportunity to gain knowledge of the available workforce when considering business location in Tennessee.

All Comprehensive Career Centers are required to have a resource room that is open to anyone.

**B. *Workforce Information* – A fundamental component of a demand-driven workforce investment system is the integration and application of the best available State and local workforce information including, but not limited to, economic data, labor market information, census data, private sources of workforce information produced by trade associations and others, educational data, job vacancy surveys, transactional data from job boards, and information obtained directly from businesses. (§§111(d)(8), 112(b)(1), and 134(d)(2)(E).)**

**1. Describe how the State will integrate workforce information into its planning and decision making at the State and local level, including State and local Boards, One-Stop operations, and case manager guidance.**

Labor market information (LMI) is readily available in Tennessee. Through the LMI website ([www.state.tn.us/labor-wfd/lmi.htm](http://www.state.tn.us/labor-wfd/lmi.htm)), data users may access a variety of reports, including the latest press releases of economic data. An online labor market information system, The Source, is also available, and included as part of the menu of services in each One-Stop.

For 2006-2007, the State has taken on a different approach to the development of the local planning process. A key guiding principle of the Tennessee's State Workforce Development Board is that our workforce system be aligned and integrated. Therefore, we initiated the planning process in three phases. These phases included: 1) Pre-planning meetings with all partners, 2) Responses to Strategic Planning Guidance, and 3) Local Compliance Checklist.

Each local area conducted a system wide meeting with all partner staff to begin the planning process and conducted an analysis of the strengths, weaknesses; opportunities and threats (SWOT) for their area. They were asked to address barriers that would prevent the areas from working with their partners as a team and plans of action to make this happen. The Strategic Planning committee of the State Board requested that each local area select the three strengths and elaborate on them in their plan presentation in order for other local areas to learn best practices. They are also required to discuss two weaknesses and share their goals and action steps to improve in these areas. The SWOT analysis will be used throughout the year to assist local areas in strengthening the way they coordinate with their partners to deliver services more efficiently.

**2. Describe the approach the State will use to disseminate accurate and timely workforce information to businesses, job seekers, and employment counselors, in easy to use formats that are readily accessible within One-Stop Career Centers and at remote locations such as libraries, schools, worksites, and at home.**

An online labor market information system, The Source ([www.tennessee.gov/labor-wfd/source](http://www.tennessee.gov/labor-wfd/source)), is a primary way of disseminating accurate and timely information. It was specifically designed for job seekers, students, employers, training providers, workforce professionals, and others seeking to explore local labor markets in Tennessee. Virtual LMI provides fast access to a complete set of employment tools in one web site.

Features to help job seekers and students within the system include:

- Assess your job skills, set goals, and research training providers
- Research possible career choices online
- Review available jobs and apply online
- Research regional labor market information, such as salaries

Employer users will find the following features helpful:

- Research labor market information on salaries and economic data
- Search for qualified candidates

- Assess the current trends in the job market in Tennessee to assist you when advertising your job openings
- Review the current economic climate for your industry anywhere in Tennessee
- Analyze the labor market in areas of Tennessee that you maybe looking at locating your business

Tennessee has LMI field analysts stationed throughout the state. These individuals are available to provide and explain the labor market data and provide valuable assistance to local planners, chambers of commerce, employers, and industrial recruiters.

**3. Describe how the State’s Workforce Information Core Products and Services Plan is aligned with the WIA State Plan to ensure that the investments in core products and services support the State’s overall strategic direction for workforce investment.**

As identified in this plan, the Workforce Information Core Products and services are products of the Department of Labor and Workforce Development. Being under a single entity and administrative structure requires workforce information systems to be developed in support of the Departments Mission and goals. This structure dictates that such products and services support the overall strategic direction for workforce development.

In addition, a portion of this plan relating to our workforce information core products and services was developed by or in conjunction with, the staff responsible for the development and maintenance of information products and services.

**3. Describe how State workforce information products and tools are coordinated with the national electronic workforce information tools including America’s Career Information Network and Career Voyages.**

The Source uses the ALMIS (America’s Labor Market Information System) database format. By utilizing the national standardized ALMIS format, it allows for a variety of data files to be incorporated into the system. Resource links to America’s Job Bank (comment on the lack of availability) and Tennessee’s Career Information Delivery System (CIDS) are provided. Additional resource links to other information sites are included on both the Source and the LMI website.

Employer users find the following features helpful:

- Research labor market information on salaries and economic data
- Search for qualified candidates
- Assess the current trends in the job market in Tennessee to assist you when advertising your job openings
- Review the current economic climate for your industry anywhere in Tennessee
- Analyze the labor market in areas of Tennessee that you maybe looking at locating your business

Tennessee has LMI field analysts stationed throughout the state. These individuals are available to provide and explain the labor market data and provide valuable assistance to local planners, chambers of commerce, employers, and industrial recruiters.

### *C. Adults and Dislocated Workers*

#### **1. Core Services. §112(b)(17)(a)(i).**

##### **a. Describe state strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in §134(d)(2).**

Local areas were given autonomy to design programs and services to meet the needs of their communities. As the system evolved, the state developed directives and policies that must be met for customers to access sequential services that meet their needs. The point of entry for WIA services in Tennessee begins at the career centers and affiliate sites through services offered by Labor exchange staff. This was done as an attempt to integrate ES services with WIA Title I services and to provide opportunity to customers who would only come for self service and others who come for available jobs listed. If the customer does not have skills for the available jobs, he/she is referred to the WIA Title I staff who will provide a case manager to assist the customer with all the components of core services as determined by the case manager. In most instances staff providing Labor Exchange and WIA services are transparent to the customer. Local areas still have the flexibility to decide the length of time customers spend in core services.

##### **b. Describe how the state will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act includes: (1) Self-service, (2) facilitated self-help service, (3) staff-assisted service, and is accessible and available to all customers at the local level.**

Labor exchange activities funded by the Wagner-Peyser Act are delivered through a three-tiered service strategy. These include: (1) self-help, (2) facilitated self-help, and (3) staff-assisted service. Self-help and facilitated self-help may include the automated labor exchange system, America's Job Bank (AJB), The Source/Automated Labor Market Information System (ALMIS), and the Internet. These are provided through the TCC Resource Center. One-on-one staff-assisted service, which includes job development, counseling, and screening and referral to suppressed job orders, is provided by Wagner-Peyser staff and other TCC staff. Special attention is given to meeting the needs of each employer and job seeker to achieve a high level of customer satisfaction. All centers are fully accessible to the disabled. Local delivery of Wagner-Peyser services (including the three-tiered service strategy) is being evaluated by the review team within the two-year cycle currently established for TDLWD offices. The evaluation process is required to ensure compliance with all appropriate federal regulations.

**c. Describe how the state will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers as well as resources provided by required One-Stop partner programs, to deliver core services.**

Wagner Peyser and WIA Title I activities provide integrated services. These services are strategically located at service points in, at a minimum, a single comprehensive, One Stop career center in each local area, and affiliated One Stop locations based on community needs. Negotiated rents and leases are based on local need resource-sharing agreements and on memoranda of understanding (established by local boards and partners) documenting specific provisions of the services. These agreements define the roles and responsibilities of the partners, identify joint planning for the provision of services to common customers, and develop projects serving identified community needs; they also ensure coordination of employer job identification efforts. Since front-line staff at the career centers are Wagner-Peyser staff, these agreements help to ensure the integration of Wagner Peyser Act services into Local Workforce Title B-I services. In addition, Tennessee is now addressing issues related to system integration, collaborative marketing and accountability of both Wagner Peyser and Title I –B services.

Both mandatory and optional partners will provide a proportionate share of the One-Stop Career System operating costs and other related expense. WIA Title I funds will be utilized to leverage services to low income individuals and other individuals who do not qualify for services through one of the targeted programs, i.e., Food Stamp, TAA, WOTC, Welfare-to-Work, or individuals who do not fall within a particular targeted group. This serves to expand and maximize the services to meet the needs of other non-targeted individuals.

Universal access to services through the One-Stop System is available through Wagner-Peyser funded activities. WIA funds will be utilized to expand these services. However, it is anticipated that the majority of core services will be provided with Wagner-Peyser funds, which will further conserve WIA dollars for additional activities.

WIA funds will also assist in the leveraging of services to employers by both providing and promoting activities that improve employers' usage of the One-Stop delivery system. This will be accomplished through a variety of forums including meetings, work or job fairs, local area development networking, and other activities conducted by the local area employer representatives. Employer participation will be aggressively pursued in all related aspects of the One-Stop System.

WIA funds will be leveraged for individuals who qualify for a Pell Grant or other federal financial assistance, excluding loans. By leveraging funds, WIA training assistance for individuals who do not qualify for other sources of funds will be increased.

In each instance, WIA funds will be utilized to expand activities and outcomes directed toward enhancing the overall workforce system through the provision of individualized assessment, training, work experience, skills development, and other activities that enable individuals to develop marketable skills.

Each WIB will examine the totality of resources available and channel WIA funds where they are most needed.

Ten percent of Wagner-Peyser funds allotted to Tennessee will provide services for groups with special needs and extra cost for exemplary models for delivering services.

**2. Intensive Services. (§112(b)(17)(a)(i).) Describe State strategies and policies to ensure adults and dislocated workers who meet the criteria in §134(d)(3)(A) receive intensive services as defined.**

Adult and dislocated workers, unable to obtain employment following the delivery of core services, will be referred to appropriate partner staff who will provide intensive services. The statewide provision for intensive services is built on the principle of informed customer choice. This provision gives an opportunity for customers to make informed choices about available services; and, it also allows for a range of educational, skills-upgrade, and employment services, as well as allowing for on-the-job training. Local boards follow the WIA Title I Technical Assistance Guide. This guide is issued by the state to provide guidance for intensive services. These services shall include, but shall not be limited to:

- Assessment
- Case Management Basic Education Services; and if needed, an
- Individual Employment Plan

Policy number 00 10 is available on our web site. It describes the intensive services that should be available to all customers who are determined to need this service to gain employment or move to training service. [http://www.state.tn.us/labor-wfd/et\\_services\\_prog\\_mgmt\\_plng.html](http://www.state.tn.us/labor-wfd/et_services_prog_mgmt_plng.html)

**3. Training Services. (§112(b)(17)(A)(i).)**

Tennessee shares national strategic priorities that focus on the implementation of both a demand-driven system and a development of skills. These skills need to be both practical and sellable to businesses and industries. Such basic skills, critical to most jobs, cut across occupational titles, help workers to perform required tasks, and provide a more sure foundation for success. For workers to be successful, they must be grounded in basic mathematics, reading, and problem-solving skills. With such ingredients for success in mind, the State Workforce Board and local boards will strive toward developing workers who can add, subtract, multiply and divide (whole numbers/decimal fractions) and who can read instructions effectively. Most jobs require such abilities at a minimum. Such abilities, along with simple, practical, on-the-job-type problem-solving should be stressed in training. Armed with ability to solved basic math problems and with an ability to read effectively, the worker will have tools to aid him/her in finding workable solutions to problems associated with that new job.

Although higher levels of mathematics and reading may be a plus, at minimum, most career-center customers must be able to access training that will ground them more firmly in practical mathematics and practical reading applying specifically to the high-demand job market. Automotive, construction, and health care industries in Tennessee demand workforce customers who have mastered these fundamental and practical skills in order to remain competitive. To improve such basic and fundamental skill sets is imperative. For this reason, the state plans to

provide guidance to local boards to ensure that customers who receive such training services have passed through these sets of skills.

The state provides information regarding demand occupations and customers must be given information on the types of training the LWIA offers. Also a listing of demand occupations must be provided that will lead to employment. LWIAs are also required to use the training provider listings that have been approved by Tennessee Higher Education Commission.

- a. Describe the Governor's vision for increasing training access and opportunities for individuals including the investment of WIA title I funds and the leveraging of other funds and resources.

***Workforce investment system formula funds are transformed, providing significantly increased opportunity for postsecondary education for lifelong learning opportunities aligned with the region's talent development strategy.***

The Tennessee Department of Labor and Workforce Development, the Department of Education and the Department of Economic Development have collaborated on several projects. These projects have laid the ground work for understanding the necessity of further collaboration to enrich the skills of workers through life-long learning. In the past, Tennessee has been successful in attracting industries due to advantageous locations and a good business environment. In the future, assets that once attract industries may not be sufficient to sustain them or to attract advanced technologies without providing a well-educated and talented workforce.

To produce a pool of talented and innovative workers, the Tennessee Department of Labor and Workforce Development and the Department of Education must find effective ways to deliver services at the school level where the future workforce is learning. This task will require major reorganization and an educational process affecting middle to high school students. For this reason Governor Bredesen has committed twelve million in state funds to ensure that at risk youth (K-12) are provided with special guidance to understand the importance of education in future life. With an aging workforce, it is apparent that labor shortages in critical industries will occur unless the education of youth becomes *more practical* to meet the demands of advanced industries.

If this new youth vision is to recognize each student's needs (based upon her/his uniqueness and developing his/her special individual talents), it has to be supported with basic analytical and communication skills. The state will retain 20% of youth funds before distributing it by formula to local areas. These funds will support post secondary education that emphasizes the following areas to students in the 5th grade level. basic math, English, and reading, support for staff, professional development in math, English and reading, monitoring program activities, and issue the progress of these students on a yearly basis.

The basic math, English and reading emphasis may be best accomplished, at the beginning, with pilot projects. The schools for these pilot projects will be identified by the Department of

Education. The Department of Labor and Workforce Development will review the criteria used to choose these schools.

Many studies have shown that ninth grade is the largest leak in the educational pipeline. At that grade, struggling students fail to make the transition from middle school to high school. By providing funds to fifth graders, Tennessee will begin to create the future workforce that is better educated and that will attract advanced industries. Tennessee believes that resolving the problems and strengthening the learning process for youth must begin at an early age.

***K-12 and alternative education curricula must be designed to academically prepare students to successfully move into postsecondary education as well as prepare students for success in the workplace through a range of strategies.***

Tennessee's Government has focused the time, efforts and resources of the state in enhancing the existing infrastructure in education to address the ever changing requirements of K-12 preparations to ensure success in the workforce upon completion. Innovative programs such as the Governors Books from Birth Foundation instill the desire to learn and achieve at the earliest possible stage in a child's development. A 25 million dollar funding addition for Pre-K serves to further enhance the states determination to ensure this early focus is successful. Approximately 120 million dollars has been appropriated for at risk youth in K-12 to better prepare this group for success, coupled with an additional 27 million dollars to address growth needs in local school districts.

Tennessee has joined other states as a participant in the American Diploma Project to examine and redesign standards that assure achievement. Implementing ACT testing among 8<sup>th</sup> and 10<sup>th</sup> grade students gives an early indication of competencies and deficiencies, plus allows the needed time frame to address individual learning needs that ensure graduation is achieved. Implementation of a four year math requirement for Tennessee's high schools will further ensure that baseline competencies for achievement exist for all of Tennessee's graduating seniors.

***Educational strategies for adult learners must offer more entry and exit points in recognition that students will need to earn and learn simultaneously and may need to approach both their education and career progression incrementally rather than on one continuous path to a specific degree with the aim of moving the learner to the workplace. This is particularly essential for incumbent workers who need lifelong education to remain in economically self-sustaining jobs.***

The Tennessee Department of Labor and Workforce Development has gone to great lengths to address the unique requirements of the incumbent worker workforce for both employers and employees. Accommodations exist for serving On the Job participants as well, recognizing that many program participants may not be provided self sufficient wages when involved in ongoing programs. Tennessee's Adult Education program is highly flexible, with open entry and various class schedules to accommodate the worker attempting to earn a GED or upgrade any additional basic skills needed. The Tennessee Higher Education Commission has worked closely with the state and local boards in both providing access to eligible training providers that are certified to utilize state and federal funding, as well as improving the methodologies to increase online, virtual, and accelerated learning, much of which is job specific in content and highly focused on

outcomes. THEC has launched an initiative to deliver a supplemental certificate that would recognize achievements obtained through shorter degree programs. Currently these programs are being researched and implemented through the Tennessee Technology Centers and out of state community colleges.

To date, 48 million dollars has been allocated to fund operating increases in post-secondary education, along with an additional 48 million designed to hold down tuition increases for those least able to afford them. Additionally, 10 million dollars has been set aside for applicants scoring a 19 or above on the math and reading portions of the ACT.

#### **b. Individual Training Accounts:**

Each local area determines the amount of ITAs and the process on how the ITAs are issued.

##### **i. What policy direction has the State provided for ITAs?**

Tennessee has provided maximum local flexibility in the administration of Individual Training Accounts. This flexibility affords local boards control over determining training needs, in their areas, based on local business and industry input. Each local board is responsible for defining the process by which individuals will access their ITA. Each LWIA must first explore the possibilities of the customer's acquiring Pell Grant, Hope Scholarship, and/or other scholarships (including TAA funding) before issuing ITA. Local investment boards also have the responsibility of developing policies pertaining to:

- Limiting the dollar amount or duration of ITAs
- Identifying appropriate occupational training

The state board supports the national goal of directing more funding to high-growth, high demand industries needing skilled and talented workers. This flexibility in administering ITAs will provide local investment areas support in training customers for occupations in demand. As training shifts to high-growth and high-demand skill needs, the state board will explore innovative recommendations as to how ITAs can be used to satisfy skill demands relevant to industries in Tennessee.

Each local area determines the amount of ITAs and the process on how the ITAs are issued. The state has refrained from issuing a prescriptive policy so each local board can make decisions based on information about their communities and the resources available to them.

##### **ii. Describe innovative training strategies used by the State to fill skills gaps. Include in the discussion the State's effort leverage additional resources to maximize the use of ITAs through partnerships with business, education (in particular, community and technical colleges), economic development agencies, and industry associations and how business and industry involvement is used to drive this strategy.**

The Governor's initiative to bring industries, area employers, economic and community development and work force development has created awareness and importance of connecting the gap between employers and the workforce. To ensure that the skills gaps are filled, the state

has committed a percentage of the statewide funds under WIA Title I, to support skills shortage trainings. The incumbent worker program has also gained importance among employers providing them an opportunity to partner with the state to support their workers and their need to train them.

**iii. Discuss the State's plan for committing all or part of WIA title I funds to training opportunities in high-growth, high-demand, and economically vital occupations.**

Tennessee's bureau handling economic analysis predicts that through 2011 (and sometime thereafter) most state job creations will be in the service industry. (Thus, there will be a continued shrinkage of the state's manufacturing due to global competition and due to less-expensive foreign labor.) If workforce development follows this projected trend, the state must make it a priority to fill the skills gap of the many workers in the service sector. For this reason, Workforce Investment Title I funds will be used to train more workers with industrial/technical skills in the future.

The majority of job applicants, requesting WIA services in Tennessee, lack basic skills necessary for today's business environment--even those skills in certain service-industry jobs--some retail businesses are requiring job applicants to use a computer in completing their applications over the internet. Doing so requires basic keyboarding skills and other skills not needed in the past.]

The need for using WIA funds for basic skills will continue. Such skills will give workers more options in moving from industry to industry. In addition, a collaborative effort of the WIA program with technical and community colleges will support service industries in the state. This will be done by investing in developing competency models and in using curricula to narrow the skills gap of workers.

For customers needing advanced technical skills (to meet the demands of the high growth in advanced manufacturing, technical, or medical occupational fields), the state plans to invest strategically. It also plans to leverage industry resources to support training for skills needed in these demand industries. Since current funding levels are inadequate to address these demands placed on WIA funds, the state recognizes that resources from several partners, including industries, will be needed to support high-growth, high-wage, and high-demand industries.

WIA funds can only be used for training in demand occupations. With such a diverse economy, demand occupations range from service, healthcare, to manufacturing. Local boards determine the demand occupations in their respective areas and provide training funds for individuals seeking such training. As the economy evolves, making sure that employers are engaged in the development of training programs is essential. In Tennessee, a continued focus has been placed on working with employers to determine training needs through local on-the-job training, state level incumbent worker training, and the skills grant. If employers continue to hire and retain qualified workers, they are creating high growth, high demand, and economically vital jobs for Tennesseans.

**iv. Describe the State's policy for limiting ITAs (e.g., dollar amount or duration)**

Maximum flexibility has been given to local boards to assess fees appropriate to provide for the training of customers in their areas; however, the state plans to suggest the minimum threshold made available in each area. The cost of supporting high-growth, high-wage and expanding industries will not be sustained in some areas if the amount is not sufficient to support a skills upgrade for customers.

The state has not developed a policy limiting ITAs. This decision has been left to the Local boards that can better access the resources in their communities.

**v. Describe the State's current or planned use of WIA title I funds for the provision of training through apprenticeship.**

As mentioned previously, apprenticeship programs remain a challenge. TDLWD is willing to offer the Bureau of Apprentice and Training office space in the career centers. The coordination between workforce development and other federal programs that have a stake in the development of human resources will enhance the option of customers and employers. Currently any apprenticeship openings are sent to the local Career Center for processing and referral. These are processed by Job Service staff or veteran's representatives. Based on the Employer Services Division's last meeting with the Federal Bureau of Apprenticeship and Training representative in January 2007, about 4,004 people were working in a registered apprenticeship program in our state. To try to stimulate additional apprenticeship programs the Department of Labor and Workforce Development is in the process of developing an apprenticeship pilot program utilizing statewide funds. The purpose of this program is to promote the implementation of new apprenticeship programs or to assist in the expansion of existing programs. The program will conform to regulations provided by the Federal Bureau of Apprenticeship and Training and will provide the opportunity for talent development and contribute to a life long learning strategy. Skill trades that would be served by this program are necessary to existing industry as well as emerging industries.

