III. OPERATIONAL PLANNING ELEMENTS

The Unified or Combined State Plan must include an Operational Planning Elements section that supports the State’s strategy and the system-wide vision described in Section II.(c) above. Unless otherwise noted, all Operational Planning Elements apply to Combined State Plan partner programs included in the plan as well as to core programs. This section must include—

STATE STRATEGY IMPLEMENTATION

The Unified or Combined State Plan must include—

1. STATE BOARD FUNCTIONS

Describe how the State board will implement its functions under section 101(d) of WIOA (i.e. provide a description of Board operational structures and decision making processes to ensure such functions are carried out).

The Tennessee Department of Labor and Workforce Development (TDLWD) serves as the administrative entity for all Workforce Innovation and Opportunity Act (WIOA) funds awarded to Tennessee from the US Department of Labor (USDOL). USDOL Region 3, located in Atlanta, Georgia, provides the federal oversight and technical assistance to TDLWD on all programmatic and fiscal matters.

Governor Bill Haslam’s Executive Order 46 designates the reconstitution of the State Workforce Development Board (SWDB) in accordance with Section 101 of WIOA. The SWDB has three committees, including an Executive Committee composed of the Chair, Vice Chair, and committee chairs. The Executive Committee shall have supervision of the affairs of the Board between its business meetings, and conduct necessary business to ensure compliance with the Workforce Innovation and Opportunity Act (P.L. 113—128) as may be amended from time to time, and applicable State and Federal regulations. The Executive Committee may make recommendations to the Board, and perform such other duties as are specified in the bylaws. The Executive Committee shall be subject to the order of the Board, and none of its acts shall conflict with these bylaws or policies of the Board.

There are three standing committees of the Board, for which the Board Chair appoints a Chair. These individuals are joined by a Vice Chair, Staff Liaison, and other members. The committees shall convene at least four times per year in advance of the full Board meetings and as needed upon the advisement of the Board Chair.

Oversight Committee - The Oversight Committee has the following responsibilities:

- Advise the Governor on program and policy changes under WIOA
- Lead the development, maintenance, and modification of State, regional and local plans
- Serve as an advisor to review statewide program alignment
- Review and make recommendations on program funding allocations
- Lead review of statewide Workforce System
**Operations Committee** - The Operations Committee has the following responsibilities:

- Oversee the continuous improvement of WIOA programs and activities
- Be the lead monitor on State performance/accountability
- Be the lead coordinator of policies and provision of WIOA services
- Review and make recommendations for performance reporting, including Labor Market Information

**Opportunities Committee** - The Opportunities Committee has the following responsibilities:

- Identify and share Workforce System best practices
- Develop strategies for technology alignment and integration
- Be the lead reviewer of service-model strategies in WIOA programs
- Oversee all WIOA Youth program initiatives

The Division of Workforce Services merged multiple programs and services to better align and administer required services. A State Board was appointed by the Governor according to WIOA. The State Board and Tennessee Department of Labor and Workforce Development are responsible for guiding the establishment of a statewide, seamless one-stop delivery system, called the American Job Center system (Workforce System). These efforts are important to capitalize on our economic development successes and how those successes align with workforce development and educational attainment in Tennessee.

### 2. IMPLEMENTATION OF STATE STRATEGY

Describe how the lead State agency with responsibility for the administration of each core program or a Combined State Plan partner program included in this plan will implement the State’s Strategies identified in Section II(c) above. This must include a description of—

#### A. CORE PROGRAM ACTIVITIES TO IMPLEMENT STATE’S STRATEGIES

Describe the activities the entities carrying out the respective core programs will fund to implement the State’s strategies. Also describe how such activities will be aligned across the core programs and Combined State Plan partner programs included in this plan and among the entities administering the programs, including using co-enrollment and other strategies, as appropriate.

The Tennessee Workforce System has integrated its services to allow all core and non-core partners to work collaboratively and seamlessly in the delivery of services available under multiple workforce service programs. The Workforce System strives for a robust implementation of business sector strategies, jobseeker universal access to career services; streamlined business services teams, linked assessments and referrals, and targeted training and placements. These will be achieved by functionally aligning staff and facilities to simplify customer service delivery, and by capitalizing on the strengths of the staff and/or technology to deliver services, leverage resources, and reduce duplication. This is also achieved through the close integration of Wagner-Peyser, WIOA Adult, Dislocated Worker, and Youth, and other partners in the Tennessee American Job Centers (AJCs).
In accordance with the Governor’s restructuring of regional staff and responsibilities, the Workforce System has been realigned to allow for optimal collaborative functionality and streamlining the delivery of services. After the reorganization of the comprehensive and affiliate AJC’s, the Workforce System fully implemented the Jobs4TN online job database. This implementation included training over 300 Title I and Title III staff on the use of case management and performance metrics for their respective programs. Next, the Workforce System has realigned the management structure to closely resemble the job base camp structure of the Tennessee Department of Economic and Community Development (TNECD). With a regional structure that includes nine regions, each has a Regional Director who has optimal decision-making authority on the Local Workforce Development Boards and the Workforce System’s functions in the respective area.