**vi. Identify state policies developed in response to changes to WIA regulations that permit the use of WIA title I financial assistance to employ or train participants in religious activities when the assistance is provided indirectly such as through an ITA. (Note that the Department of Labor provides Web access to the equal treatment regulations and other guidance for the workforce investment system and faith-based and community organizations at <http://www.dol.gov/cfbc/legalguidance.htm>.) (20 CFR § 667.266(b)(1).)**

The state has not developed policy regarding financial assistance to participants in religious activities. However a pilot project is on going in one of the local areas and based on the outcome the state will issue directives to other local areas that would like to support or train participants in religious activities. Currently the state does not restrict training through eligible

training providers for religious purposes. Any organization or institution who meets the eligible training provider requirements is approved.

**c. Eligible Training Provider List. Describe the State's process for providing broad customer access to the statewide list of eligible training providers and their performance information including at every One-Stop Career Center. (§112(b)(17)(A)(iii).)**

The Governor designated the Tennessee Higher Education Commission (THEC) as the agency with the responsibility of coordinating, developing, and managing the Eligible Training Provider List. THEC approves experience and infrastructure in serving as the state-licensing agency for postsecondary institutions, overseeing and authorizing schools which offer training and education in our state and maintaining the list of those institutions means that Tennessee is well positioned to provide customers with access to a statewide list of eligible training providers and their performance information.

The Local Workforce Investment Boards (LWIB) control initial eligibility to the statewide list of eligible training providers. All providers must submit an application to the LWIB to become certified to provide training through Individual Training Accounts (ITA). The LWIB approves or denies the provider's initial application based on specifications such as quality of training, demand for occupational training, etc. Following the review by the LWIB, notification is sent to the applicant including the reasons for the denial or approval of the proposal.

If the LWIB votes to add the provider/program to the list, the application is forwarded to THEC. Upon receiving the application from the LWIB, THEC verifies with the appropriate state agency that the institution has the necessary approval for operation in the State of Tennessee (i.e. barber board, nursing board, postsecondary school authorization, etc.). If the provider has the necessary state approval then the new information is added to the Eligible Training Provider List within seven business days from when THEC initially received the application. If the provider does not have the necessary state approval, THEC notifies 1) the institution, 2) the LWIB, and 3) the state authorizing agency. The provider is not added to the Eligible Training Provider List until they secure state approval for operation.

If a LWIB rejects an application for initial eligibility for the statewide list, the board must provide notification to the institution specifying the reasons for the rejection(s) as well as indicating the availability of an appeal process. Each LWIB has a written appeal process. The procedure includes an opportunity for a hearing, with a final written decision on the appeal within 60 days from the date the LWIB received the request for appeal. If the provider is not satisfied with the outcome of the local appeal, they may submit a formal appeal to the state.

THEC is the state agency responsible for hearing state appeals of initial eligibility decisions. The written request for a state appeal of a LWIB decision to deny initial eligibility must be received by THEC within 30 days of the date the provider was initially denied by the LWIB. THEC compiles an appeals committee, which consists of 1) representatives from TDLWFD, 2) representatives from 3 non-involved LWIBs, and 3) representatives from THEC. The state appeal committee conducts a hearing within 60 days from the date the request was received and

provides a final written decision to the provider within seven (7) days of the appeal committee decision.

A training provider must deliver results and provide accurate information in order to remain subsequently eligible for the Eligible Training Provider List. The procedures for subsequent eligibility determination include a review of program-specific performance and cost information as well as being required to meet annual performance levels established by the Governor. Each year a Subsequent Eligibility Report is compiled by THEC, which displays the completion and placement rates for all WIA certified programs that received at least one WIA student during the previous fiscal year. There are four performance standards and if a program does not meet the established minimum performance level, the program is subject to removal from the statewide list.

In order to be determined subsequently eligible to receive WIA funds, a provider must submit quarterly reports to the THEC which contain verifiable program-specific performance information consisting of: enrollment, completion, and withdrawal data for all individuals using ITA funds to participate in applicable programs and enrollment, completion, and withdrawal data for any individual enrolled in an applicable program that has a student enrolled who is using ITA funds for any part of their training cost; information on the programs cost (e.g., tuition, fees, books, supplies, and tools) for participants in the applicable program.

Providers determined to have intentionally supplied inaccurate information or to have subsequently violated any provision of WIA or its regulations are removed from the list.

If THEC deems a provider/program to be subsequently ineligible for the statewide list, THEC notifies the LWIB and grants the board the opportunity to offer supplemental data to justify why the provider/program should not be removed from the Eligible Training Provider List. In the supplemental data considerations, the LWIB should take into account: the specific economic, geographic, and demographic factors in the local areas in which providers seeking subsequent eligibility are located, and the characteristics of the populations served by providers seeking subsequent eligibility, including the demonstrated difficulties in serving such populations, where applicable.

Tennessee requires at a minimum that the performance information and program cost information required by Section 122 (b) and (c) be available to all persons seeking services through the use of ITA. As such, all of the program demographics and performance data for all providers/programs on The Eligible Training Provider List can be accessed through the THEC website. The website contains a searchable database that allows customers and Career Center caseworkers to search for programs based on course description, cost, program length, location, credential, etc. The website is accessible at every Career Center and provides broad customer access to the statewide list of eligible training providers. Specifically, the THEC website includes the following information for each program:

- Cost
- Length
- Contact Hours

- Credential Offered
- Program completion rates for all participants in the subject program conducted by the provider;
- Program completion rates for WIA participants in the subject program conducted by the provider;
- The percentage of all participants in the program who obtain unsubsidized employment;
- The percentage of WIA participants in the program who obtain unsubsidized employment;
- The wages at placement in employment of all participants in the program (only if more than 10 students obtained unsubsidized employment);
- The wages at placement in employment of WIA participants in the program (only if more than 10 students obtained unsubsidized employment);
- The retention rates of participants who are placed in unsubsidized employment after completing the program, six months after initial date of the employment involved;
- The wages received by participants who have completed the subject program, six months after initial date of the employment involved.

**d. On-the-Job (OJT) and Customized Training (§§112(b)(17)(A)(i) and 134(b).). Based on the outline below, describe the State’s major directions, policies and requirements related to OJT and customized training.**

**i. Describe the Governor’s vision for increasing training opportunities to individuals through the specific delivery vehicles of OJT and customized training.**

The Governor’s FastTrack Initiative and the Department of Labor and Workforce Development’s Incumbent Worker Training Program provide an excellent vehicle with which the Local Workforce Investment Areas can development partnerships with small and large businesses. Through these relationships the Local Areas have the opportunity to work with these employers and demonstrate the services available. These two programs are funded with state set aside funds which allows the Local Areas to leverage these funds and to develop on-the-job training and customized training projects, with targeted employers, utilizing their formula funds.

On-the-Job Training and customized training are important training opportunities to advance the productivity of targeted employers and industries. On-the-Job training is an essential training opportunity that can be provided to existing, new, or expanding employers. Customized training can benefit individual employers or industries with expanding training needs. In Tennessee, the vision is to utilize these training opportunities in conjunction with traditional training programs to provide the workplace and academic skills necessary to have a skilled workforce. Due to the targeted nature and expense of OJT and customized skills training, they are only part of a broader vision that includes basic education, technical and post secondary education, and incumbent worker training.

**ii. Describe how the State:**

- **Identifies OJT and customized training opportunities;**

On-the-Job training opportunities are identified through two main sources. The first is in conjunction with the State's Fast Track Initiative designed to support expansions or recruit new industry to Tennessee. The second is through the local workforce investment areas that utilize on-the-job training with local employers to help ensure that the workers they need have the skills required to perform the job.

For customized training opportunities, the state utilizes a skills grant application process through the local areas. Local employer and local workforce investment areas who determine the need for skills training can submit application to the state for statewide funding of the project. Although the employers are required to match part of the cost, the program is flexible to allow for a leveraged, affordable, solution to their training needs. Examples include the development of additional Licensed Practical Nursing classes, accelerated LPN to RN programs, and training in advanced manufacturing technologies. All are done with the inclusion of the employer, local area, and training provider.

- **Markets OJT and customized training as an incentive to untapped employer pools including new business to the State, employer groups;**

As stated above, on-the-job training is utilized as part of the State's Fast Track initiative. Its primary association with this initiative is to demonstrate that Tennessee is ready and willing to assist new or expanded businesses. It is also marketed to local employers through the local boards and through the Department's Marketing Representatives. Through these efforts, we have been able to work with employers to meet their hiring, training, and retraining needs through the career centers.

- **Partners with high-growth, high-demand industries and economically vital industries to develop potential OJT and customized training strategies;**

All employers in the state are, or have the potential to become, high growth, high demand, and economically vital industries. Consequently, partnering with the business community as a whole increases the chances of ensuring that limited training dollars are focused and leveraged in a manner that best reflects the diversity of Tennessee's economy. As part of this partnership, all local areas are members of their local chambers of commerce, and the Presidents of the Tennessee Industrial Development Council, and Tennessee Chamber of Commerce and Industry are members of the Governor's Job's Cabinet.

- **Taps business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training, and**

Since on-the-job training and customized skills training are based on the specific needs of individual employers or groups of employers, employers not only partner to drive the strategy, meeting their needs is the strategy. All training plans and programs are developed in conjunction

with employers, which include, as appropriate, the planning, competency and curriculum development, and length of training.

- **Leverages other resources through education, economic development and industry associations to support OJT and customized training ventures.**

Through the Fast Track Initiative, the resources of education, economic development, workforce development, and industry are compiled as appropriate into a single plan of action for each employer. This includes where applicable, infrastructure improvements, training, hiring and screening, cost reductions, and other information or services that may be available to the effected employer.

#### **4. Service to Specific Populations. (§112(b)(17)(A)(iv).)**

- a. Describe the State's strategies to ensure that the full range of employment and training programs and services delivered through the State's One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals migrants and seasonal farmworkers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking proficiency, and people with disabilities.)**

The TDLWD will continue to refine the policies and strategies to identify the needs of individuals who will need assistance to be productive citizens of their communities. Tennessee's ultimate goal is to create a universal, seamless, customer-focused, performance-based system.

This will be achieved through constant evaluation and assessment of program effectiveness, customer satisfaction surveys, employers' input, and performance outcome reports. Cross training of staff will provide an environment of shared responsibility and less confusion to customers. Marketing and outreach will be another vehicle to expand awareness of the public and private sector and to increase their interest, as well, in the services rendered in their communities. The results of customer surveys and constant improvements to the system will ensure non-discrimination and equal opportunity.

Tennessee's WIA One-Stop System's operational collaboration will continue to improve through coordinated policies. For example, SCSEP and each of the other partners are represented on Tennessee's LWIBs. The active coordination of the LWIBs, SCSEP and other partners result in improved coordination among all agencies serving Special Populations. For SCSEP, accessibility and service delivery are manifested in three major activities.

The major activities:

- Maintaining liaisons with other older worker programs
- Promoting coordination and cooperation among agencies and organizations

- Providing employment information, recruitment, training and placement services for older workers
- Furthermore, the lines of communication and mechanisms that ensure timely and effective sharing of information and improved service began when Governor Bredesen signed into effect the Tennessee Senior Employment Coordination Plan, on March 11, 2004.

Also, an Older Worker Task Force (OWTF) was established to continually update the sharing of information. The OWTF is comprised of representatives from SCSEP grantees operating in Tennessee. Regularly issued guidance, strengthens the coordination of SCSEP and the WIA One-Stop System. The active cooperation of the LWIBs and the SCSEP grantees on the local boards and the taskforce results in improved coordination among all partner and workforce agencies; thus reducing “turfism” and assuring quality service and accessibility. Additional strategies will evolve with TDLWD compliance with USDOL’s:

- Protocol for Serving Older Workers,
- USDOL Common Measures among ETA agencies

One of the special populations that career centers are serving is persons with disabilities. To ensure that people with disabilities in each community receives full array of services Tennessee has received the Navigator Grant which has enabled the state to hire 12 navigators and a lead navigator to over see the project. The 12 Navigators are housed in the career centers in twelve Local Workforce Investment Areas. The Navigators have been hired less than a year ago and since then have developed linkages with and outside career centers to provide higher level of collaboration, resource sharing and improved opportunities for job seekers with disabilities. They have trained career center staff etiquettes when serving people with disabilities as well as reviewing the adequacy of accessibility of services and supporting outreach and focus groups with local people with disabilities.

The Navigators have also made a noticeable difference at the career centers by addressing areas of need, such as language barriers, physical disabilities, cognitive barriers, low reading levels and economical disadvantages of people with disabilities. Career centers are now serving a large number of youth with disabilities as well as adults and providing them access to core and other services needed.

The most important task the Navigators are currently engaged is contacting employer groups in each community in collaboration with local chamber of comers. They have begun to provide employers with information about technological fairs, mental health tool kits, Medicaid purchase plans and disability specific resources and tax credit information that encourages employers to hire people with disabilities. State EO officer oversee the review of state and local applications of Section 188 of the WIA to enhance use of workforce products and services by people with disabilities.

**b. Describe the reemployment services you will provide to unemployment insurance claimants and the Worker Profiling services provided to claimants**

**identified as most likely to exhaust their unemployment insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act.**

Unemployment Insurance Claimant Reemployment Services will continue as a major area of emphasis. TDLWD utilizes a statistical model to identify UI claimants who are likely to remain unemployed/dislocated for extended periods of time. These clients are targeted for intensified services to facilitate an early return to employment, resulting in a decrease in expenditures of trust fund money. The claimants targeted for these services are referred for evaluation, training, supportive services, or job development. The intensive reemployment services offered to such UI claimants are further enhanced through the use of AJB and the agency's automated notification system.

The state has a one-year tracking report process for claimants targeted for reemployment services. The report is compiled quarterly. It examines the wage files for a one-year period since the individuals were identified.

Funding received from the Reemployment Services Initiative grant supports staffing in 17 locations across the state, providing reemployment services to UI claimants not identified as mandatory participants, but through voluntary participation.

In order to improve the scope and depth of reemployment services to UI claimants, the review team evaluates these activities as part of the local office review process. Additionally, review staff analyzes applications to determine compliance with the work test requirements. If any deficiencies are identified, the review team makes recommendations for improvement, and the local office develops a corrective action plan that is monitored by management until the desired improvement is achieved.

**c. Describe how the State administers the unemployment insurance work test and how feedback requirements (under §7(a)(3)(F) of the Wagner-Peyser Act) for all UI claimants are met.**

Regularly scheduled feedback and coordination between the Unemployment Insurance (UI) and Job Service (JS) staff will ensure prompt and thorough application of the Work Test. The registration and tracking process of UI claimants will be fully automated. JS staff will immediately post both employment referral and results of referrals of affected claimants. Automated reports will be generated by Information Technology and continuously updated to notify local office staff of referral results. The automated system will include the following information:

- Applicant Refused Job Referral
- Applicant Failed to Respond to Job Service Call-In Notice
- Applicant Failed to Report for Work
- Applicant Failed to Report for Job Interview
- Applicant Refused Job Offer

**d. Describe the State's strategy for integrating and aligning services to dislocated workers provided through the WIA rapid response, WIA dislocated worker, and Trade Adjustment Assistance (TAA) programs. Does the State have a policy supporting co-enrollment for WIA and TAA?**

The state's strategy for the integration of WIA and TAA services is exemplified by the organization structure within the Department. To ensure that dislocated workers are made aware of, and take advantage of the service available to them, the Department has consolidated the rapid response process. The Director of Dislocated Workers and Rapid Response is responsible for ensuring that WIA and TAA information is presented during the rapid response process. Coordinators across the state work with and in strategically located career centers to ensure that services identified during the rapid response process are available and promoted in the career centers. The state has issued guidance regarding the co-enrollment of WIA and TAA participants, which supports the coordination between the two programs. Since both programs are administered through a single Department, coordination of the programs is a more streamlined process.

**e. How is the State's workforce investment system working collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations listed in paragraph (a.) above and to ensure they are being identified as a critical pipeline of workers?**

The State's Workforce Investment System is committed to ensuring that every citizen has access to improve their quality of life. From the workforce standpoint, this means ensuring that people have the necessary skills sets to obtain and retain employment that leads to self-sufficiency. Local career centers work with business and industry and the education community to promote training opportunities that can lead to the achievement of this goal. Where barriers are identified, the career center system plays a key role in connecting individuals and employers with internal or external services that can be utilized to address the specific barriers. From adult education, vocational rehabilitation, and TANF, to community based or faith based organizations, the local career centers play a vital role in connecting people and employers with available services.

**f. Describe will the State ensure that the full array of One-Stop services are available to individuals with disabilities and that the services are fully accessible?**

The state of Tennessee joined thirteen other states in receiving funds for the Navigator Initiative. This program has enabled the state to hire 12 navigators--one is housed in 12 of the thirteen Local Workforce Investment career centers. There, the navigator effectively serves customers with disabilities. Some of the activities these navigators have accomplished are:

- Developing linkages within and outside career centers to provide a higher level of collaboration, resource sharing and improve opportunities for job seekers with disabilities.

- Reviewing accessibility of services and supporting outreach and focus groups with local people with disabilities.
- Training career center staff to serve those with disabilities (including the deaf and hard hearing) and ensuring that other needs of people with disabilities are met.
- Contacting community service providers to encourage collaboration with those services of the career centers.
- Addressing areas of need, such as language barriers, physical disabilities, cognitive barriers, low-reading levels, and economical disadvantages of people with disabilities.
- Continuing to point out needs for accessibility to workstations, as well as universal access, at the career centers, to core and other services.
- Providing employers with information about technological fairs, mental health toolkits, Medicaid purchase plans and disability-specific resources (also about market tax credits that encourage employers to hire people with disabilities).

Equal Opportunity Officers oversee the review of state and local applications of Section 188 of the WIA act to enhance use of workforce products and services by people with disabilities.

In order to comply with 20 CFR 652.6 and with TDLWD policies and procedures, all local offices will have one staff member designated as the Local Office Special Applicant Service Specialist who will: (1) provide assistance to applicants with disabilities, as needed or requested, such as application filing, referral to a TDLWD counselor, placement, job development, testing, and follow-up; (2) serve as liaison with all cooperating agencies and organizations providing services to people with disabilities, such as Vocational Rehabilitation, the Veterans Administration, mayor's committees, and other concerned agencies; and (3) serve as a resource person for other local office staff serving applicants with disabilities who do not require the Special Applicant Services Specialist's personal assistance.

TDLWD will continue to abide by the provisions of the Tennessee Interagency Cooperative Agreement with the Tennessee Department of Human Services, Division of Vocational Rehabilitation; selected organizations; and the Governor's Committee on Employment of People with Disabilities. The TDLWD Special Applicant Services Coordinator is the designated contact representative for this agency.

The Special Applicant Services Specialists in the local offices are Wagner-Peyser funded staff persons who are designated to perform the roles and responsibilities delineated in the plan. Each area is monitored to ensure accessibility and each resource room is equipped with Assistive Technology.

**g. Describe the role LVER/DVOP staff have in the One-Stop Delivery System? How will the State ensure adherence to the legislative requirements for veterans' staff? How will services under this Plan take into consideration the agreement reached between the Secretary and the State regarding veterans' employment programs? (§§112(b)(7), 112 (b)(17)((B); 32, 38 U.S.C. Chapter 41; and 20 CFR §1001.120.)**

The role of the LVER/DVOP staff in the TCCs is to provide (on a priority basis to all veterans and other eligibles) registration, interviewing, counseling, testing, referral to supportive services, job development, referral to training, job referral, and placement. In TCCs where dedicated staff are not stationed full time, a Local Veterans Employment Representative or Disabled Veteran Outreach Program staff person has been assigned Wagner-Peyser oversight responsibility at each center. The state and/or Local Veterans Employment Representative are responsible for reviewing/monitoring veteran services through reports and on-site reviews to ensure adherence to legislative requirements.

**h. Department of Labor regulations at 29 CFR 37, require all recipients of Federal financial assistance from DOL to provide meaningful access to limited English proficient (LEP) persons. Federal financial assistance includes grants, training, equipment usage, donations of surplus property, and other assistance. Sub-recipients are also covered when Federal DOL funds are passed through from one recipient to a sub-recipient. Describe how the State will ensure access to services through the State's One-Stop delivery system by persons with limited English proficiency and how the State will meet the requirements of ETA Training and Employment Guidance Letter (TEGL) 26-02, (May 29, 2003) which provides guidance on methods of complying with the Federal rule.**

In order to comply with 29 CFR concerning the requirement that all recipients of federal financial assistance from USDOL to provide meaningful access to limited English proficient persons, the state has provided the following information to all staff as well as sub-recipients of federal funds from USDOL.

“We work to serve all clients to the best of our ability. Our department does not deny anyone access to our services regardless of a language barrier. We have translation services available in all our divisions. Many Spanish (or other) speaking individuals may choose to bring in a friend who speaks English. If they do not know anyone, we can provide the translation service free of charge.”

Our agency currently uses Open Communication International (OCI) for interpreter services.

ETA Training & Employment Guidance Letter (TEGL) No. 26-02 will be distributed to all concerned.

**i. Describe the State's strategies to enhance and integrate service delivery through the One-Stop delivery system for migrant and seasonal farm workers and agricultural employers. How will the State ensure that migrant and seasonal farm workers have equal access to employment opportunities through the State's One-Stop delivery system? Include the following:**

- **The number of Migrant and Seasonal Farmworkers (MSFWs) the State anticipates reaching annually through outreach to increase their ability to**

**access core, intensive, and training services in the One-Stop Career Center System.**

In accordance with the requirements of 20 CFR 653, Subpart B, Tennessee will conduct an outreach program designed to contact Migrant and Seasonal Farmworkers (MSFWs) who are not reached by usual intake activities. Tennessee assures sufficient penetration of the farmworker community to inform MSFWs of the full range of services available through Job Service.

Tennessee has not been designated as a “significant state” for MSFW activity and is not considered a supply state for seasonal farmworkers. A small number of residents will meet the definition of seasonal farmworkers based upon local agricultural activity. The majority of Tennessee’s outreach effort will be contacting migrant farmworkers who enter the state during peak periods of agricultural activity. Tennessee anticipates reaching annually 200 MSFWs through outreach activities. Tennessee is not assigned minimum service levels, but will strive to meet the same ratio of services to MSFWs as to non-MSFWs.

**5. Priority of Service**

**a. What procedures and criteria are in place under 20 CFR 663.600 for the Governor and appropriate local boards to direct One-Stop operators to give priority of service to public assistance recipients and other low-income individuals for intensive and training services if funds allocated to a local area for adult employment and training activities are determined to be limited? (§§112(b)(17)(A)(iv) and 134(d)(4)(E).)**

The State of Tennessee determines that adult funds are limited when any local workforce investment area has expended 75% of their available adult funding by the end of the third quarter. Should such instance occur local boards are instructed to implement a priority policy that complies with Section 134 (d)(4)(E).

**b. What policies and strategies does the State have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288)(38 USC 4215), that priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the U.S. Department of Labor, in accordance with the provisions of TEGL 5-03 (9/16/03)?**

State policy ensures that priority of service is provided to veterans who otherwise meet the eligibility requirements for all employment and training programs funded by USDOL. Priority of service is provided for services in the following order:

1. Service-connected disabled veterans;
2. Veterans who served on active duty during a war or in a campaign or expedition for which a campaign badge or expeditionary medal was authorized;
3. Recently separated veterans;
4. Other eligible veterans;

5. Eligible spouses.

States may identify and designate other eligible veterans as priority populations, taking into account their rates of unemployment and other employment emphases in law. Such state-identified special populations may include Native American veterans, incarcerated veterans, or other populations of veterans who may have higher rates of unemployment within the state. States may also identify any other veterans who might require a more complex mix of services in order for them to successfully reintegrate into the civilian workforce.

Referral consideration of qualified applicants on all job orders must follow the order of service priority and be documented. All job orders will be placed in hold status until released by Local Veterans Employment Representatives (LVERs), Veterans Outreach Specialists (VOSs), or other staff persons assigned veterans file search responsibility. However, a job order will not be held over 24 clock hours without the documented consent and approval of the local office manager. WIA priority of services will apply should funding be limited.

**D. *Rapid Response.* (112(b)(17)(A)(ii).) Describe how your State provides Rapid Response services with the funds reserved under section 133(a)(2).**

**1. Identify the entity responsible for providing Rapid Response services. Describe how Rapid Response activities involve local boards and Chief Elected Officials. If Rapid Response activities are shared between the State and local areas, describe the functions of each and how funds are allocated to the local areas.**

The TDLWD, under the direction of its Employment and Workforce Development Division, which is responsible for all WIA Title I programs, established a Dislocated Worker Unit/Rapid Response Team as the designated entity responsible for all Rapid Response activities statewide.

Many of the Rapid Response team members are also members of the local workforce boards and keep local board members informed as to any Rapid Response activity taking place in their local areas. Chief Elected Officials, as well, are provided copies of all WARN Employee Dislocation Notifications for their area, distributed through the Dislocated Worker Unit.

The Employment and Workforce Development Division's Dislocated Worker Unit/Rapid Response Team has eight (8) area Dislocated Worker Coordinators, strategically located across the state, who are funded through statewide Rapid Response. For Rapid Response purposes, the coordinators are under the supervision of the Dislocated Worker Unit/Rapid Response Team Director, who serves as the state's designated entity for all WIA Title I Rapid Response services.

**2. Describe the process involved in carrying out Rapid Response activities.**

**a. What methods are involved in receiving notice of impending layoffs (include WARN Act notice as well as other sources)?**

When notice of an impending closure or layoff is received, the appropriate Area Dislocated Worker Coordinator is notified, and the affected employer is contacted within 24 hours. Notification can occur from the employers official notice, required under the WARN Act of 1988, as well as media releases, Labor Representatives, company officials, or employees. The source must be determined reliable before the company contact is made or coordinators are dispatched.

**b. What efforts does the Rapid Response team make to ensure that rapid response services are provided, whenever possible, prior to layoff date, onsite at the company, and on company time?**

During the initial information gathering Rapid Response meeting, held with the employer and employee representatives, a request is made to the employer that the employee Rapid Response meetings be allowed to be held at the company's facility during the employees normal work schedule on company time. The importance of the affected employees hearing the services provided is emphasized, as well as the increased participation that results from the Rapid Response meetings being held onsite, prior to layoff, and on company time.

**c. What services are included in Rapid Response activities? Does the Rapid Response team provide workshops or other activities in addition to general informational services to affected workers? How do you determine what services will be provided for a particular layoff (including layoffs that may be trade-affected)?**

The Area Dislocated Worker Coordinator serves as the facilitator for Rapid Response activities and is responsible for setting up the meetings and coordinating times and dates with the team members who participate in the events. The coordinator introduces the team and explains the purpose of the meeting. Local Workforce Investment Area representatives explain available training options and additional assistance provided under the provisions of the WIA Act. Wagner Peyser representatives explain how Unemployment Insurance is accessed and the need for the dislocated worker to go to the local Career Center to register for Job Service and access any needed core services. Adult Education Team partners explain basic Adult Education services. The Area Dislocated Worker Coordinator introduces Trade Act programs if the group is considered to be trade eligible and the Tennessee AFL-CIO participates to assist employees who are represented. Additional program partners participate when needs requiring their expertise are identified. Normally, local Career Center activity schedules are provided during the employee rapid response meetings and LWIA representatives explain the available workshops to assist the dislocated workers in their job search efforts. Given ample time, some core services may be offered onsite to assist the affected employees.

During the initial Rapid Response meeting with the employer, the Rapid Response Team strives to identify any areas of transferable skills shortages so that efforts can be made to address those needs. Efforts are made for the provision of necessary information and services during and beyond the Rapid Response meetings. An employee needs survey is also distributed, and the information gathered is provided to specific providers of the services deemed necessary. Layoffs that are deemed trade affected require additional collaboration with TAA state personnel, and

additional effort as the programs can seem quite complicated to the newly introduced participants.

**3. How does the State ensure a seamless transition between Rapid Response services and One-Stop activities for affected workers?**

Throughout the process of providing Rapid Response activities and services, the concept of the One-Stop Career Center System is continuously emphasized. As the Rapid Response Team identifies and explains the programs and services available, it is made clear to those in attendance that the Career Center is where the services are located and may be accessed. Local Career Center staff participates in the meetings.

**4. Describe how Rapid Response functions as a business service? Include whether Rapid Response partners with economic development agencies to connect employees from companies undergoing layoffs to similar companies that are growing and need skilled workers? How does Rapid Response promote the full range of services available to help companies in all stages of the economic cycle, not just those available during layoffs? How does the State promote Rapid Response as a positive, proactive, business-friendly service, not only a negative, reactive service?**

During all stages of the Rapid Response process, all of the Rapid Response Team members remain vigilant to areas of the business community where additional state or federal assistance could be beneficial. Local and state economic and community development resource agencies are alerted to, and often participate in the various delivery strategies associated with Rapid Response. All Rapid Response Team members entrusted to keep abreast of the needs of local employers and to communicate those needs to the various agencies best positioned to offer assistance. The Area Dislocated Worker Coordinators serve as liaisons in the local area to identify and assist in layoff aversion strategies and techniques. On-the-job training and Incumbent Worker Services help the business community to realize that Rapid Response can be proactive as well as reactive in their services to employers.

**5. What other partnerships does Rapid Response engage in to expand the range and quality of services available to companies and affected workers and to develop an effective early layoff warning network?**

Rapid Response, through open and direct communication with all levels of state and local governance, is recognized as a viable provider of assistance for businesses who may be experiencing hardships. These partnerships, with community leadership and local businesses, help to ensure that if assistance is needed, the resources necessary to assist can be provided.

**6. What systems does the Rapid Response team use to track its activities? Does the State have a comprehensive, integrated Management Information System that includes Rapid Response, Trade Act programs, National Emergency Grants, and One-Stop activities?**

Rapid Response, through its centrally located Dislocated Worker Unit/Rapid Response Team facilitates and maintains an extensive and effective WARN Database System to track and record all permanent closures and layoffs that occur in Tennessee. This information is freely disseminated to those in need of the information. Rapid Response promotes full integration with those responsible for oversight of the Trade Act Programs, National Emergency Grants, and the Tennessee Career Center Systems. This unobstructed flow of information among all partners is highly beneficial in maintaining the seamless flow of services associated with the Rapid Response process. [WARN Act and related Rapid Response information has been integrated into the department's enhanced Case Management Activity Tracking System \(eCMATS\) database to facilitate ease of access to critical and often time sensitive data.](#)

**7. Are Rapid Response funds used for other activities not described above; e.g., the provision of additional assistance to local areas that experience increased workers or unemployed individuals due to dislocation events?**

Yes, these funds are provided to local areas as needed. The 25% Rapid Response Reserve, withheld by the Governor, is utilized to overcome catastrophic large scale closures and layoffs experienced across the state. Education and Training for Rapid Response Team members are also funded as well as the assistance provided through the TN AFL-CIO. [Funding assistance is provided to Adult Education \(AE\) when extensive dislocations of employees in need of GED preparation and other AE provided services and assistance are required.](#)

**E. Youth.** ETA's strategic vision identifies youth most in need, such as out of school youth and those at risk, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farmworker youth as those most in need of service. State programs and services should take a comprehensive approach to serving these youth, including basic skills remediation, helping youth stay in or return to school, employment, internships, help with attaining a high school diploma or GED, post-secondary vocational training, apprenticeships and enrollment in community and four-year colleges. (§112(b)(18).)

**1. Describe your State's strategy for providing comprehensive, integrated services to eligible youth, including those most in need as described above. Include any State requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. Include how the State will coordinate across State agencies responsible for workforce investment, foster care, education, human services, juvenile justice, and other relevant resources as part of the strategy. (§112(b)(18).)**

Since the implementation of WIA, Tennessee has initiated a variety of strategies to engage both mandated Federal and state partners to streamline efforts and eliminate duplication. While many of these strategies have worked we have learned numerous lessons that have added value to our states success and the belief that each youth participant who wants help can find it. We learned early on that for any partnerships to be effective their have to be dollars driving the

collaboration. When that collaboration is focused on partnerships and not participants our money is not well spent. When there are no dollars there is limited or no interest. Strategically, we learned this lesson early.

Under WIA, Tennessee was one of the first states to form a State Youth Council in 1999. After a couple of years meeting quarterly with this group, who's membership was modeled after the same requirements of the local youth councils, we decided to do away with this structure for several reasons. Some of those reasons being: WIA dollars were the only dollars on the table, poor attendance, agencies would send designees because it was not considered a priority, all agencies had their own agenda, and additionally, each agency already had some sort of steering committee or oversight group which was yet again another duplicative effort. With all of this said we have several outstanding partnerships in place that can and are working effectively in a more direct way.

Currently, Tennessee's WIA youth program coordinator and a Career Center representative sit on several partner committees and are included as resources in their departments plan. One example of this is Tennessee Department of Children's Services, we have been working together to develop and integrate plans and programs around both offenders and foster care youth.

The biggest way our state coordinates activity is through our State Workforce Board where each of the state agencies involved in youth issues is an integral part of our leadership team.

Another effective strategy is the formation of a youth leads team made up of all 13 LWIAs in our state. This group meets actively every quarter and has also had input into this plan. Every meeting takes a full day and each tries to focus on a partner agencies programs or resources. In the past year we have had intense meetings with Juvenile Justice Staff, No Child Left Behind staff, John Chaffee Foster Care staff, and several other initiatives (e.g. Hotel & Lodging Association, Operation About Face, and Jim Casey Youth Opportunities Initiative). These meetings have assisted in identifying program staff throughout the state which has also led to better coordination and streamlining of efforts and resources especially at the local level.

While WIA formula youth funding is limited, based on the eligible youth population in our state, we have been careful to funnel what dollars are available to the LWIAs. The only state youth project that was funded with statewide youth dollars has been Jobs for Tennessee Graduates. Due to this contract we meet regularly with staff from Vocational Education to assess the effectiveness of their grant and coordination around case management, data collection, and performance. Our relationship with Vocational Education is longstanding and has led to increased coordination with other segments within the Department of Education, i.e. Special Education, No Child Left Behind, and Tech Prep through the Board of Regents. The Commissioner of Education has and will continue to serve on the State Workforce Board.

The Governor of the State of Tennessee has continued his aggressive approach to assisting Tennessee's children and youth. In his most recent State of the State address, the Governor has asked for an additional \$120M for at-risk students in the K-12 arena. We are hoping that this request will be approved by the legislature as this will vastly increase resources and opportunities for our at-risk populations. The concept of talent development remains threatened if potential

participants have to focus on social service needs as opposed to training and employment opportunities as is most often the case. As this potential bill makes its way through the process we will align our resources to compliment any state dollars to maximize on the opportunity. Our current allocation is less than 17% of this request and it would go a long way in prioritizing our service delivery strategies.

**2. Describe how coordination with Job Corps and other youth programs will occur. (§112(b)(18)(C).)**

Coordination with Job Corps (JC) has been on-going and oftentimes challenging. Tennessee was disappointed when our application for a JC Center in Middle Tennessee was not approved. Currently Job Corps Centers are located on opposite sides on our state, one in Memphis and the other in Jacob's Creek near Bristol. Both WIA youth and Career Center staff have been long time members of the Tennessee Job Corps Consortium. Through this collaboration we made sure that JC was represented on either the local board or the local youth council in every workforce area. Other than at Memphis and Jacobs Creek, JC staff with either DESI (now **CHP international**) or ATSI has not been visible at meetings or at the Career Centers in spite of being invited to every meeting. While we will continue to invite representatives and assist when possible, the most effective flow of communication comes through their contracted marketing firm. The TDLWFD will continue to support the JC Consortium. **Currently the Tennessee Job Corp Consortium has had several meetings to address the new JC Nine Goal Roll Out. Several of the goals were tied to different Consortium members to organize and implement. An additional strategy includes facilitating a meeting with JC and the Department of Children's Services to identify a process for increasing enrollment of Foster Care youth into the JC system. This meeting had to be canceled last month due to weather but is rescheduled for early spring. Just this past week we were informed of a new appointment at Children's Services and a meeting is scheduled with the new person to continue the relationship we have with our Independent Living Specialists. These staff have all received an orientation and contact list of all WIA Youth leads and hopefully this relationship will be stimulated by this new appointment.**

**3. How does the State plan to utilize the funds reserved for Statewide activities to support the State's vision for serving youth? Examples of activities that would be appropriate investments of these funds include:**

- a. Utilizing the funds to promote cross agency collaboration;**
- b. Demonstration of cross-cutting models of service delivery;**
- c. Development of new models of alternative education leading to employment;**  
**or**
- d. Development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successfully into the workforce pipeline with the right skills.**
- e. Describe how your State will, in general, meet the Act's provisions regarding youth program design. (§§112(b)(18) and 129(c).)**

Tennessee feels the most effective use of the funds is with the people who serve youth. Consequently, LWIAs will be the primary beneficiary of our statewide youth funds. Currently we fund Jobs for Tennessee Graduates but there are implications that an in-school program after school hours will be how these funds will need to be applied. This will force us to not continue to fund this initiative other than as an after school program if any local education agencies or other organizations are willing. Should such a shift in federal policy occur the state will use their statewide youth funds to promote collaboration at the local level through a competitive RFP process. This is imperative as the local areas have an understanding of case management, performance and training development which is where the participants are located. By trying to fund other agencies programs, business initiatives or expert contracts the brain power is always lost once the contract ends.

Understanding that the age of the eligible youth may change, our state has to focus on preparing at-risk youth so they are a viable asset to industry and our economy. To prepare kids with the right skills they must have the academic foundation and the will to succeed. This is a big challenge. A large portion of our dollars are spent in trying to change attitudes. You cannot get a return on your investment if the participant does not have the will to be successful. With federal dollars decreasing each of the past three years our priority must be to help the participant that takes the necessary steps to help themselves. For many the desire is their but the challenge remains trying to serve the needs of the participant when so much is already being asked. Breaking down the process to the simplest solution has been effective. This will remain our focus. We will fund existing structures with a proven track record, take ownership and be accountable for each dollar spent.

Tennessee has actively evaluated program design through implementation to be effective and accountable for the federal dollars we receive. Our WIA youth program has achieved necessary performance levels to earn incentives and we will continue to work to remain as effective as possible. One of the greatest components within WIA is to provide our local areas with as much flexibility needed to be successful. Over the course of time the make-up and membership of the local youth councils have changed for numerous reasons; however, each LWIA continues to see their youth council as an asset to the youth program. The local youth councils have continued to make recommendation to the local boards, and assisted in sharing expertise. Under re-authorization several areas will keep their youth council while others are considering creating a sub-committee through the local board. The state is willing to allow each area the flexibility to make this determination on their own. For those that do not already include representatives from both foster care and juvenile justice programs to be a part of their meetings, they will be asked to do so. Our partners at the Department of Children's Services (DCS) have already made some program design modifications which will assist in ensuring local DCS staff and not contracted staff are aware of the services offered through both the Career Center System and through the WIA youth program.

The requirement will remain serving eligible youth. Over the last several years we have made strong connections with the John Chafee Foster Care program. The Department of Labor and Workforce Development, through the Career Center System, and WIA youth programs are offered as employment resources throughout their plan. Our challenge working with this group has and continues to be the migrancy of these youth. Enrolling them into any long term program

presents obstacles around case management, confidentiality, and follow-up. Our WIA state youth lead along with DCS program staff have drafted an MOU that addresses confidentiality that we are hoping will be an effective agreement to sharing information.

In several areas in our state we also have some effective models of working with the court system to identify and enroll eligible youth into our programs. It has been especially challenging for our local areas to establish credibility for their programs when their contractors are not in the offender arena. As an example we have several local contractors that are the local education agencies and offer programs through the local schools. Tennessee has a zero tolerance policy and if a student possesses, among other things, any kind of drugs they are expelled for a full year and are not allowed on any school property. This creates an obvious barrier and a judge will not make a referral. In rural areas this is a reality especially with limited providers. Over the course of time our offender numbers are increasing which demonstrates that our local area staff and youth leads are finding ways of meeting these challenges. The state will continue to provide local areas with the flexibility needed to modify contracts or target RFPs to address the needs of the offender population.

Regarding program design, Tennessee has followed the intent of the law and will continue to do so. Several local areas are exploring ways to better deliver services. Initially all areas put out RFPs and identified local providers. Over time we noticed some duplicative efforts between No Child Left Behind and Adult Education but have developed a better understanding of those programs and can better delineate when a partner relationship ends and when a contracted relationship begins. We have also addressed expenditures and invoicing based on actual services and not by projected services. The learning curve to understanding the totality of WIA continues to be difficult for many contractors and more local areas are finding ways of trying to provide more services or contracting out specific program elements to cut costs and deliver a more effective program.

- ☑ Tennessee will continue to consider basic skills as a priority for eligible youth but will not set a required percentage as this may exclude eligible participants.
- ☑ Tennessee will request an extension on the youth ITA waiver [and the partial waiver received for allowing local areas to provide at least three of the ten elements \(paid or unpaid work experience, support services, follow-up to include leadership development\)](#)
- ☑ Tennessee will continue to provide the local structure with the flexibility needed to fulfill their local obligations.

**F. *Business Services.* (§§112 (a) and 112(b)(2).) Provide a description of the State’s strategies to improve the services to employers, including a description of how the State intends to:**

- 1. Determine the employer needs in the local areas and on a Statewide basis.**

Employer needs, for consideration for the Governor's FastTrack Initiative are communicated through outreach efforts on the part of Economic and Community Development. Those needs with regard to the Incumbent Worker Training Program are communicated through the department's web site and customer contact through the local areas.

These objectives are accomplished by one-on-one employer visits and community based meetings. The Workforce Employer Outreach Committee (WEOC) is a statewide network of local business representatives who provide input on employee and employer needs. This organization promotes customer-focused service, provides educational opportunities on employment-related issues, and coordinates all these activities with TCC Job Service staff.

In addition to the WEOC directed activities, TCC Job Service and WIA staff visit employers on-site or contact employers by telephone to seek information regarding their personnel needs as well as their needs in other areas. These may include areas such as their need for labor market information or the possibility of assistance through other workforce programs. By asking employers about their needs, we will be able to determine what services may be rendered locally to assist employers. On a statewide basis, we will depend on labor market projections and input from various entities such as employer organizations to determine the overall needs of the employer community. TDLWD is currently disseminating, statewide, an incumbent worker survey to assess employers' training needs.

## **2. Integrate business services, including Wagner-Peyser Act services, to employers through the One-Stop system.**

The ability to deliver services to qualified applicants depends on productive relationships developed between TDLWD staff and employers. Promoting TDLWD services is the primary way staff members develop those relationships to their fullest potential. Our team members work intensively to accomplish the following goals: (1) to enhance relationships with employers currently served through Job Service and Unemployment Insurance Programs; (2) to develop job opportunities for job applicants by persuading more employers to list job openings in the statewide computerized job bank; (3) to assist employers in recruiting qualified workers; (4) to provide services requested by employers based on their specific needs; (5) to participate in community efforts that promote labor exchange and educational opportunities for employers and community based educational meetings; and (6) to promote maximum use of TDLWD services.

Two additional programs, mentioned earlier are the Governor's FastTrack Initiative and the Incumbent Worker Training Program that are partnerships with Economic and Community Development the Governor's FastTrack Initiative, accomplishes many of the goals of the state's workforce effort. The program is customer driven, highly responsive, and provides a seamless, integrated, one-stop partnership with many departments and agencies. The roll of Employment and Workforce Development is to provide training assistance for new employees who need to improve their skill sets, to better meet the requirements of the new or expanding employer. Within Economic and Community Development's presentation to the potential employer, Labor is afforded the opportunity to showcase the specific services provided by the existing One-Stop Career Center System and the Department of Labor and Workforce Development through both Wagner-Peyser and The Workforce Investment Act.

The Incumbent Worker Training Program is directed at existing employers who have been in business, in Tennessee, for at least one year. This program is demand-driven, highly flexible, cost effective, addresses the constant need for training necessary to maintain a strong and healthy business posture, and promotes improved profitability. The program provides training assistance in the form of reimbursement for specific training cost such as instructor wages, books and manuals, tuition cost, and curriculum development. Incumbent Worker Training Program is administrated through the local Administrative Entity.

**3. Streamline administration of Federal tax credit programs within the One-Stop system to maximize employer participation? (20 CFR part 652.3(b), §112(b)(17)(A)(i).)**

TDLWD plans to continue its efforts to maximize employer participation in the Work Opportunity Tax Credit (WOTC) and the Welfare-to-Work Tax Credit (WtWTC) Programs through the marketing and promotional efforts of the program coordinator and local office staff across the state. Periodic press releases will be made and information will be presented in the “Dateline: Labor & Workforce Development.” In-person presentations will be made before WEOCs and other employer groups. A video presentation is available for meetings and television promotion. Radio interviews will continue.

Both programs are designed to prevent duplication of services. There is opportunity to improve the effectiveness of the portion of the program provided through Employment and Workforce Development. Better utilization of funding and improved accessibility for the employer will enhance the state’s attractiveness.

**G. Innovative Service Delivery Strategies (§112(b)(17)(A).)**

**1. Describe innovative service delivery strategies the State has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key State goals. Include in the description the initiative’s general design, anticipated outcomes, partners involved and funds leveraged (e.g., title I formula, Statewide reserve, employer contributions, education funds, non-WIA State funds).**

In accordance with the provisions of Title V of the Older Americans Act of 1965, (OAA) as amended November 13, 2000, the TDLWD administers the Senior Community Service Employment Program (SCSEP) in compliance with the federal provisions. The funding for SCSEP is annually dispensed from the United States Department of Labor, Employment and Training Administration (ETA). TDLWD is required to apply for this funding annually, and is the governing entity responsible for the allocation of the funds to state sub-contractors. As a mandated partner of the Workforce Investment Act, Tennessee has ensured that the SCSEP services are fully integrated into the workforce development system.

As a direct result of an aging workforce population, required adjustments to our way of thinking about untapped resources in Tennessee’s labor pool. The SCSEP program in Tennessee has been

strengthened due to the continued collaboration and coordination with the career center system. In order to meet the demand of this special population, community outreach initiatives, and job fairs are developed to provide employment opportunities for the mature worker. The success of these collaborative efforts is due to the partnerships that exist between our SCSEP sub-contractors, national contractors, and community programs which contribute to the economic prosperity of this population.

TDLWD requires that each of the six sub-contractors submit an annual project proposal outlining the programmatic services and administrative functions, inclusive of financial administration and budget, for the upcoming program year. The state currently administers 246 participant slot positions as designated by USDOL, and equitably distributes these positions to our state sub-projects.

The TDLWD SCSEP grantee recognizes that the Tennessee's Career Center System serves as the storefront through which workforce investment services are delivered to business and individuals across the state. Tennessee SCSEP sub-grantees project representatives are required to serve on Local Workforce Investment Area Boards along side representatives of economic development organizations. This opportunity provides the coordination of services necessary to highlight Tennessee's integrated vision for promoting and serving older workers. The program's vision is to bring the necessary stakeholders together to work toward an innovative and fully integrated workforce development program.

Several career centers serve as community service work-based training sites for SCSEP participants participating in work experience training. These older worker trainees learn new skills and offer assistance at the career center sites. TDLWD SCSEP Project Directors are on staff each week for one day at their local one stop career center. They are available for workshops and for older persons seeking employment. Our sub-grantee in Memphis, Senior Services, serves as a satellite Career Center in Local Workforce Investment Area 13, which serves Shelby and Fayette counties. While specializing in services to seniors, the satellite serves individuals of all ages. In Local Area 13, a full-time WIA staff person based at this office works closely with the SCSEP staff. Appropriate Title V participants are co-enrolled in the WIA system. A part-time

Another target population that TDLWD has considered to reach is the "Baby Boomer" generation. As retirement approaches for most of this population, a new chapter begins in flight. The definition of retirement is changed as we prepare the career center system for customers who offer a variety of expert skills and are still up for the challenge of today's workforce. In 2005, TDLWD developed the "Baby Boomer" website. The website is a resource tool for organizations and associations that offer services to older individuals who want a career in the retirement years.

**2. If your State is participating in the ETA Personal Re-employment Account (PRA) demonstration, describe your vision for integrating PRAs as a service delivery alternative as part of the State's overall strategy for workforce investment.**

Tennessee is not currently participating.

**H. *Strategies for Faith-based and Community Organizations* (§112(b)(17)(i).)** Reaching those most in need is a fundamental element of the demand-driven system's goal to increase the pipeline of needed workers while meeting the training and employment needs of those most at risk. Faith-based and community organizations provide unique opportunities for the workforce investment system to access this pool of workers and meet the needs of business and industry. Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system; and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the One-Stops in the State. Outline those action steps designed to strengthen State collaboration efforts with local workforce investment areas in conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the State's workforce investment areas to help meet the objectives of the Workforce Investment Act.

#### **Effective Utilization of Faith Based and Community Based Organizations**

With the creation of the Office of The Faith-Based and Community Organizations Initiative, a paradigm shift occurred in federal government. Previously existing barriers to federal funding were eliminated and the playing field was leveled to foster partnerships for non-traditional stakeholders. As a result, assistance of individuals, families, and communities who battle social distress can transform with the opportunity to participate fully in social assistance programs. TDLWD has progressively implemented a workforce system of services that collaborate with faith based and community organizations to target these most in need populations.

In PY 2005, TDLWD engaged in a Memorandum of Understanding with the Division of Employment and Training, U.S. Department of Labor, and Center for Faith-Based and Community Initiatives to implement SHARE Network Tennessee. The project consists of two components. The first component is the free online resource directory that provides Tennesseans with statewide social service information on government agencies, faith-based institutions, and community based organizations. The second component is the development of Career Center Access Points in pre-selected community and faith-based locations throughout the state. The goal of this initiative is to provide Tennesseans with accessible linkages to the career center system as well as other social services necessary to improve employment outcomes

The SHARE Network online resource directory consists of a database of government and community organizations providing social service assistance to individuals in need. One of the distinct features of the website is a referral system available to organizations that are current members of the online directory. During the implementation of the SHARE Network resource directory, TDLWD recognized the existence of another statewide web-based social service directory – Tenn Help.

The Tenn Help project was developed through a partnership between the Tennessee Alliance for Legal Services, the National Association of Social Workers, and the Tennessee Department of Children Services. The website offers a user-friendly link to social service agencies throughout Tennessee. TDLWD is in the process of establishing a partnership with Tenn Help that will link both social service directories and provide Tennesseans with a multi-system linkage to community services.

There are currently (4) four local workforce investment areas establishing SHARE Network Access Points this year. Each local workforce area pre-selected faith based and community organizations that identified and targeted the most in need populations within their respective communities. Organizations that provide social service assistance to low income families, minorities, senior citizens, at risk youth populations, ex-offenders, and other special needs groups were selected as pilot projects. An example of one of our career center access points would be the Family Children and Service Center of Covington, Tennessee. This community social service agency provides outreach services ranging from child care, family wellness education, and community health care awareness programs. The idea of this collaboration was to focus on the community's at-risk-youth population and provide an array of career development services through an alliance with local career center system.

Another style of one of our career center access points would be St. Andrews Center located in Chattanooga, Tennessee. The center serves the community as a mission, and is located in the heart of Chattanooga. St. Andrews Center extends its facility to an array of community outreach programs for the diverse population of the area. Once TDLWD has evaluated and assessed the first pilot projects of SHARE Network, the department will initiate the effort statewide.

Another goal of TDLWD is to provide a service delivery system that encompasses and targets the specific needs of distinct populations and successfully transition these individuals into gainful employment. Ex-offenders, who are released from our state correctional facilities, have several barriers to overcome in order to successfully transition back into society. TDLWD recognizes that our career center system is an essential component of this transition.

In effort to increase the accessibility of our career center system to service the special needs of ex-offenders, TDLWD in collaboration with the Tennessee Department of Correction (TDOC), has implemented several initiatives to assist ex-offenders entering the career center system. TDLWD serves as a key member of the Tennessee Reentry Collaborative, a consortium of state agencies that provide programs focused on offender reentry. Through this alliance, TDLWD has the capability of developing workforce system programs that target this special population.

In PY 2006, TDLWD established Reentry Point of Contacts (POCs) in all comprehensive career centers. These individuals were selected to provide assistance to ex-offenders entering the career center system. The POCs will also serve as a liaison between the local correctional facilities and the local career center systems. In this capacity, the POCs will provide a direct link to the career center system before and incarcerated person is released from prison.

The current year, TDLWD has made a commitment to provide career center system training to pre-release coordinators currently working in state correctional facilities. The curriculum will be

tailored to provide these coordinators with extensive knowledge of career center system services. Through these efforts TDLWD will effectively increase the accessibility of the career center system.

## **X. State Administration**

**A. What technology infrastructure and/or management information systems does the State have in place to support the State and local workforce investment activities such as a One-Stop operating system designed to facilitate case management and service delivery across programs, a State job matching system, Web-based self service tools for customers, fiscal management systems, etc.? (§§111(d)(2), 112(b)(1), and 112(b)(8)(B).)**

For technology infrastructure and MIS, we rely upon our consolidated, web-based, customer tracking system called eCMATS (Enhanced Consolidated Management Activity Tracking System). E-CMATS is a web-based electronic record collection and report producing instrument which operates using Oracle9i machine languages. The shell interfaces with internet navigators such as Internet Explorer or Netscape, and requires the continuing support of technicians, programmers, and database administrators. End-users provide the transactions (self-service, fiscal management, basic case management, etc.) which then are extracted daily, weekly, monthly, quarterly, and annually to deliver performance outcomes. The strength of this system is in its ability to integrate seemingly different program designs, such as WIA, ES, TAA, and Adult Education programs. Administrators and end-users among all these programs are utilizing eCMATS to enter and capture jobseeker and employer data for the purpose of tracking and reporting program costs, priorities, solutions, and most of all timely and accurate performance outcomes. In these ways eCMATS is the single most contributor to our seamless performance management approach to the delivery of ETA-funded programs.

Our strategy asserts that effective WIA services are not solely technical matters. Tennessee has developed front-line management strategies that drive the technology, not the other way around, so that there are fewer black boxes and fewer opportunities for duplication of services. Here is a good example in the statewide implementation of Discoverer. We understood long ago that effective service delivery requires human intervention, both pre-program and post-program. As stated earlier, e-CMATS also delivers the centralized database which interfaces with the implemented, stand-alone report application entitled 'OracleAS Discoverer.' Discoverer soon became available in each LWIA statewide to assist in the remote capture and creation of ad hoc reports. End-users are able to build ad hoc queries and display the results in a tabular layout or a cross-tabular layout. Discoverer also provides the ability to create customized reports and applying user-specific formatting options and by defining sorts, conditions, and parameters. As we soon discovered and understood, Discoverer greatly enhanced our work to further integrate WIA, Wagner-Peyser, TAA, NEG, and Adult Education programs.

**B. Describe the State's plan for use of the funds reserved for Statewide activities under WIA §128 (a)(1). Increasing use of system resources for training through targeted policies such as setting a specific percentage of WIA funding that must be devoted to training and transforming the use of WIA formula funds to**



managers. Other projects include a pilot in some of our LWIAs to profile employer positions, issue Career Readiness Certificates, fund AFL-CIO for assistance with Rapid Response meetings, and maintaining current labor market information.

**C. Describe how any waivers or workflex authority (both existing and planned) will assist the State in developing its workforce investment system. (§§189(i)(1), 189(i)(4)(A), and 192 .)**

As a unified Department administering almost all of the required partner programs, the daily policy decision making is a collaborative process. Where barriers to implementation or operation of a particular program are identified as being obstacles to achieving the Governor's, Commissioner's, or State Board's vision, waivers will be requested. Waivers are generally considered or requested after a detailed analysis of the barrier has been discussed with all state and local parties. If it is determined that the Act, and not an internal process is the root cause of the barrier, a waiver will be requested asking for specific relief. It is envisioned that this process will continue into the future.

**D. Performance Management and Accountability. Improved performance and accountability for customer-focused results are central features of WIA. To improve, states need not only systems in place to collect data and track performance, but also systems to analyze the information and modify strategies to improve performance. (See Training and Employment Guidance Letter (TEGL) 15-03, Common Measures Policy, December 10, 2003.) In this section, describe how the State measures the success of its strategies in achieving its goals, and how the State uses this data to continuously improve the system.**

**1. Describe the State's performance accountability system, including any state-system measures and the state's performance goals established with local areas. Identify the performance indicators and goals the State has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. For each of the core indicators, explain how the State worked with local boards to determine the level of the performance goals. Include a discussion of how the levels compare with the State's previous outcomes as well as with the State-adjusted levels of performance established for other States (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program and the services to be provided. Include a description of how the levels will help the State achieve continuous improvement over the two years of the Plan. (§§112(b)(3) and 136(b)(3).)**

Tennessee's performance accountability system focuses on key strategic goals of its workforce development program, continuously evaluates performance outcomes, and provides strategic and operational information for policy makers and managers in the decision making process. Our performance system operates in the light of major long term goals as follows:

- Promote Partnership with Employers

- Implement Cost Effective and Efficient Delivery of Services
- Provide Leadership to all Tennessee Local Workforce Agencies
- Provide Guidance to all Tennessee Local Workforce Agencies
- Implement Common Measures throughout the Workforce Development System

Our performance system understands, moreover, that long term strategic goals also consist in targeted levels of performance which, when measured against outcomes, then are used to tell us what we are accomplishing, whether the program is benefiting our citizens, and why things happen the way they do. This means that our performance system blends evaluation data with key measurement indicators, specifically the common measurement indicators, to tell us what the value of our WIA program is. It should be noted, as well, that Tennessee has implemented internal performance level indicators, which are used to systematically assess how we are doing, beyond the GPRA standards. These indicators are observed and maintained across all programs in the Tennessee Department of Labor and Workforce Development. Among the indicators we have introduced and presently monitor, are the percent of data trackers submitted and resolved, the count of incumbent worker trainees serviced during the quarter, the count of performance negotiations completed, and the percent of WorkKeys certificates issued per quarter.

Presently the performance unit is delivering a common performance measurement system which effectively interacts with all LWIAs, Career Centers, and affiliate sites, in order to ensure continuous improvement and integrated performance management. Quarterly performance reports focusing on the common performance measures (as defined in TEGL 17-05) are delivered on a regular basis to specific and highly capable performance contacts statewide. Performance outcomes are reviewed and monitored in systematic and timely ways in order to provide guidance and assistance in the most effective manner possible. In March 2006, we completed extensive and formal performance, data management, and integrated program trainings statewide (in direct consultation with ETA, Region 3) and at the present instant are continuing to deliver statewide trainings regarding performance management and data management in the light of common performance outcomes. These trainings are undertaken to further enhance our work to effectively control administrative costs and to respond in a timely manner to rapidly changing economic conditions across the state. The table attached identifies the state adjusted common performance levels for PY 2005, PY 2006, while PY 2007 and PY 2008 levels are to be determined in upcoming negotiations with Region 3 staff.

The negotiation process leading to the establishment and implementation of these common performance levels is systematic and based upon coordinated communications and the exchange of key economic and statistical data. This negotiation procedure is set in place with the performance unit and proceeds along the following lines:

The parties to negotiation sessions first are provided with comprehensive spreadsheets which present both historical performance data and statistical analyses for at least two (2) previous program year performance outcomes, with current performance outcomes reflected in our regular, quarterly reports. Performance teams statewide are asked to submit proposed local area performance levels, and provide support for the proposed levels by providing the following

information with sufficient details to support the proposed performance levels. The state identifies where information and/or data is not sufficient to justify the request:

- The methodology used for developing the proposed performance levels,
- Any unanticipated circumstances which impact performance levels,
- How the proposed levels will positively impact the level of customer satisfaction,
- How the proposed levels will promote continuous improvement in local area performance and regarding each performance measure, and
- How the proposed levels ensure optimal return on investment of funds.

The state office performance unit delivers the results of the negotiations to the local areas within 30 working days after receipt of the attached written request.

We understand that performance levels and outcomes may vary depending upon the factors which impact each local area, but our expectation is that local areas will submit proposed performance levels which are in line with current GPRA performance levels, and above the negotiated figures calculated for the state performance levels. The following are types of information requested from the LWIAs and which indicate factors that may be considered in the renegotiation and negotiation process:

#### Differences in Economic Conditions

- Unemployment rate
- Rate of job creation/loss
- New business start-ups

#### Characteristics of Participants

- Indicator of welfare dependency
- Indicator of educational level
- Indicator of poor work history
- Indicator of basic skills deficiency
- Indicator of disability
- Indicator of age
- Creation of “hardest-to-serve” index

#### Services to be Provided:

% WIA Title I to be spent on each category of service (core, intensive, training)

- Extent of follow-up services planned
- Extent of experimental/pilot programs
- Extent of non-Title I training money available
- Extent of demand-driven, high-growth initiatives and training procedures

#### Other Factors That May Be Considered.

- Community factors, like availability of transportation and daycare
- Policy-objective factors, like:

- Evidence of application of Baldrige criteria
- Pursuit of new or enhanced partnerships
- Piloting of new programs

**2. Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38 Chapters 41 and 42 (Veterans Employment and Training Programs) that the State tracks. (§§111(d)(2), 112(b)(3) and 136(b)(2)(C).)**

Tennessee's cyclical data and performance management strategy first seeks to understand how service procedures and processes are best delivered to targeted populations, and whether such actions truly benefit Tennesseans. To this end, e-CMATs captures data on services provided and also tracks authorizations awarded for training adult, youth, and dislocated workers. The targeted groups tracked for Employment Services are all the performance groups involved in the common measures.

Extensive data currently is captured and extracted from eCMATS in order to deliver professional reports on counts and outcomes regarding registered customers with disabilities. This is made evident by our recently completed association with the TNCEP project at the University of Tennessee; the TNCEP project completed a comprehensive project to enhance the workforce development emphasis upon serving individuals with significant disabilities.

Our present focus regarding the deliver of services to individuals with disabilities consists in the recent implementation of the Disability Navigator program, statewide. The central focus and accountability strategy is in sustaining services for job seekers with significant disabilities.

Sustainability and performance accountability offered through the network of Tennessee Career Centers is the purpose of this project. The critical elements include:

- Building and supporting disability employment partners (Education, VR, Social Security, Transportation, MR/DD, MHDD) and employers to create a unified, collaborative approach to services by reducing system barriers and duplication of services.
- Maintaining highly trained, qualified staff of Navigators whose responsibility is to coordinate employment services (discovery, job development, placement, and job seeker/employer supports), and link with existing disability employment providers for ongoing employment supports for each job seeker.
- Engaging Career Center managers who act to include the Navigator in career center operations, assist with partnership development, provide over site to the navigators performance, and act to increase universal access (programmatic and physical) to all people with disabilities seeking services.
- Ongoing Training and Technical Assistance to Navigators and Career Center staff to enhance career performance and to build capacity for career centers to be universally accessible.

- Program Evaluation that focuses on process, impact, satisfaction, and return on investment. Tracking and reporting elements are key to highlighting progress, reporting trends, and using data as a foundation for problem solving, decision making, and accountability.

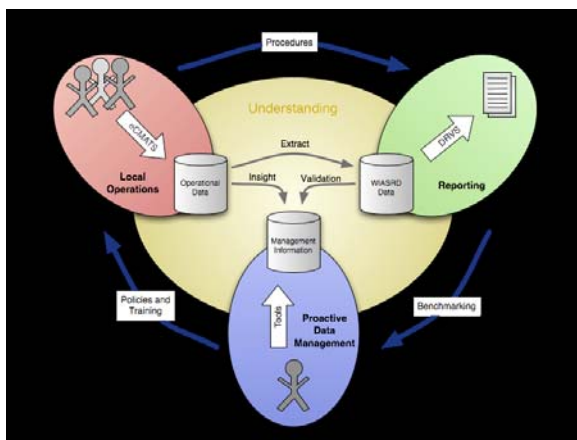
**3. Identify any performance outcomes or measures in addition to those prescribed by WIA and what process the State is using to track and report them?**

In addition to the core and common performance outcomes systematically tracked through eCMATS, our performance accountability system also places great emphasis upon capturing and reporting outcomes regarding disability, race, ethnicity, sex, and age. We are continually extracting information from eCMATS which provides information for reporting outcomes on all WIASRD and Data Validation data elements.

It should be noted, as well, that Tennessee has implemented internal performance level indicators, which are used to systematically assess how we are doing, beyond the GPRA standards. These indicators are observed and maintained across all programs in the Tennessee Department of Labor and Workforce Development. Among the indicators we have introduced and presently monitor, are the percent of data trackers submitted and resolved, the count of incumbent worker trainees serviced during the quarter, the count of performance negotiations completed, and the percent of WorkKeys certificates issued per quarter.

**4. Describe the State’s common data system and reporting processes in place to track progress. Describe what data will be collected from the various One-Stop partners (beyond that required by DOL), use of quarterly wage records (including how your State accesses wage records), and how the Statewide system will have access to the information needed to continuously improve. (§112(b)(8)(B).)**

To get answers to the important performance and evaluation questions, we rely heavily upon our cyclical data management and information management strategy. This ensures that the delivery of services to Tennesseans is a real intervention, rather than a merely technical issue, as follows:



eCMATS plays a central role in this strategy, but it is not the only, and not even the most important role. Yet, eCMATS is our excellent data system used to support the reporting processes for WIASRD, and the upcoming WISPR/WISRD system; it is the consolidated, web-based, customer tracking system called eCMATS (Enhanced Consolidated Management Activity Tracking System). eCMATS is a web-based electronic record collection and report producing instrument which operates using Oracle9i machine languages. The shell interfaces with internet navigators such as Internet Explorer or Netscape, and requires the continuing support of technicians, programmers, and database administrators. End-users provide the transactions which then are extracted daily, weekly, monthly, quarterly, and annually to deliver performance outcomes. A major element of these transactions is the interaction between our ESCOT system and eCMATS, in order to transfer source earnings data to eCMATS. This method is based upon quarterly updates to employee earnings, as entered by employers and staff to ensure the accurate delivery of earnings data. Earnings data then is extracted virtually, then used to automatically report earnings. The strength of this system is in its ability to integrate seemingly different program designs, such as WIA, ES, TAA, NEG, and Adult Education programs. Administrators and end-users among all these programs are utilizing eCMATS to enter and capture jobseeker and employer data for the purpose of tracking and reporting program costs, priorities, solutions, and most of all timely and accurate performance outcomes. In these ways eCMATS is an important contributor to our seamless performance management approach to the delivery of ETA-funded programs.

**5. Describe any actions the Governor and State Board will take to ensure collaboration with key partners and continuous improvement of the Statewide workforce investment system. (§§111(d)(2) and 112(b)(1).)**

Our future-looking performance system recently has completed participation in the EMILE/WISPR feasibility project. Our understanding has been to be prepared for changes, rather than to wait for changes that may introduce themselves at any moment. Our participation in this project has positioned the Tennessee Department of Labor and Workforce Development to be at the forefront of implementing the WISPR reporting system. In fact, our reporting system presently lacks just two (2) data elements in order to fully deliver a single report across all program areas identified by the project. We also are active presenters in the continuing Data Element Validation roundtables nationally, as well as active presenters in the continuing 'Common Measures, Common Message' national trainings scheduled for later this year. The Governor and the State Board have enthusiastically supported these activities, and continue to assert their leadership in national issues.

**6. How do the State and local boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the State take if performance falls short of expectations? How will the State and Local Boards use the review process to reinforce the strategic direction of the system? (§§111(d)(2), 112(b)(1), and 112(b)(3).)**

Part of the driving force behind our performance accountability system is our present policy statement ([Memorandum Number EWD 02-23 Change 2](#)) regarding incentives or sanctions based upon rolling 4-quarter performance outcomes.

For consideration of incentives or sanctions, evaluation of performance will be based on the extent that [One Stops](#) meet, or fall below [their](#) negotiated performance levels. For each performance measure, the percentage by which the One-Stop meets their negotiated performance level will be calculated. Local incentive grant funds awarded may be used for any activities allowed under WIA Title I. Incentive awards based on outcomes for the Program Year 2005 will be split into two award categories:

- Percent Attainment/Number of Successful Completers
- Cumulative Program/Percent of Population Served

Each measure is considered complete once four cumulative quarters of data are available, [as specified by common performance measure timelines](#). Award amounts will be calculated at each quarter and paid at the end of the second quarter of the following program year (the same time frame for award category “B.”)

- In order to qualify for an incentive award, the following criteria must be met:
- The award is based on only the measures where actual performance is at or above 100 percent of the set goal for each measure.
- [In addition, the area must not fall below 80 percent of the set goal on any of the other measures. The area will be awarded based upon the extent that they achieve their goals. Awards will be based on a sliding dollar amount with the parameters of success as follows: 80 – 83, 84 – 87, and 88 – 90. LWIAs achieving 88 – 90 will be awarded at higher than those at 80 – 83.](#)
- For customer satisfaction measures, the response rate must be at or above 72 percent to be considered for an award for a customer satisfaction measure. The federal government requires the state to meet a 70 percent response rate.

For each measure in which a number of exiters is calculated (entered employment, retention, etc.) the [area](#) will receive a set dollar amount (to be based on funds available) multiplied by the total number of successful completers for that measure. For measures that do not calculate a number of exiters (customer satisfaction, skill attainment and earnings change, etc.) awards will be calculated by multiplying a set amount of funds with the number of percentage points exceeding 100 percent. (There will be a cap set.)

Cumulative Program/Percent of Population Served once four quarters of cumulative outcomes are available for all programs the remainder of the incentive funds will be awarded. This would be the end of the second quarter of the next performance year. In order to qualify for this category of incentive funds, the [area](#) must have 100 percent cumulative program scores in four of the five program areas: Adult, Dislocated Worker, Older Youth, Younger Youth, and Customer Satisfaction.

A lump sum bonus will be awarded on the percentage of population served. The state will calculate the number of total population in the area by the number of total enrollees and rank qualifying areas using the economic factors utilized for fund allocations.

Those serving the largest percentage would receive the highest funds. These awards will range from \$5,000 to \$20,000 by comparing eligible [outcomes](#). The state has implemented mandatory technical assistance site visits as a “sanction” since WIA began. The state will continue to impose a sanction on any LWIA not meeting a 100 percent cumulative program score in at least three of the program areas. This state sanction policy is being implemented in accordance with the guidance in Federal Register 666.420.

Please note that achieving less than [80](#) percent on any one goal will not result in a sanction. However, [they](#) will not qualify for incentive category “A” if any measure is not achieved at 80 percent of the set goal. This policy was presented to the State Workforce Development Board on [December 1, 2006](#), for approval. Board members discussed the policy as presented in draft form and voted unanimously to accept as written. And the State Workforce Development Board of Directors is continuously reviewing the incentive or sanction policy to account for rapidly changing economic and demographic factors.

[See attachment R - Incentive and Sanctions Policy](#)

**7. What steps, if any, has the State taken to prepare for implementation of new reporting requirements against the common performance measures as described in Training and Employment Guidance Letter (TEGL), 15-03, December 10, 2003, Common Measures Policy? In addition, what is the State’s plan for gathering baseline data and establishing performance targets for the common measures? NOTE: ETA will issue additional guidance on reporting requirements for common measures.**

Good examples of our seamless approach to the implementation of Common Measures are evident in our past and upcoming performance system activities. In [March 2006](#), the performance unit of the Division of Employment and Workforce Development began delivering initial training sessions which focused on the [enhancing our transition](#) from Core to Common Measures. Over the course of [two \(2\)](#) months, we delivered [three \(3\)](#) day-long training sessions which highlighted the Common Measures and increased staff skills in identifying and utilizing new data elements to be used in the data entry process in eCMATS, [for the common measures and integrated programs](#). Audiences for these training sessions included LWIA executive, administrative and support staff, ES district manager and supervisor staff, as well as TAA and VETS managers and support staff. [All](#) of these sessions involved the direct participation of ETA Regional 3 Office staff directly related to systems and performance management. Through these sessions we continued to enhance our understanding and utilization of Point of Entry and Point of Exit requirements involved in the implementation of the Common Measures. Additional training activities [presently are underway](#) which involve [all local areas in two \(2\)](#) day-long training sessions preceded by [comprehensive data element validation reviews in which all local area source documentation, in all local areas, are analyzed and discussed with key performance](#)

system and management staff and with an eye toward determining the usability of WIA data, assessing the quality assurance systems, and ensuring that data management systems are in place. Each of these events detailed both performance measures and performance targets for the following:

Adult Measures: Common	Youth Measures: Common
Entered Employment	Placement in Employment or Education
Employment Retention	Attainment of a Degree or Certificate
6-Month Average Earnings	Literacy and Numeracy Gains

The results are delivered and discussed with executive and performance management staff.

Looking forward, our performance accountability system continues to create source extract files for the WIASRD, quarterly, and annual reports to ETA.

**8. Include a proposed level for each performance measure for each of the two program years covered by the Plan. While the plan is under review, the state will negotiate with the respective ETA Regional Administrator to set the appropriate levels for the next two years. At a minimum, states must identify the performance indicators required under section 136, and, for each indicator, the State must develop an objective and quantifiable performance goal for two program years. States are encouraged to address how the performance goals for local workforce investment areas and training provides will help them attain their statewide performance goals. (§§112(b)(3) and 136.)**

Our performance outcome levels for PY 2007 and PY 2008 will be determined in our upcoming negotiations with the ETA Region 3 Office staff. (See Attachment C)

The proposed state adjusted performance levels are based upon extensive outcome analyses and comparisons regarding expected outcomes on the state level and on the local level. For instance, our analyses provide us with projected performance outcomes. In similar ways, our analyses will provide projected performance outcomes when Job Service records are included in both local and state performance reports; as well as when the same records are excluded in both local and state performance reports. These types of summative evaluations will play a big role in our upcoming performance level negotiations.

See Attachment C – PY 2007 through PY 2008 Performance Table

## **E. Administrative Provisions**

**1. Provide a description of the appeals process referred to in §116(a)(5)(m).**

A unit of general local government (including a combination of such units) or grant recipient that requests but is not granted designation of an area as a local area under Section 116 (a) (2) or (3) of the Workforce Investment Act may appeal such decision to the State Workforce Board. Such appeal must be submitted within ten (10) business days from the date the Governor denied a request for such designation. The appeal must include the reason for appeal; the geographic area requesting designation; the specific section of the Workforce Investment Act that stipulates such designation is acceptable; the signature of concurrence with the appeal from each local elected official effected; and a justification establishing a reason why such designation is a more advantageous to the citizens of the State of Tennessee than existing or proposed designated areas.

The State Board shall review such appeal, and may, at the discretion of the Chairperson, hold a hearing with the appealing parties. In all instances, at the next regularly called meeting after the receipt of the appeal the Board shall review and approve or reject the appeal. At the discretion of the Chairperson, a special called meeting of the Board may be conducted if determined by the Governor to be in the best interest of the citizens of Tennessee.

If the appeal is rejected, the appealing parties may submit a request for designation to the United States Department of Labor. The ruling of the Secretary is final.

## **2. Describe the steps taken by the State to ensure compliance with the non-discrimination requirements outlined in §188.**

The Department of Labor and Workforce Development assures compliance with WIA Section 188 through several processes. First, each local area is reviewed on an annual basis to ensure compliance with all statutory and regulatory provision applicable under the Act. Secondly, the Director of Affirmative Action and EEO for the Department is responsible for ensuring that all programs and services comply with all laws, rules, regulations, and policies covering non-discrimination. Training is routinely provided to Departmental and local workforce investment area staff to ensure they are trained and understand the applicable and appropriate process to follow with regard to the administration of federal programs and the rights afforded to beneficiaries.

Our present focus regarding the deliver of services to individuals with disabilities consists in the recent implementation of the Disability Navigator program, statewide. The central focus and accountability strategy is in sustaining services for job seekers with significant disabilities.

Sustainability and performance accountability offered through the network of Tennessee Career Centers is the purpose of this project. The critical elements include:

- Building and supporting disability employment partners (Education, VR, Social Security, Transportation, MR/DD, MHDD) and employers to create a unified, collaborative approach to services by reducing system barriers and duplication of services.

- Maintaining highly trained, qualified staff of Navigators whose responsibility is to coordinate employment services (discovery, job development, placement, and job seeker/employer supports), and link with existing disability employment providers for ongoing employment supports for each job seeker.
- Engaging Career Center managers who act to include the Navigator in career center operations, assist with partnership development, provide over site to the navigators performance, and act to increase universal access (programmatic and physical) to all people with disabilities seeking services.
- Ongoing Training and Technical Assistance to Navigators and Career Center staff to enhance career performance and to build capacity for career centers to be universally accessible.
- Program Evaluation that focuses on process, impact, satisfaction, and return on investment. Tracking and reporting elements are key to highlighting progress, reporting trends, and using data as a foundation for problem solving, decision making, and accountability.

## **XI. Assurances**

1. The State assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under sections 127 and 132. (§112(b)(11).)
2. The State assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that –
  - The State has implemented the uniform administrative requirements referred to in section 184(a)(3);
  - The State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and
  - The State has taken appropriate action to secure compliance with section 184(a)(3) pursuant to section 184(a)(5). (§184(a)(6).)
3. The State assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the State, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this Plan. (§112(b)(12)(B).)
4. The State assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities authorized in chapters 41 and 42 of Title 38 US code. The State assures that it will comply with the veterans priority established in the Jobs for Veterans Act. (38 USC 4215.)

5. The State assures that the Governor shall, once every two years, certify one local board for each local area in the State. (§117(c)(2).)

6. The State assures that it will comply with the confidentiality requirements of section 136(f)(3).

7. The State assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§181(b)(7).)

8. The State assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a Methods of Administration has been developed and implemented (§188.)

9. The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (§185.).

10. The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:

- General Administrative Requirements:

- 29 CFR part 97 --Uniform Administrative Requirements for State and Local Governments (as amended by the Act)

- 29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act

- OMB Circular A-87 --Cost Principles (as amended by the Act)

- Assurances and Certifications:

- SF 424 B --Assurances for Non-construction Programs

- 29 CFR part 37 --Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR § 37.20-CFR part 93 --Certification Regarding Lobbying (and regulation)

- 29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)

- Special Clauses/Provisions:

- Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.

11. The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.

12. The State certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.

13. The State certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.

14. The State assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.

15. The State certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.

16. As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

- Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I --financially assisted program or activity;
- Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;
- Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
- The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age;
- Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

The grant applicant also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

17. The State assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor Guidance implementing these laws, and all other applicable Federal and State laws and regulations.

**ETA REGIONAL ADMINISTRATORS**

February 2007

**REGION 1 – BOSTON/NEW YORK**

Grace A. Kilbane  
Regional Administrator  
U.S. Department of Labor/ETA  
JFK Federal Building  
Room E-350  
Boston, Massachusetts 02203  
(617) 788-0170  
FAX: 617-788-0101  
[Kilbane.Grace@dol.gov](mailto:Kilbane.Grace@dol.gov)

**REGION 2 – PHILADELPHIA**

Lenita Jacobs-Simmons  
Regional Administrator  
U.S. Department of Labor/ETA  
The Curtis Center  
170 South Independence Mall West  
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Philadelphia, Pennsylvania 19106-3315  
(215) 861-5205  
FAX: 215-861-5260  
[Jacobs-simmons.lenita@dol.gov](mailto:Jacobs-simmons.lenita@dol.gov)

**REGION 3 – ATLANTA REGION**

Helen Parker  
Regional Administrator  
U.S. Department of Labor/ETA  
Atlanta Federal Center Rm. 6M12  
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Atlanta, Georgia 30303  
(404) 562- 2092  
FAX: 404-562-2149  
[parker.helen@dol.gov](mailto:parker.helen@dol.gov)

**REGION 4 - DALLAS/DENVER**

Joseph C. Juarez  
Regional Administrator  
U.S. Department of Labor/ETA  
Federal Building, Rm. 317  
525 Griffin Street  
Dallas, Texas 75202  
(214) 767-8263  
FAX: 214-767-5113  
[Juarez.joseph@dol.gov](mailto:Juarez.joseph@dol.gov)

**REGION 5 - CHICAGO/KANSAS CITY**

Byron Zuidema  
Regional Administrator  
U.S. Department of Labor/ETA  
230 S. Dearborn Street, Rm. 628  
Chicago, Illinois 60604  
(312) 596-5400  
FAX: 312-596-5401  
[Zuidema.byron@dol.gov](mailto:Zuidema.byron@dol.gov)

**REGION 6 -SANFANCISCO/SEATTLE**

Richard Trigg  
Regional Administrator  
U.S. Department of Labor/ETA  
71 Stevenson Street, Rm. 830  
San Francisco, California 94119-3767  
(415) 975-4610  
FAX: 415-975-4612  
[trigg.richard@dol.gov](mailto:trigg.richard@dol.gov)

Tennessee Department of Labor and Workforce Development

**PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES**

Name of WIA Title I grant Recipient Agency:

**Tennessee Department of Labor and Workforce Development**

Address: **8<sup>th</sup> Floor, Andrew Johnson Tower**  
**710 James Robertson Parkway**  
**Nashville, TN 37243**

Telephone Number: **615.741.6642**

Facsimile Number: **615.741.5078**

E-mail Address: [james.neeley@state.tn.us](mailto:james.neeley@state.tn.us)

Name of State WIA Title I Administrative Agency (if different from the Grant Recipient):

Address:

Telephone Number:

Facsimile Number:

E-mail Address:

Name of WIA Title I Signatory Official: **James Neeley, Commissioner**

**Tennessee Department of Labor and Workforce Development**

Address: **8<sup>th</sup> Floor, Andrew Johnson Tower**  
**710 James Robertson Parkway**  
**Nashville, TN 37243**

Telephone Number: **615.741.6642**

Facsimile Number: **615.741.5078**

E-mail Address: [james.neeley@state.tn.us](mailto:james.neeley@state.tn.us)

Name of WIA Title I Liaison: **James Neeley, Commissioner**

**Tennessee Department of Labor and Workforce Development**

Address: **8<sup>th</sup> Floor, Andrew Johnson Tower**  
**710 James Robertson Parkway**  
**Nashville, TN 37243**

Telephone Number: **615.741.6642**

Facsimile Number: **615.741-5078**

E-mail Address: [james.neeley@state.tn.us](mailto:james.neeley@state.tn.us)

**Attachment B (cont.)**

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:

**Tennessee Department of Labor and Workforce Development**

Address: **8<sup>th</sup> Floor, Andrew Johnson Tower**  
**710 James Robertson Parkway**  
**Nashville, TN 37243**

Telephone Number: **615.741.6642**

Facsimile Number: **615.741.5078**

E-mail Address: [james.neeley@state.tn.us](mailto:james.neeley@state.tn.us)

Name and title of State Employment Security Administrator (Signatory Official):

**James Neeley, Commissioner**

Address: **8<sup>th</sup> Floor, Andrew Johnson Tower**  
**710 James Robertson Parkway**  
**Nashville, TN 37243**

Telephone Number: **615.741.6642**

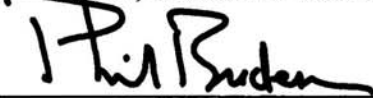
Facsimile Number: **615.741.5078**

E-mail Address: [james.neeley@state.tn.us](mailto:james.neeley@state.tn.us)

As the Governor, I certify that for the State of Tennessee, the agencies and officials designated above have been duly designated to represent the State in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Phil Bredesen, Governor of Tennessee



4-24-07

Signature of Governor

Date

## Attachment C

Tennessee WIA and Wagner-Peyser Proposed Performance Levels: Program Years 2007 & 2008					
PERFORMANCE GROUP		PY 2005	PY 2006	PY 2007	PY 2008
<b>1. Entered Employment Rate</b>					
Program of Participation	Wagner-Peyser Act Program	*	66.8	64	64
	WIA Adult Program	81	83	84	85
	WIA Dislocated Worker Program	85	86	86.5	87.5
	WIA Older Youth Program	71	72	73	74
<b>2. Employment Retention Rate</b>					
Program of Participation	Wagner-Peyser Act Program	*	82	80	80
	WIA Adult Program	84	85	85	86
	WIA Dislocated Worker Program	91.5	92.5	92.5	93
	WIA Older Youth Program	82.5	83.5	84	85
<b>3. Earnings Change/Average Earnings and Older Youth Earnings Increase</b>					
Program of Participation	Wagner-Peyser Act Program	*	\$10,700	\$10,250	\$10,500
	WIA Adult Program	\$3,300	\$12,240	\$12,340	\$12,440
	WIA Dislocated Worker Program	-\$2,000	\$14,000	\$14,100	\$14,150
	WIA Older Youth Program	\$3,000	\$3,100	\$3,300	\$3,400
<b>4. WIA Employment and Credential</b>					
Program of Participation	WIA Adult Program	74	75	65	66
	WIA Dislocated Worker Program	74	75	73	74
	WIA Older Youth Program	55	56	57	58
<b>5. WIA Younger Youth Measures</b>					
Younger Youth (14 - 18)	Diploma or Equivalent Rate	66	67	69	70
	Skill Attainment Rate	87	88	89	90
	Retention Rate	63	64	65	66
<b>6. Customer Satisfaction</b>					
Customer Satisfaction	Participant ASCI	80	81	82	83
	Employer ASCI	79	80	81	82
Note: Statewide grant program performance results excluded. * Shaded items not applicable.					

April 30, 2007



STATE OF TENNESSEE  
**EXECUTIVE ORDER**  
BY THE GOVERNOR

No. 6

**AN ORDER ESTABLISHING THE GOVERNOR'S JOBS CABINET**

**WHEREAS**, building and maintaining a strong, vibrant economy is critical to the future of this great state; and

**WHEREAS**, developing a successful economy to serve this state in the coming years requires that we attract and retain the types of better-paid, higher-skilled jobs that are crucial to competing in the global economy; and

**WHEREAS**, while many departments and agencies of state government impact the state's ability to attract and retain jobs, there is currently no centralized organization to coordinate and focus the work of those departments and agencies; and

**WHEREAS**, meeting the goal of maximizing Tennessee's effectiveness in attracting and retaining better-paying, higher-skilled jobs demands that we better coordinate our efforts across all of state government.

**NOW THEREFORE**, I, Phil Bredesen, Governor of the State of Tennessee, by virtue of the power and authority vested in me by the Tennessee Constitution and law, do hereby order and direct that:

1. The Governor's Jobs Cabinet is hereby established. The Jobs Cabinet is charged with coordinating and focusing the state's efforts to attract and retain better-paying, higher-skilled jobs.
2. The Jobs Cabinet shall take such action as is needed to fulfill its charge. In performing its work, the Jobs Cabinet shall give proper consideration to a broad range of approaches to the challenge of job creation, including but not limited to the development and implementation of both short and long term job creation strategies and the targeting of specific industries for particular regions of Tennessee.
3. The Jobs Cabinet shall have twelve (12) members, consisting of the following individuals:
  - a. The Commissioner of the Department of Economic and Community Development;
  - b. The Commissioner of the Department of Agriculture;
  - c. The Commissioner of the Department of Education;
  - d. The Commissioner of the Department of Environment and Conservation;
  - e. The Commissioner of the Department of Labor and Workforce Development;
  - f. The Commissioner of the Department of Tourist Development;
  - g. The Commissioner of the Department of Transportation;
  - h. The President of the University of Tennessee;

- i. The Executive Director of the Tennessee Higher Education Commission;
  - j. The Chancellor of the Tennessee Board of Regents;
  - k. The President of the Tennessee Industrial Development Council;
  - l. The President of the Tennessee Chamber of Commerce and Industry.
4. The Commissioner of Economic and Community Development shall serve as the Chairperson of the Jobs Cabinet.
  5. The Jobs Cabinet shall convene for its initial meeting on March 6, 2003. Thereafter, the Jobs Cabinet shall meet at such times and places as determined by its Chairperson or by the Governor.
  6. The Jobs Cabinet shall be attached to the Department of Economic and Community Development for administrative purposes.
  7. Members of the Jobs Cabinet shall receive no compensation for their service on the Cabinet but may be reimbursed for those expenses allowed by the provisions of the comprehensive travel regulations as promulgated by the Department of Finance and Administration and approved by the Attorney General and Reporter.
  8. All Executive branch departments, agencies, boards and commissions and any other divisions of the Executive branch of state government shall fully cooperate with the Jobs Cabinet and shall provide staff support and any other assistance as requested.

IN WITNESS WHEREOF, I have subscribed my signature and caused the Great Seal of the State of Tennessee to be affixed this 6<sup>th</sup> day of March, 2003.

\_\_\_\_\_  
GOVERNOR

ATTEST:

\_\_\_\_\_  
SECRETARY OF STATE



STATE OF TENNESSEE  
**EXECUTIVE ORDER**  
BY THE GOVERNOR

No. 15

**AN ORDER ESTABLISHING THE FASTTRACK INITIATIVE**

**WHEREAS**, businesses having to compete in today's fast paced global marketplace are calling on state governments to be responsive to their inquiries and needs in a more timely manner; and

**WHEREAS**, in an effort to meet the needs of businesses that are looking to expand existing operations or to locate new operations that will result in job growth, Tennessee must be competitive with other states vying for the same investments; and

**WHEREAS**, in order for Tennessee to be competitive it must revamp its current programs, incentives and processes designed to support businesses to ensure that their needs are met in a more timely manner; and

**WHEREAS**, Executive Order No. 6 established the Jobs Cabinet for the purpose of assembling the resources of Tennessee state government and higher education in part to provide a more timely and effective response to the needs of businesses in the areas of job growth and job retention.

**NOW THEREFORE**, I, Phil Bredesen, Governor of the State of Tennessee, by virtue of the power and authority vested in me by the Tennessee Constitution and law, do hereby order and direct that:

1. The FastTrack Initiative is hereby established, under the direction of the Department of Economic and Community Development.
2. The Department of Economic and Community Development shall coordinate with the other members of the Jobs Cabinet and the Department of Revenue to insure that Tennessee remains competitive with other states in attracting and retaining new and existing businesses by continually evaluating current programs, incentives and processes designed to support business and recommending necessary rule revisions or statutory changes.
3. The objective of the FastTrack Initiative is to reduce the response time by Tennessee state agencies to specific inquiries, requests and demands from businesses interested in making an investment in job growth by using the Jobs Cabinet as an inter-agency channel of communications.

4. Agencies of the Jobs Cabinet, in addition to the Department of Revenue, shall each designate a FastTrack representative who will work closely with the Department of Economic and Community Development to ensure that all inquiries, requests and demands of businesses are handled in a timely manner.
5. The Commissioner of Economic and Community Development shall establish a FastTrack Approval Committee within ECD consisting of the Commissioner and the Department's Deputy and Assistant Commissioners to provide initial responses to requests for technical assistance, tax credits and incentives within seventy-two (72) business hours after receiving all information necessary to evaluate such requests.
6. The Department of Economic and Community Development will reorganize its current Industrial Training Service as the FastTrack Job Training Assistance Program with a goal of creating job training programs that can be tailored to meet the needs of prospective industry within five (5) business days of a written commitment of jobs investment.
7. The Department of Economic and Community Development will also reorganize its current Tennessee Industrial Infrastructure Program as the FastTrack Infrastructure Development Program with a goal of providing a more efficient approval process for infrastructure applications from communities that are seeking to support prospective industry jobs investment in Tennessee.
8. All Executive branch departments, agencies, boards and commissions and any other divisions of the Executive Branch of state government shall fully cooperate with the Department of Economic and Community Development in carrying out the mandates of this Executive Order establishing the FastTrack Initiative.

IN WITNESS WHEREOF, I have subscribed my signature and caused the Great Seal of the State of Tennessee to be affixed this 15<sup>th</sup> day of December, 2003.

\_\_\_\_\_  
GOVERNOR

ATTEST:

\_\_\_\_\_  
SECRETARY OF STATE



STATE OF TENNESSEE  
**EXECUTIVE ORDER**  
BY THE GOVERNOR

No. 7

**AN ORDER ESTABLISHING THE GOVERNOR'S CHILDREN'S CABINET**

**WHEREAS**, the children of Tennessee represent this state's greatest asset; and

**WHEREAS**, one of state government's highest priorities is to provide needed services and opportunities to our state's children; and

**WHEREAS**, the future success of our state hinges on our ability to ensure that our children are equipped with the tools and opportunities necessary to enable them to mature into well-balanced, healthy and productive members of our society; and

**WHEREAS**, this administration fully recognizes its unique position to effectuate positive changes in the lives of this state's children; and

**WHEREAS**, the work of many departments and agencies of state government and many agencies and organizations outside of state government play vital roles in promoting the welfare of Tennessee's children, and

**WHEREAS**, there is currently no centralized organization to coordinate and focus the work of those departments, agencies and organizations; and

**WHEREAS**, meeting our obligation to provide for the future of the children of the State of Tennessee demands that we better coordinate our efforts both within and outside of state government.

**NOW THEREFORE**, I, Phil Bredesen, Governor of the State of Tennessee, by virtue of the power and authority vested in me by the Tennessee Constitution and law, do hereby order and direct that:

1. The Governor's Children's Cabinet is hereby established. The Children's Cabinet is charged with coordinating and streamlining the state's efforts to provide needed services to Tennessee's children, both inside and outside of state custody. The Children's Cabinet shall take such action as is necessary to fulfill its charge. In performing its work, the Children's Cabinet shall focus on a broad range of issues and challenges, including but not limited to fighting abuse and neglect, promoting foster care and adoption, and raising public awareness of children's issues.

2. The Children's Cabinet shall have thirteen (13) members, consisting of the following individuals:
  - a. The Governor or his designate;
  - b. The Commissioner of the Department of Children's Services;
  - c. The Commissioner of the Department of Education;
  - d. The Commissioner of the Department of Health;
  - e. The Commissioner of the Department of Human Services;
  - f. The Commissioner of the Department of Mental Health and Developmental Disabilities;
  - g. The Executive Director of the Tennessee Commission on Children and Youth;
  - h. Six (6) citizens of Tennessee who have demonstrated a strong commitment to and understanding of the challenges and issues affecting Tennessee's children. These citizens shall be selected by the Governor.
3. The Governor or his designate shall serve as the Chairperson of the Children's Cabinet.
4. The Children's Cabinet shall convene for its initial meeting on March 19, 2003. Thereafter, the Children's Cabinet shall meet at such times and places as determined by its Chairperson.
5. The Children's Cabinet shall be attached to the Office of the Governor for administrative purposes.
6. Members of the Children's Cabinet shall receive no compensation for their service on the Cabinet but may be reimbursed for those expenses allowed by the provisions of the comprehensive travel regulations as promulgated by the Department of Finance and Administration and approved by the Attorney General and Reporter.
7. All Executive branch departments, agencies, boards and commissions and any other divisions of the Executive branch of state government shall fully cooperate with the Children's Cabinet and shall provide staff support and any other assistance as requested.

IN WITNESS WHEREOF, I have subscribed my signature and caused the Great Seal of the State of Tennessee to be affixed this 18<sup>th</sup> day of March, 2003.

\_\_\_\_\_  
GOVERNOR

ATTEST:

\_\_\_\_\_  
SECRETARY OF STATE



STATE OF TENNESSEE  
**EXECUTIVE ORDER**  
BY THE GOVERNOR

No. 21

**AN ORDER ESTABLISHING THE GOVERNOR'S INTERAGENCY COUNCIL  
ON HOMELESSNESS**

**WHEREAS**, the problem of homelessness has long plagued both our nation and state; and

**WHEREAS**, the existence of homelessness impacts not only those citizens who do not have access to housing, but also the economic health and quality of life of all Tennesseans; and

**WHEREAS**, many private and public agencies and organizations provide services to the homeless and attempt to address this important societal challenge; and

**WHEREAS**, effectively addressing homelessness requires collaboration among state agencies, local governments, the private sector, and service provider networks in order to coordinate program development, deliver essential services and provide housing; and

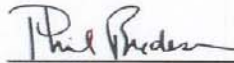
**WHEREAS**, while many state departments and agencies are impacted by and work to address the challenge of homelessness, there is currently no centralized organization to coordinate and focus the work of those departments and agencies and to ensure state government is coordinating its efforts effectively with the efforts of the federal government, local governments, the private sector, and service provider networks.

**NOW THEREFORE**, I, Phil Bredesen, Governor of the state of Tennessee, by virtue of the power and authority vested in me by the Tennessee Constitution and law, do hereby order and direct the following:

1. The Governor's Interagency Council on Homelessness ("Council") is hereby established. The Council is charged with coordinating and focusing the state's efforts to effectively address the challenge of homelessness in the state of Tennessee. As a component of this effort, the Council is also charged with working with the United States Interagency Council on Homelessness to develop a long-term plan to effectively address the homelessness challenge in Tennessee.
2. The Council shall take such action as necessary to fulfill its charge. In performing its work, the Council shall focus on a broad range of issues and challenges in combating homelessness and shall serve as a planning and policy development resource for the Governor and the state of Tennessee.
3. The following eleven (11) individuals, or their designees, shall serve on the Council:

- a. The Governor;
  - b. The Commissioner of Children's Services;
  - c. The Commissioner of Correction ;
  - d. The Commissioner of Education;
  - e. The Commissioner of Health;
  - f. The Commissioner of Human Services;
  - g. The Commissioner of Mental Health and Developmental Disabilities;
  - h. The Chairman of the Tennessee Board of Probation and Parole;
  - i. The Executive Director of the Tennessee Housing Development Agency;
  - j. The Director of TennCare;
  - k. The Commissioner of Veterans' Affairs;
4. In addition, three (3) representatives of Tennessee's Continuum of Care Agencies shall serve on the Council. These individuals shall be appointed by the Governor and shall properly reflect the racial and geographic diversity of Tennessee. These three board members shall serve renewable two (2) year terms.
  5. The Governor shall appoint a chairperson from the membership of the Council. The Council shall meet at such times and places as determined by the Chairperson.
  6. The Council may call on service providers and other professionals with expertise in the issues surrounding homelessness to assist it in its duties and make recommendations regarding its work. These individuals may include state agency staff, representatives of the state's continuum of care agencies, homelessness advocacy groups and other public and private entities as determined by the Chairperson.
  7. At the end of each fiscal year, the Council shall present the Governor with an annual report of its work.
  8. The Council shall be attached to the Department of Veterans' Affairs for administrative purposes.
  9. Members of the Council shall receive no compensation for their service on the Council but may be reimbursed for those expenses allowed by the provisions of the comprehensive travel regulations as promulgated by the Department of Finance and Administration and approved by the Attorney General and Reporter.
  10. All Executive branch departments, agencies, boards and commissions and any other divisions of the Executive branch of state government shall fully cooperate with the Council and shall provide staff support and any other assistance as requested.

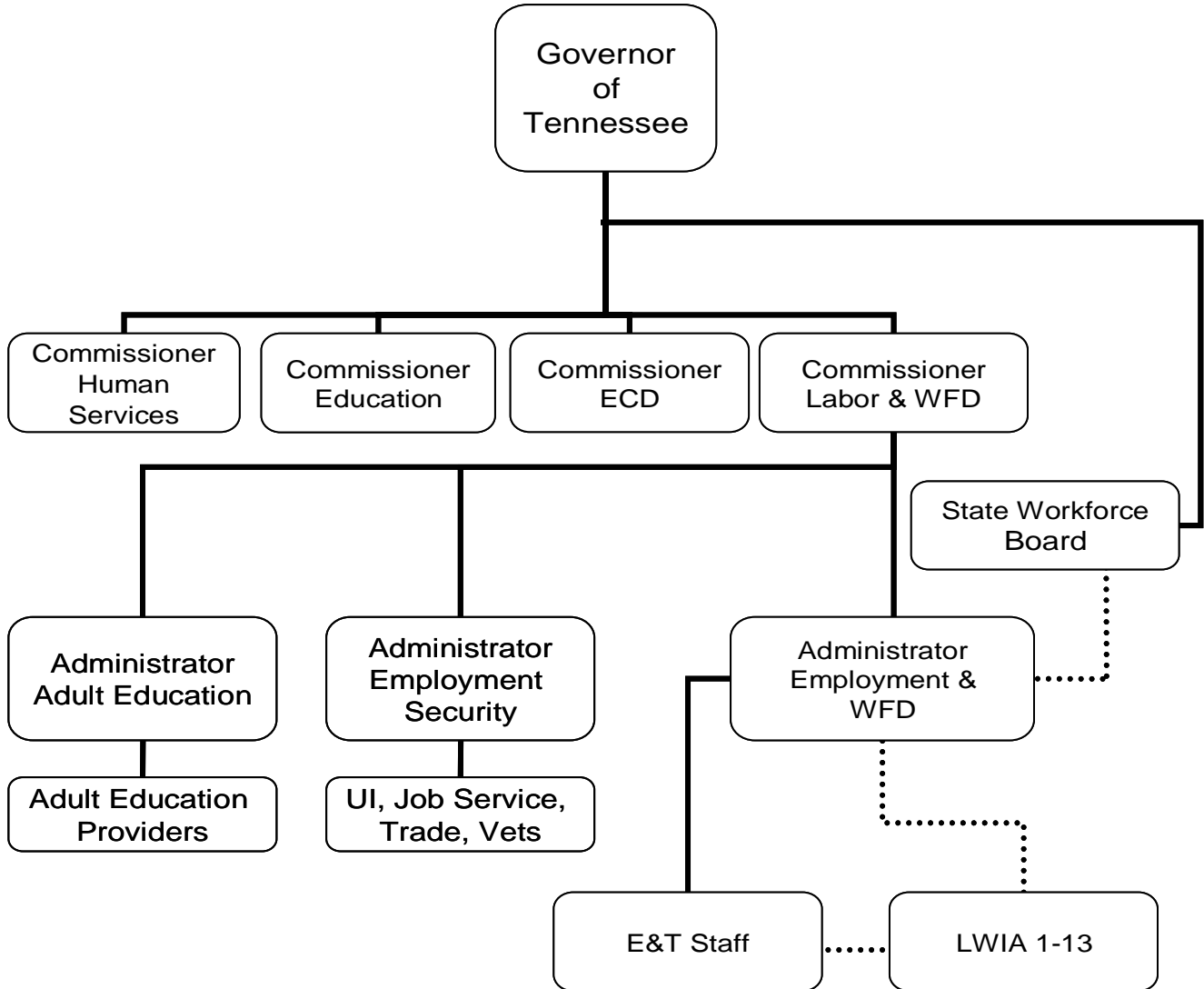
IN WITNESS WHEREOF, I have subscribed my signature and caused the Great Seal of the State of Tennessee to be affixed this 9<sup>th</sup> day of December, 2004.

  
GOVERNOR

ATTEST:

  
SECRETARY OF STATE

**Organizational Chart: Public Workforce Investment System**



Updated April 2007

### Local Workforce Investment Area 1

*Counties Served:  
Carter, Johnson, Sullivan, Unicoi,  
Washington*

*Red indicates Comprehensive Center*

	Adult Education	WIA – Alliance for Business and Training	* Tennessee Dept. of Labor & WFD	DHS – Families First	DHS – Vocational Rehabilitation	Northeast TN Customized Employment Proj	ARC of Washington County	Job Corps at Jacobs Creek	Statewide Independent Living Council of TN	TTC at Elizabethton	Upper East TN DA Comm. Service Grant	Upper East TN HAD – Snr. Comm. Service	UT – Corporate Connections
Northeast TN CC – Johnson City	X	X	X	Y	X	X	Y	Y1	Y	Y	Y	Y1	Y
Elizabethton – Carter	Y2	X	X	Y2	Y	X	Y	Y	Y	Y2	Y	Y	Y
Mountain City – Johnson	Y	X	X	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Kingsport	Y	X	X	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Bristol	Y	X	X	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
** Erwin													

LOCATIONS

SERVICES

X – Indicates service is available on-site

Y – Indicates the service is available in the county through referral

\* TN Department of Labor & Workforce Development includes Wagner Peyser, Unemployment Compensation, Veterans Programs, Trade Act, Food Stamps & Labor Market Information. UI offices are not co-located in Johnson City only.

\*\* -- Not Co-Located

1 Available at NTCC on regular basis as determined by need.

2 Located adjacent to TCC site

Updated April 2007

### Local Workforce Investment Area 2

*Counties Served:  
Claiborne, Cocke, Grainger, Greene,  
Hamblen, Hancock, Hawkins, Jefferson,  
Sevier, Union*

*Red indicates Comprehensive Center*

	WIA – Walters State Community College	* TN Dept. of Labor & WFD	DHS – Families First	DHS – Vocational Rehabilitation	Job Corps	TTC at Morristown	Douglas Cherokee Economic Authority	Morristown Housing Authority	Hamblen County Adult Education	Tennessee Opportunity Programs, Inc.	American Indian Program	Title V – Experience Works
Five Rivers CC – Talbot	X	X	Y	X	X	X	Y	Y	X	Y	Y	X
Gatlinburg – Sevier	X	X	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Dandridge – Jefferson	X	X	Y	Y	Y	Y	Y	Y	Y	Y	Y	X
Newport – Cocke	X	X	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Rogersville - Hawkins	X	X	Y	Y	Y	Y	Y	Y	Y	Y	Y	X
Greeneville - Greene	X	X	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Tazewell - Claiborne	X	X	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
** Sevierville	Y	X	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Maynardville - Union	X	Y	Y	X	Y	Y	Y	Y	X	Y	Y	Y

LOCATIONS

SERVICES

X – Indicates service is available on-site

Y – Indicates the service is available in the county through referral

TN Department of Labor & Workforce Development includes Wagner Peyser, Unemployment Compensation, Veterans Programs, Trade Act, Food Stamps & Labor Market Information.

\*\* - Not Co-located – Job Service Programs only.

Updated April 2007

**Local Workforce Investment Area 3**

Counties Served:  
Knox

*Red indicates Comprehensive Center*

	WIA – Workforce Connections	* Tennessee Dept. of Labor & WFD	DHS – Families First	DHS – Vocational Rehabilitation	Job Corps	TTC at Knoxville	Knoxville Community Development Corp.	City of Knoxville – Title V Services	Community Action Commission – CS Grant	Tennessee Opportunity Programs, Inc.	Adult Education	Pellissippi State Technical CC		
Tennessee CC - Knoxville	X	X	Y	X	X	Y	Y	Y	Y	Y	X	Y		
Heart of Knoxville C & CR	X	X	Y	Y	Y	Y	Y	Y	Y	Y	X	X		

SERVICES

LOCATIONS

X – Indicates service is available on-site  
 Y – Indicates the service is available in the county through referral  
 \* TN Department of Labor & Workforce Development includes Wagner Peyser, Unemployment Compensation, Veterans Programs, Trade Act, Food Stamps & Labor Market Information.  
 NOTE: Effective 7-1-04, the Tennessee Department of Human Services provides services through referral at all sites rather than providing on site services. The MOU for the period 7-1-04 – 6-30-05 reflects this change.  
 The MOU for the period 7-1-05 – 6-0-06 is unchanged from the previous period.

Updated April 2007

**Local Workforce Investment Area 4**

Counties Served:  
Anderson, Blount, Campbell, Cumberland, Loudon, Morgan, Monroe, Roane, Scott

*Red indicates Comprehensive Center*

	WIA – ETRFA Workforce Development	* Tennessee Dept. of Labor & WFD	DHS – Families First	DHS – Vocational Rehabilitation	Adult Education	TTC/Herriman, Jacksboro, Huntsville, Crossville	American Indian Center	Senior Employment Services	Tennessee Opportunity Programs, Inc.	Job Corps				
Tennessee CC – Crossville	X	X	Y	X	X	Y		Y	Y	Y				
Maryville – Blount	X	X	Y	Y	X			Y	Y	Y				
Jacksboro – Campbell	X	X	Y	Y	X	Y		Y	Y	Y				
Oak Ridge – Anderson	X	X	Y	Y	Y			Y	Y	Y				
Lenoir City – Loudon	X	X	Y	Y	X			Y	Y	Y				
Vonore – Monroe	X	X	Y	X	Y			Y	Y	Y				
Wartburg – Morgan	X	X1	Y	Y	X			Y	Y	Y				
Rockwood – Roane	X	X	Y	X	X	Y		Y	Y	Y				
** Oneida - Scott	X	Y	Y	Y	X	Y		Y	Y	Y				

SERVICES

LOCATIONS

X – Indicates service is available on-site  
 Y – Indicates the service is available in the county through referral  
 \* TN Department of Labor & Workforce Development includes Wagner Peyser, Unemployment Compensation, Veterans Programs, Trade Act, Food Stamps & Labor Market Information.  
 X1 - TDOL&WD there one day per week; other days referrals are made to Roane County

<p>Updated April 2007</p> <p><b>Local Workforce Investment Area</b></p> <p><b>5</b></p> <p><i>Counties Served:</i>  <i>Bledsoe, Bradley, Hamilton, Marion, McMinn, Meigs, Polk, Rhea, Sequatchie</i></p> <p><i>Red indicates Comprehensive Center</i></p>		WIA – Southeast TN Development District	* Tennessee Dept. of Labor & WFD	DHS – Families First	DHS – Vocational Rehabilitation	American Indian Center	Title V	TTC at Athens	Chatanooga State Technical CC	Adult Education	Job Corps	Chatanooga Housing Authority	Dayton Housing Authority	Greater Chattanooga Area Urban League	TN Board of Pardon and Parole
SE	SE	X	X	Y	Y	Y	X	Y	Y	Y	Y				X
SE	SE	X	X	Y	X	Y	Y	Y	X	X	Y	Y		Y	Y
**	Jasper	X	Y	Y	Y	Y	Y	Y	X	X	Y				X
**	Dayton	X	X	X	X	Y	X	Y	X	X	Y		X		X
**	Cleveland	X	X	Y	Y	Y	Y	Y	Y	Y	Y				X

LOCATIONS

SERVICES

X – Indicates service is available on-site  
 Y – Indicates the service is available in the county through referral  
 \* TN Department of Labor & Workforce Development includes Wagner Peyser, Unemployment Compensation, Veterans Programs, Trade Act, Food Stamps & Labor Market Information.  
 \*\* - Not Co-Located

<p>Updated April 2007</p> <p><b>Local Workforce Investment Area</b></p> <p><b>6</b></p> <p><i>Counties Served:</i>  <i>Bedford, Coffee, Franklin, Grundy, Lincoln, Moore, Warren</i></p> <p><i>Red indicates Comprehensive Center</i></p>		WIA – Workforce Solutions	* Tennessee Dept. of Labor & WFD	DHS – Families First	DHS – Vocational Rehabilitation	Job Corps	American Indian Center	TTC at Shelbyville							
MS	MS	X	X	X	X	X	X	Y							
	Shelbyville – Bedford	X	X					Y							
	Fayetteville – Lincoln	X	X	X	X			Y							
	McMinnville -- Warren	X	X												

LOCATIONS

SERVICES

X – Indicates service is available on-site  
 Y – Indicates the service is available in the county through referral  
 \* TN Department of Labor & Workforce Development includes Wagner Peyser, Unemployment Compensation, Veterans Programs, Trade Act, Food Stamps & Labor Market Information

<p>Updated April 2007</p> <p><b>Local Workforce Investment Area</b></p> <p><b>7</b></p> <p><i>Counties Served:</i>  <i>Cannon, Clay, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, White</i></p> <p><i>Red indicates Comprehensive Center</i></p>		WIA – Upper Cumberland HRA	* Tennessee Dept. of Labor & WFD	DHS – Families First	DHS – Vocational Rehabilitation	TTC at Livingston	Adult Education	American Indian Center	Senior Community Service Program							
Upper Cumberland CC - Cookeville	X	X	X	X	Y	Y	Y	X								
Celina - Clay	X	X	Y	Y	Y	Y	Y	Y								
Smithville - DeKalb	X	X	X	Y	Y	Y	Y	Y								
Jamestown – Fentress	X	X	Y	Y	Y	Y	Y	Y								
Gainesboro – Jackson	X	X	Y	Y	Y	Y	Y	Y								
** Lafayette – Macon	X	X	Y	X	Y	Y	Y	Y								
Livingston – Overton	X	X	Y	Y	Y	Y	Y	Y								
Carthage – Smith	X	X	Y	Y	Y	Y	Y	Y								
Sparta - White	X	X	Y	Y	Y	Y	Y	Y								

LOCATIONS

SERVICES

X – Indicates service is available on-site  
 Y – Indicates the service is available in the county through referral  
 \* TN Department of Labor & Workforce Development includes Wagner Peyser, Unemployment Compensation, Veterans Programs, Trade Act, Food Stamps & Labor Market Information.  
 \*\* - Macon County assigned to Gallatin (LWIA 8) for Field Operations purposes

<p>Updated April 2007</p> <p><b>Local Workforce Investment Area</b></p> <p><b>8</b></p> <p><i>Counties Served:</i>  <i>Cheatham, Dickson, Houston, Humphreys, Montgomery, Robertson, Stewart, Sumner, Williamson</i></p> <p><i>Red indicates Comprehensive Center</i></p>		Mid-Cumberland Comm. Service Agency	DHS – Families First	Experience Works (Green Thumb)	Mid-Cumberland HRA	American Indian Center	DHS – Vocational Rehabilitation	Adult Education	TTC at Dickson	Job Corps	WIA – Workforce Essentials	* Tennessee Dept. of Labor and WFD					
Montgomery CC – Clarksville	X	X			Y	X	Y	Y	Y	Y	X	X					
Dickson - Dickson			X		Y	Y	Y	Y	Y	Y	X	X					
Springfield – Robertson			X		Y	Y	Y		Y	X	X						
Gallatin – Sumner		X	X		Y	Y	Y		Y	X	X						
Franklin – Williamson				X	Y	Y	Y	Y	Y	X	X						
** Waverly – Humphreys	X				Y	Y	Y	Y	Y	Y	X	Y					
*** Dover - Stewart	X				Y	Y	Y	Y	Y	Y	X	Y					

LOCATIONS

SERVICES

X -- Indicates service is available on-site  
 Y – Indicates the service is available in the county through referral  
 \* TN Department of Labor & Workforce Development includes Wagner Peyser, Unemployment Compensation, Veterans Programs, Trade Act, Food Stamps & Labor Market Information.  
 \*\* Not Co-Located  
 \*\*\* Stewart County Office assigned to LWIA 11 for Field Operations purposes.

<p>Updated April 2007</p> <p><b>Local Workforce Investment Area 9</b></p> <p>Counties Served: Davidson, Rutherford, Trousdale, Wilson</p> <p><i>Red indicates Comprehensive Center</i></p>		WIA – Nashville Career Advancement Cen.	* Tennessee Dept. of Labor & WFD	DHS – Families First	DHS – Vocational Rehabilitation	Job Corps	Metro Development and Housing Authority	Adult Ed. – Metro Nashville Public Schools	Adult Ed. – Rutherford County Schools	Adult Ed. – Trousdale County Schools	Adult Ed. – Wilson County Schools	American Indian Center	TTC at Nashville, Murfreesboro	NOOA
<b>LOCATIONS</b>	Middle TN CC – Nashville	X	X	X	X	Y	Y	Y				Y	Y	Y
	Middle TN CC – Nashville South	X	X	Y	Y	Y	Y	Y				Y	Y	Y
	Murfreesboro – Rutherford	X	X	Y	X	Y			Y			Y	Y	Y
	Lebanon – Wilson	X	X	X	Y	Y				Y	Y	Y	Y	Y
	** Opry Mills	X	X	Y	Y	X	Y	X				Y		Y

**SERVICES**

X – Indicates service is available on-site  
 Y – Indicates the service is available in the county through referral  
 \* TN Department of Labor & Workforce Development includes Wagner Peyser, Unemployment Compensation, Veterans Programs, Trade Act, Food Stamps & Labor Market Information.  
 \*\* - Not Co-Located

<p>Updated April 2007</p> <p><b>Local Workforce Investment Area 10</b></p> <p>Counties Served: Giles, Hickman, Lawrence, Lewis, Marshall, Maury, Perry, Wayne</p> <p><i>Red indicates Comprehensive Center</i></p>		WIA – South Central Tenn. Workforce Agcy	* Tennessee Dept. of Labor & WFD	DHS – Families First	DHS – Vocational Rehabilitation	Adult Education	American Indian Center	Job Corps	TTC at Howenwald, Pulaski	Columbia State Community College	Lewis County Housing Authority	Tennessee Opportunity Programs, Inc.	Green Thumb
<b>LOCATIONS</b>	South Central TN CC - Columbia	X	X	Y	X	X	Y	Y	Y	Y	Y	Y	Y
	Pulaski - Giles	X	X	Y	X	X	Y	Y	Y	Y	Y	Y	Y
	Lawrenceburg – Lawrence	X	X	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	Howenwald – Lewis	X	X	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	Linden - Perry	X	Y	Y	Y	X	Y	Y	Y	Y	Y	Y	Y

**SERVICES**

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 \* TN Department of Labor & Workforce Development includes Wagner Peyser, Unemployment Compensation, Veterans Programs, Trade Act, Food Stamps & Labor Market Information.

<p>Updated April 2007</p> <p><b>Local Workforce Investment Area 11</b></p> <p><i>Counties Served: Benton, Carroll, Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Henry, Madison, McNairy, Weakley</i></p> <p><i>Red indicates Comprehensive Center</i></p>		Adult Education	* Tennessee Dept. of Labor & WFD	WIA – Southwest HRA	American Indian Center	Experience Works	DHS – Families First	Jackson Housing Authority	Job Corps	Tennessee Opportunity Programs, Inc.	TTC at Paris	DHS – Vocational Rehabilitation	Food Stamps		
<b>LOCATIONS</b>	Madison/Jackson CC	X	X	X	Y	Y	Y	Y	X	Y		X	Y		
	Camden – Benton	Y	X	X	Y	Y	Y		Y	Y		Y	Y		
	Huntington – Carroll	Y	X	X	Y	Y	Y		Y	Y		Y	Y		
	Bolivar – Hardeman	Y	X	X	Y	Y	Y		Y	Y		Y	Y		
	Savannah – Hardin	Y	X	X	Y	Y	Y		Y	Y		Y	Y		
	Brownsville – Haywood	Y	X	X	Y	Y	Y		Y	Y		Y	Y		
	Lexington – Henderson	Y	X	X	Y	Y	Y		Y	Y		Y	Y		
	Paris - Henry	X	X	X	Y	Y	X		Y	Y	Y	Y	X		
	** Dresden - Weakley														

**SERVICES**

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 \* TN Department of Labor & Workforce Development includes Wagner Peyser, Unemployment Compensation, Veterans Programs, Trade Act, & Labor Market Information.  
 \*\* - Not co-located

<p>Updated April 2007</p> <p><b>Local Workforce Investment Area 12</b></p> <p><i>Counties Served: Crockett, Dyer, Gibson, Lake, Lauderdale, Obion, Tipton</i></p> <p><i>Red indicates Comprehensive Center</i></p>		WIA – Dyersburg State CC	* Tennessee Dept. of Labor & WFD	DHS – Vocational Rehabilitation	Perkins – TTCR, TTCN, TTCC										
<b>LOCATIONS</b>	Northwest TN CC - Dyersburg	X	X	X	Y										
	Union City – Obion	X	X	Y	Y										
	Humboldt – Gibson	X	X	X	Y										
	Ripley – Lauderdale	X	X	Y	Y										
	Covington - Tipton	X	X	Y	Y										

**SERVICES**

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 Y – Indicates the service is available in the county through referral  
 \* TN Department of Labor & Workforce Development includes Wagner Peyser, Unemployment Compensation, Veterans Programs, Trade Act, Food Stamps & Labor Market Information

Updated April 2007

**Local Workforce  
Investment Area  
13**

*Counties Served:  
Fayette, Shelby*

*Red indicates Comprehensive Center*

**SERVICES**

**LOCATIONS**

	WIA – Workforce Investment Network	* Tennessee Dept. of Labor & WFD	DHS – Families First	DHS – Vocational Rehabilitation	Adult Education	Jobs Corp at Memphis	Senior Services	Southwest Tennessee CC	Community Service Agency	Memphis Housing Authority	Native American Indian center	TTC at Memphis		
Memphis Area CC – Downtown	X	X	X	X	X	X	Y	Y	Y	Y	Y	Y		
Collierville – Shelby	X	X	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		
Somerville – Fayette	X	X	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		
Raleigh – Shelby	X	X	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		
Poplar – Shelby	X	X	Y	X	Y	Y	Y	Y	Y	Y	Y	Y		
Mendenhall – Shelby	X	X	Y	X	Y	Y	Y	Y	Y	Y	Y	Y		
Memphis Housing Authority	X	Y	Y	Y	Y	Y	Y	Y	Y	X	Y	Y		

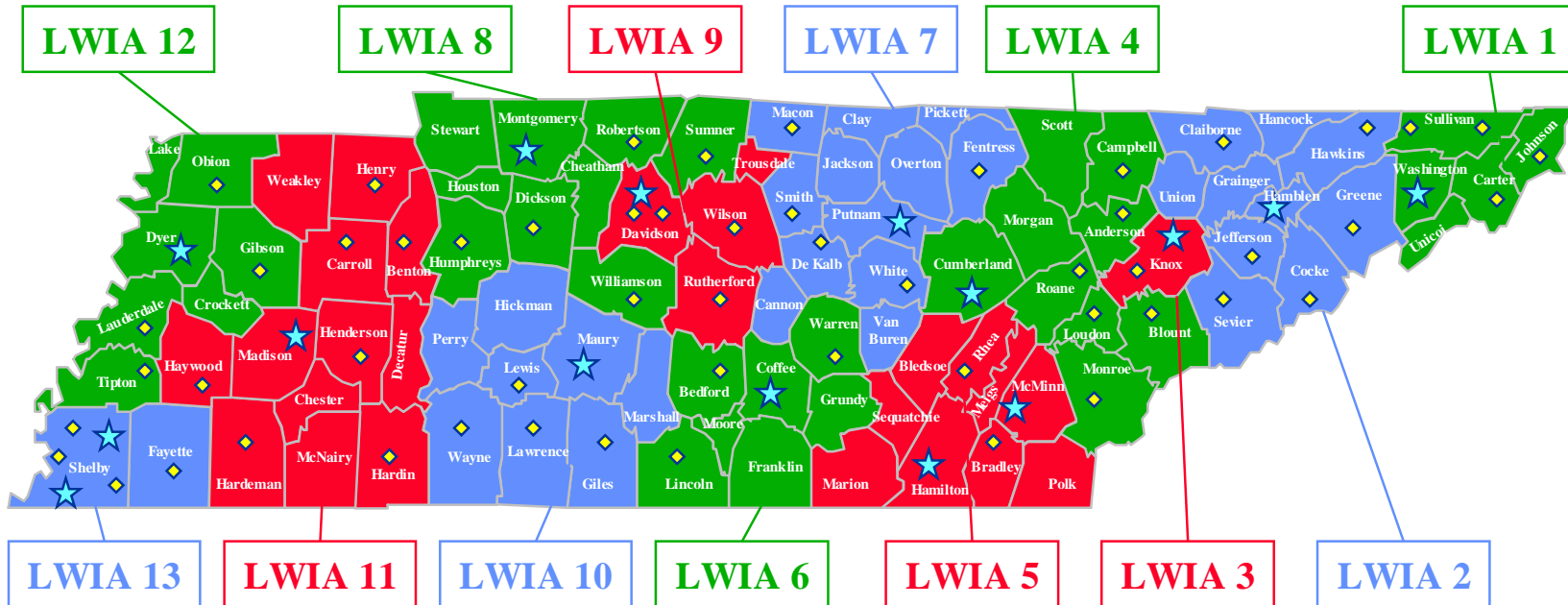
X – Indicates service is available on-site

Y – Indicates the service is available in the county through referral

\* TN Department of Labor & Workforce Development includes Wagner Peysers, Unemployment Compensation, Veterans Programs, Trade Act, Food Stamps & Labor Market Information.

# Tennessee

## Local Workforce Investment Areas



★ Comprehensive Career Centers (15)

◆ Affiliated Sites (55)



November 28, 2006

Workforce Investment Act Memorandum Number EWD 00-06, Change 1

**Topic:** Nondiscrimination and Equal Opportunity

**Subject:** Nondiscrimination and Equal Opportunity Provisions of the Workforce Investment Act of 1998

**Purpose:** To provide uniform procedures for filing complaints alleging violations of the nondiscrimination and equal opportunity provisions of Workforce Investment Act of 1998 (WIA)

**Reference:** Section 188 of the Workforce Investment Act 1998 and the Code of Federal Regulations (CFR) 29, Part 37

**Background:** The Civil Rights Center (CRC) of the United States Department of Labor (USDOL) has been authorized by the Assistant Secretary for Administration and Management to monitor and enforce all nondiscrimination and equal opportunity regulations regarding programs receiving financial assistance from USDOL, including Section 188 of WIA of 1998.

**Instructions:** All Local Workforce Investment Areas (LWIAs) and recipients (as defined in 29 CFR Part 37) are required to adopt and publish procedures contained in this policy memorandum for processing complaints, which allege violations of the nondiscrimination and equal opportunity provisions of WIA.

The Equal Opportunity Officer (EOO) or the designated person has as one of his/her specific responsibilities the publication and adoption of these procedures to ensure that the procedures are followed.

- A. It is the responsibility of the LWIA grant recipient to develop and publish on behalf of its service providers the required procedures contained in this policy.
- B. The EOO, on behalf of the LWIA, must maintain a log of complaints that have been filed with it that allege discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, citizenship, and/or participation in a WIA Title-I financially assisted program or activity.

The log must include:

- 1. Name and address of complainant
- 2. Basis for the complaint
- 3. Description of the complaint
- 4. Date the complaint was filed

5. Disposition of the complaint; and
6. Other pertinent information.

All information that could lead to the identification of a particular individual having filed a complaint must be kept confidential.

NOTE: For co-located offices, the Employment Security Division of the Department of Labor & Workforce Development maintains a similar regulation. We would recommend combining these efforts (WIA/Wagner-Peyser) where one format is used for each center. We have attached the form used by the Employment Service Division to accommodate the objective discussed in part B.

- C. The complaint processing procedure must include:
  1. Acknowledgement that the complaint has been received
  2. Notification of the right to be represented
  3. Written list of issues raised
  4. An issue statement from the recipient regarding acceptance/rejection of the issue for investigation
  5. Period of time for fact finding and/or investigation
  6. Period in which resolution will be attempted
  7. Methods available to resolve the complaint must include:
    - a. an Alternative Dispute Resolution and a
    - b. Written Notice of Final Action.
- D. A person wishing to file a complaint must be made aware that he/she has a choice of where to file the complaint. They may file with the LWIA EOO/designated person, the TDLWD Equal Opportunity Officer, or the Director of CRC.
- E. The TDLWD Equal Opportunity Officer will be notified of all complaints filed with the LWIA EOO and designated persons.

In addition, the TDLWD Equal Opportunity Officer will be notified of any administrative enforcement actions or lawsuits filed against LWIAs and/or other recipients who allege discrimination under Section 188 of the Workforce Investment Act 1998 and the Code of Federal Regulations (CFR) 29, Part 37.

**Contact:** Inquiries regarding this policy should be directed to Jewel Crawford, Sr., TDLWD Equal Opportunity Officer, (615) 741-8805 or TTY/TDD: 1-800-848-0298, [JewelCrawford@state.tn.us](mailto:JewelCrawford@state.tn.us); Joan Craig, Director of Technical Assistance--Division/Employment and Training, or Tenecia Mitchell, Title VI Coordinator, at (615) 741-1031 or (TDD) (615) 532-2879.

Memorandum  
Page 3  
November 28, 2006

**Effective Date:** July 1, 2000

**Expiration Date:** Until superseded or changed.

RLM/SKC/JC

ATTACHMENT

**WORKFORCE INVESTMENT ACT (WIA)**  
**Statement of Policy**

NONDISCRIMINATION AND EQUAL OPPORTUNITY PROVISIONS

Section 188 of the Workforce Investment Act of 1998 prohibits discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, citizenship, and status of a lawfully admitted immigrant authorized to work in the United States.

**Complaint Processing:**

1. **Authorization:** The U.S.D.O.L. Director of the Civil Rights Center (CRC) and the TDLWD (State) Equal Opportunity Officer has the authority to receive and investigate complaints alleging a violation of the Nondiscrimination and Equal Opportunity provisions of Section 188 of the Workforce Investment Act of 1998 and/or 29 CFR Part 37.
2. **Who May File A Complaint?** Any person, who believes that either he/she or any specific class of individuals has been or is being subjected to discrimination, which is prohibited by WIA, may by him/herself or by a representative file a written complaint.
3. **Where To File?** The complaint may be filed either with the Local Workforce Investment Area (WIA) recipient or TDLWD Equal Opportunity Officer or the Director of CRC.
4. **When To File A Complaint?** A complaint must be filed within 180 days of the alleged violation. The Director of CRC may extend the time period for good cause.
5. **Right to Representation:** Both the complainant and the respondent have the right to be represented by an attorney or other individual of their choice.
6. **Contents of Complaint--**
  - (a) All complaints must be in writing.
  - (b) Complaints must be signed by the complainant or his/her authorized representative.
  - (c) The complaint must contain the name, address, telephone number, and any other means of contacting the complainant.
  - (d) The respondent must be clearly identified.
  - (e) A detailed description of the complainant's allegations must be recorded.

- (1) A determination will be made, based on the description, with regard to jurisdiction, whether CRC or the recipient has jurisdiction.
  - (2) The recipient will issue a statement for each allegation indicating whether it will be accepted for investigation, or rejected.
  - (3) A reason must be given for each rejected allegation.  
There must be a period of time set aside for investigation and/or fact finding regarding the circumstances underlying the complaint.
- (f) There must be a period of time in which the recipient attempts to resolve the complaint.
- (1) Alternative dispute resolution (ADR) is mandated to be a part of the resolution process.
  - (2) The complainant must be given the choice of using the customary process or the use of ADR.
  - (3) In the event of a breached agreement (under ADR), the non-breached party may file a complaint with the Director of CRC, within 30 days of the date on which the non-breaching party learns of the alleged breach.
- (g) A Notice of Final Action (written) is provided the complainant within 90 days of the date on which the complaint was filed. The following information shall be contained therein:
- (1) Recipient's decision regarding each allegation, and an explanation thereof; or
  - (2) A description of the way the parties resolved the allegations.
  - (3) Notice that the complainant has the right to file a complaint with CRC within 30 days of the date on which the Notice of Final Action is issued, if he/she is dissatisfied with the recipient's final action.
7. **Adopted Complaint Procedure:** This procedure provides a clear, orderly, expedient compliant process through which employees, registrants, and applicants of WIA Title-I financially assisted entities file complaints of alleged discrimination.
- (a) Each entity may develop its own form. All forms must comply explicitly with the policies and procedures set forth in WIA Memorandum No. EWD 00-6, and this document.  
A complainant may file a complaint by completing and submitting CRC's Complaint Information and Privacy Act Consent Forms.
  - (b) Each written complaint must contain all the Elements above in Item #6(a) through (g)(3).
  - (c) The EOO must give notice to the complainant and/or recipient regarding the right of representation (by an attorney or other individual).
    1. The EOO must maintain a signed statement regarding the right of representation, in each compliant file.

**WIA Statement of Policy**

- (d) The EOO will maintain a high level of confidentiality at all times during the processing of complaints of discrimination.
- (e) The EOO will provide written acknowledgment to the complainant that the complaint has been received.
- (f) A written statement of the issues raised in the complaint will be provided to the complainant.
  - 1. For each issue it must be stated that the issue will be accepted or rejected for investigation.
- (g) A thirty-day period from the date of receipt of the complaint will be set aside for investigation and/or fact-finding.
  - 1. This period of time can be extended only if it agreed to by the complainant, in writing.
  - 2. If the EOO finds that more time is needed and it is not agreeable to the complainant, he/she will document the need for the extra time and proceed with what has been accumulated up to that time.
- (h) Fifteen days beyond the thirty-day investigative period will be utilized by the EOO to try to resolve the issues contained in the complaint.
  - (1) An alternative dispute resolution (ADR) must be part of the resolution process.
  - (2) The complainant must make a choice whether to use ADR or the customary process.
- (i) The EOO must provide the complainant a written Notice of Final Action within ninety days of the filing date of the complaint. The Notice of Final Action shall contain the following information:
  - (1) The recipient's/LWIA's decision on each issue, and an explanation of the reasons for the decision, or
  - (2) A description of the way the parties resolved the issue
  - (3) Notice that the complainant has thirty days from the date on which the Notice of Final Action is issued, to file a complaint with CRC if he/she is dissatisfied with the recipient's final action.



## STATE OF TENNESSEE

13 July 2004

PHIL BREDESEN  
GOVERNOR**COPY**

Mr. Roger Ball, Chairperson  
Local Workforce Investment Board, Area 2  
402 Highway 25 East  
Tazewell, Tennessee 37879

Dear Mr. Ball:

Your request for a waiver of the prohibition contained in Section 117(f)(1)(A) of the Workforce Investment Act (WIA) relative to a local workforce investment board providing training services is hereby approved. This waiver is granted for one year commencing July 1, 2004 and terminating June 30, 2005 under the following conditions:

1. The Department of Labor and Workforce Development (TDLWD) will monitor this waiver to insure the program of training services provided pursuant to the WIA are relevant to demand occupations in your Local Workforce Investment Area (LWIA) and to insure the length of training is not excessive.
2. Training provided must be the only option available to a participant and all other training options, within the area, must have been exhausted.
3. The services provided under contract with your institution are provided to the general public and should be offered in accordance with other public agencies (i.e. Banks, Post Offices, etc.). Adequate staff should be available to provide the services offered by your agency in the Career Centers according to the state holiday schedule. This schedule is made available annually by the State Department of Personnel and can be obtained through the TDLWD. Adequate coverage should be determined through the consortium agreement among the partners that operate the Career Center.

This waiver may be renewed for one additional year provided the conditions set forth in the above WIA cite are met, and it is determined that your activities have assisted in establishing a responsible delivery of workforce development services. This waiver may be revoked at any time if it is determined that the LWIB has engaged in a pattern of inappropriate referrals to training services it offers (WIA Section 117(f)(1)(D)).

Your efforts to successfully implement the Workforce Investment Act and improve Tennessee's labor force are appreciated.

Sincerely,

A handwritten signature in black ink, appearing to read "Phil Bredeesen".

Phil Bredeesen

cc: Chairperson, Local Elected Officials  
Administrative Entity

State Capitol, Nashville, Tennessee 37243-0001  
(615) 741-2001



## Current Tennessee Waivers

The State of Tennessee request the following active waivers be extended through June 30, 2009.

USDOL Control #	Statute/Regulatory Provision	Citation	Disposition	Expiration
TN2005-001	Prohibitions on Youth ITAs	§664.510	Approved: June 28, 1005	June 30, 2007
TN2006-001	Rapid Response Funds	WIA Section 189(i)(4) §20 CFR 6	Approved: May 5, 2006	June 30, 2007
TN2006-002	Competitive Selection for three of ten elements	WIA Section 123	Approved: Dec. 4,2006	June 30, 2007

## TN2005-001

Original Request: A waiver to permit thirteen Local Workforce Investment Areas the option for the required ten program elements for youth served through local administrative entity

Brief Rationale: Uninterrupted services to current and new youth participants due to changes in sub contractors serving youth. To enhance performance standards, reduce administration, use more dollars for training, increase enrollments, and make local boards and youth councils accountable by giving this option.

## TN2006-001

Original Request: To utilize up to 50% of rapid response funds set aside for allowable statewide activities.

Brief Rationale: Provide employees with higher technical assistance skills through training and increased potential for employment. Promote partnerships between businesses and the Workforce Development system by leveraging funds. Strengthen integration of services and programs. Promote cost effectiveness of improved administrative efficiencies. Meet the demands of a changing economy and train individuals in demand occupations. Prevent impending layoffs and assist employees in retaining their employment.

## TN2006-002

Original Request: The use of Individual Training Accounts for out of school and older youth.

Brief Rationale: Access required youth element of occupational training without the need for dual enrollment in the adult program. Use youth funds on youth without resorting to adult funds. Remove age-based barriers to services. Offer youth choices based on the best information and, also allow them to make decisions on their career. Count youth in the youth measures instead of in both youth-and-adult measures.

## Writing Team

## Attachment O

Alford,	Jim	Director, Employer Services	TDLWD
Blackford,	Joel	Program Manager	Voc. Rehab
Bourque,	Susie	Asst. Administrator, Employment and WD	TDLWD
Chandler,	Mark	Director, Field Operations	TDLWD
Cowden	Susan	Administrator, Employment and WD	TDLWD
Craig,	Joan	Director, Technical Assistance	TDLWD
Daniel,	Mike	ES Program Specialist 4	TDLWD
Davis,	Linda	Statistical Analyst Supervisor	TDLWD
Forehand,	Tom	Policy and Compliance	TDLWD
Fults,	Joe	Director, Dislocated Worker/RR	TDLWD
Gooch,	Ryan	Executive Assist. Planning & Continuous Improvement	TDLWD
Gregory,	Joyce	Technical Assistance	TDLWD
Hammond,	Wil	Policy and Compliance	TDLWD
Harding,	Peggy	Technical Assistance	TDLWD
Harlan	Sara	Director, FASTTRACK/ECD	ECD
Hibbler	Nina	Technical Education Specialist	THEC
Holton,	Dan	Coordinator, WIA Performance	TDLWD
Ingram,	Don	Administrator, Employment Security	TDLWD
King	Regina	Executive Secretary	TDLWD
McMahan, Jr.,	Iliff	Member, State Workforce Development Board	TDLWD
Mitchell,	Tenecia	Grants Analyst	TDLWD
Noble,	Rosevelt	Director, Workforce Investment Act	THEC
Roberson,	James	WIA Fiscal Liaison	TDLWD
Tamerat,	Rubka	Policy and Compliance	TDLWD
Van der Spuy,	Sterling	Coordinator, Youth Services	TDLWD
White	Anita	Program Monitor	TDLWD
White,	Phil	Administrator, Adult Education	TDLWD
Williams,	Melinda	Asst. Administrator, Employment Security	TDLWD

## **Public Comments**

Attachment P

No public comments received.

**STATE WORKFORCE DEVELOPMENT BOARD ROSTER****Business and Industry**

<b><u>Member</u></b>	<b><u>Region</u></b>	<b><u>Sector</u></b>
<b>James Barnes</b>	East Tennessee	<b>Business and Industry</b> (BWXT Y-12)
<b>John W. Greeter</b>	Middle Tennessee	<b>Business and Industry</b> (Greeter Building Center)
<b>Wallace G. Grills</b>	East Tennessee	<b>Business and Industry</b> (Tele-Optics, Inc)
<b>Edgar Ray Groves</b>	Middle Tennessee	<b>Business and Industry</b> (Ed Groves Leasing, Inc.)
<b>Yolanda Shields</b>	West Tennessee	<b>Business and Industry</b> (Faith based Education & Training Institute)
<b>Marvin Sandrell</b>	Middle Tennessee	<b>Business and Industry</b> ((Sandrell Heating & Air Conditioning)
<b>Joy Mahana Bishop</b>	East Tennessee	<b>Business and Industry</b> (Bishop Property Management)
<b>Brad Parish</b>	East Tennessee	<b>Business and Industry</b> (MACTEC Engineering and Consulting, Inc.)
<b>Ellen Thornton</b>	Middle Tennessee	<b>Business and Industry</b> (TN Business Roundtable)
<b>Gary Miller</b>	West Tennessee	<b>Business and Industry</b> (Miller Construction Inc.)
<b>Patricia James</b>	Middle Tennessee	<b>Business and Industry</b> (Bridgestone Firestone North America, Inc.)

**State Legislature/Agencies and Organizations and Local Government/Education**

<b><u>Member</u></b>	<b><u>Region</u></b>	<b><u>Sector</u></b>
<b>Rosie Bingham</b>	West Tennessee	<b>State Agencies</b> (The University of Memphis)
<b>Matthew Kisber</b>		<b>State Agency</b> (Commissioner, Department of Economic & Community Development)
<b>Virginia Lodge</b>		<b>State Agencies</b> (Commissioner, Department of Human Services)
<b>Iliff McMahan, Jr.</b>	East Tennessee	<b>Local Government</b> (Mayor, Cocke County)

<b>James Neeley</b>		<b>State Agencies</b> (Commissioner, Department of Labor & Workforce Development)
<b>Lana Seivers</b>		<b>State Agencies</b> (Commissioner, Department of Education)
<b>Tommy Kilby</b>		TN State Senate
<b>Sally McKay</b>	Middle Tennessee	<b>Education</b> (Belmont University)
<b>Deidre Malone</b>	West Tennessee	<b>Community Organization</b> (Shelby County Commissioner)
<b>State Legislature</b>		Vacant
<b>Local Education</b>		Vacant

**Organized Labor/Community-Based Organizations**

<b><u>Member</u></b>	<b><u>Region</u></b>	<b><u>Sector</u></b>
<b>Jerry Anderton</b>	Middle Tennessee	<b>Organized Labor</b> (United Transportation Union)
<b>Guy Derryberry</b>	Middle Tennessee	<b>Organized Labor</b> (United Auto Workers)
<b>Arlene Ricci</b>	Middle Tennessee	<b>Community-based Organizations</b> (Retired)
<b>Margaret P. Ridings</b>	West Tennessee	<b>Community-based Organizations</b> (Webster University)
<b>Kenny Smith</b>	East Tennessee	<b>Organized Labor</b> (International Brotherhood of Electrical Workers)
<b>Charles I. Story</b>	Middle Tennessee	<b>Community-based Organizations</b> (ECS Group)
<b>Kenny Smith</b>	East Tennessee	<b>Organized Labor</b> (IBEW)
<b>Thelma Dunlap</b>	Middle Tennessee	<b>Organized Labor</b> (Communications Workers of America)
<b>Mattie Moran</b>	East Tennessee	<b>Community Organization</b> (Chattanooga Chamber)
<b>Organized Labor</b>		Vacant
<b>Organized Labor</b>		Vacant

## **General Public**

<b><u>Member</u></b>	<b><u>Region</u></b>	<b><u>Sector</u></b>
<b>Susie Gasset</b>	West Tennessee	<b>Memphis City Schools</b>
<b>Brenda Henley</b>	West Tennessee	<b>Education/Retired</b>
<b>Vacant</b>		

## Attachment R

March 30.2007

### Workforce Investment Act (WIA) Memorandum Number E&T 02-23 Change 2 (DRAFT)

- Topic:** Incentives or Sanctions for Local Workforce Investment Areas (LWIA).
- Subject:** The purpose of this memorandum is to provide instructions on determining the eligibility and method for calculating incentive awards or sanctions for LWIAs.
- Purpose:** The state proposes to offer an incentive program that will place emphasis both on percent attainment of goals (as required by the federal government), on numbers of individuals served (unique to Tennessee) and [number of co-enrollments with partner programs](#).
- References:** Workforce Investment Act (WIA) Memorandum Number E&T 02-23, Incentives or Sanctions for Local Workforce Investment Areas (LWIA) for Program Year 2001-02 and E&T 02-23, Change 1.
- Background:** For consideration of incentives or sanctions, evaluation of performance will be based on the extent that the LWIA exceeds, meets, or falls below its negotiated performance level. For each performance measure, the percentage by which the LWIA meets its negotiated performance level will be calculated. Local incentive grant funds awarded may be used for any activities allowed under WIA Title I [with and emphasis on partner collaboration](#).

Incentive awards based on performance outcomes will be split into two award categories:

- A. Percent Attainment/Number of Successful Completers
- B. Cumulative Program/Percent of Population Served
- C. [Co-Enrollment](#)

A. Percent Attainment/Number of Successful Completers

Each measure is considered complete once four cumulative quarters of data are available at the close of a program year. In the WIA program, all measures for which the LWIAs are accountable are complete at the end of the fourth quarter of a program year.

In order to qualify for an incentive award, the following criteria must be met:

- 1) The award is based on only the measures where actual performance is at or above 100 percent of the set goal for each measure.
- 2) In addition, the area must not fall below 80 percent of the set goal on any of the other measures. The area will be awarded based upon the extent that they achieve their goals. Awards will be based on a sliding dollar amount with the parameters of success as follows: 80 – 83, 84 – 87, and 88 – 90. LWIAs achieving 88 – 90 will be awarded at higher than those at 80 – 83.

- 3) For customer satisfaction measures, the response rate must be at or above 72 percent to be considered for an award for a customer satisfaction measure. The federal government requires the state to meet a 70 percent response rate.

For each measure in which a number of exiters is calculated (entered employment, retention, etc.) the LWIA will receive a set dollar amount (to be based on funds available) multiplied by the total number of successful completers for that measure.

For measures that do not calculate a number of exiters (customer satisfaction, skill attainment and earnings change, etc.) awards will be calculated by multiplying a set amount of funds with the number of percentage points exceeding 100 percent. (There will be a cap set.)

## **B. Cumulative Program/Percent of Population Served**

Once four quarters of cumulative outcomes are available for all programs the remainder of the incentive funds will be awarded. In the WIA program, all measures for which the LWIAs are accountable are complete at the end of the fourth quarter of a program year. In order to qualify for this category of incentive funds, the LWIA must have 100 percent cumulative program scores in four of the five program areas: Adult, Dislocated Worker, Older Youth, Younger Youth, and Customer Satisfaction.

A lump sum bonus will be awarded on the percentage of population served. The state will calculate the number of total population in the area by the number of total enrollees and rank qualifying areas using the economic factors utilized for fund allocations.

Those serving the largest percentage would receive the highest funds. These awards will range from \$5,000 to \$20,000 by comparing eligible LWIAs.

Please note that achieving less than 80 percent on any one goal will not result in a sanction. However, LWIAs will not qualify for incentive category "A" if any measure is not achieved at 80 percent of the set goal.

## **C. Co-Enrollment**

Additional award criteria will be established for LWIAs who have demonstrated a greater number of co-enrollments with partner programs. (Examples include; TAA, Adult Education, etc.)

## D. Sanctions

The state implemented mandatory technical assistance site visits as a “sanction” since WIA began. The state will continue to impose a sanction on any LWIA not meeting a 100 percent cumulative program score in at least three of the program areas. [The State Board may impose additional criteria for sanctions as they deem necessary to assure efficient and effective delivery of services. \(Examples: meeting deadlines, expending funds in timely manner...\)](#) This state sanction policy is being implemented in accordance with the guidance in Federal Register 666.420. [The following procedures will be taken if the State Board has determined that an LWIA should be considered for sanction:](#)

- [1. Notification will be sent to the LWIA stating that the LWIA is being considered for sanctions.](#)
- [2. Technical Assistance from state administrative staff will be provided 30 days from the date of notification.](#)
- [3. An independent audit from an outside source will be conducted, 60 days from notification, to determine the underlying issues or causes for continued failure or weakness. Subsequent audits may take place each quarter for up to one year. \(Twenty-five percent of the cost for the initial audit and subsequent audits will be the responsibility of the LWIA.\)](#)

[This policy was approved for the Executive Committee on March 27, 2007. Policy presented to the State Workforce Development Board on May 18, 2007 for further comments.](#)

This policy replaces 02-23, Change 1.

**Contact:** For questions regarding this policy, please contact Susie Bourque at (615) 741-4092 or 1-800-255-5872.

**Effective Date:** Immediate

**Expiration Date:** Indefinite

Susan K. Cowden, Administrator  
Employment and Workforce Development

SKC: SB: DH