This leadership structure helps assure that the State’s strategies are effectively implemented in the local areas, especially allowing for a more integrated, job-driven service delivery system as well as maintaining the structure across the State.

The restructuring of Tennessee’s Workforce System has simultaneously transformed employment, education, and training services delivered across the State. Universal access integrates an array of labor exchange services and allows workers, job seekers, and businesses to access these resources either on-site or through automation technology. Each center offers automated labor market information and internet access (including help to use the Jobs4TN online jobs database), on-site workshops as well as job placement, recruitment, and training referral services. The workforce services reinforced functional alignment by implementing Service Integration and One-Stop Delivery System policies. These policies provide operational and functional guidance on the collaborative service delivery structure at the comprehensive and affiliate AJCs, as well as partner locations.

WIOA provides an opportunity for the Workforce System to align several programs to assist participants with barriers to build their skills and find family-supporting jobs. As the administrator the Workforce System in Tennessee, TDLWD has the following benefits:

- We are at the center of workforce development in Tennessee (approximately $80 million in federal funds is allocated to our Department each year)
- We work to connect employers looking for qualified workers (80,000 + job orders in Jobs4TN at any given point)
- We work to connect job seekers with hiring employers (approximately 225,000 engage in services each year looking for employment and training opportunities)
- We prioritize our efforts based on demand occupations and serving people with barriers
- While we have to prioritize our efforts, we serve all companies looking for workers and support potential labor pools in connecting with job opportunities
- Job orders run the gamut from entry level with no educational priority to high-skilled specific disciplines
- Job applicants range from no high school equivalency diploma to 16 years of education and beyond
## Core Program Partners & Activities

### Core Program Activities to Implement Tennessee’s Strategy

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<th>Title I</th>
<th>Title II</th>
<th>Title III</th>
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<tr>
<td>WIOA Adult Program, Dislocated Worker Program, and Youth Program</td>
<td>Adult Education &amp; Family Literacy Act Program</td>
<td>Wagner-Peyser Act Program</td>
<td>Vocational Rehabilitation</td>
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<td>• Provide statewide educational and training activities</td>
<td>• Provide HiSet preparation and testing services, and ELL services.</td>
<td>• Provide outreach and labor exchange activities for individuals and employers</td>
<td>• Provide outreach employ services AJC on b clients, b industry.</td>
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### Figure 1: Core Program Partner Activities

Tennessee has a long history of coordinated implementation to integrate employment and training services in the local career center system under the previous program (WIA). All state policies that are currently created are designed to ensure that the local development areas and key partners are aligned with the strategic direction of USDOL, the Governor, and the Tennessee Workforce Development Board. Tennessee has fully embraced the key principles of the Workforce Innovation and Opportunity Act. This has allowed the statewide network of locally operated workforce centers to achieve integration of WIOA programs. With WIOA TITLE I; Adult Education; Vocational Rehabilitation; Wagner-Peyser, TANF, veterans and Trade Act UI services as well as partnerships with SNAP, services are readily available in the AJCs.

With the implementation of WIOA, specific strategies have been utilized to align the work of core and required partners at both the state and local level. Local Development Boards usually meet on a quarterly basis to provide guidance on specific actions necessary for local services to move forward and to make continuous improvements. MOUs between agencies have been implemented and changes made as needed to support the alignment of efforts and activities.

Businesses are engaged in the talent development system through sector partnerships and through the statewide business services team. To continue the excellent work that has been done over the past two years, AJC partner services will be used as a focus by the business services team to connect employers to the AJCs. In addition, manuals are developed to align the work of multiple agencies and to serve businesses through an overall sector strategy approach.

By providing intensive technical assistance to focus the workforce areas on key industries that drive their local and regional economies, Tennessee will be taking the next step in the coming two years to implement its long-term sector strategy approach to transform the workforce.
The local boards and local decision-makers will be aligning with career pathway strategies and the Tennessee Community College System, and address the skill upgrade needs of low-skilled adults. Sector strategies will serve as the driver for all discretionary initiatives funded by the Tennessee Workforce Development boards.

Core program activities offered through workforce training and case management services in the American Job Centers are as follows:

**Adult Education and Literacy Program (Title II)** Tennessee Adult Education programs provide instruction and student support services to adults who lack a high school credential or secondary level skills, or who are not proficient in English.

**Wagner Peyser:** While there are several points of entry into the workforce system, UI serves as the portal for many customers. As the provider of UI, it is poised to welcome customers into the workforce system and provide comprehensive and targeted referrals to the other core partners. While a large amount of WP referrals come from UI, that system is not the only source of workforce customers. No matter the entry point, customers are first provided career services through the Wagner Peyser employment services program. These services are provided through the AJCs and affiliate sites. If the customer is deemed to be ready for gainful employment after receiving career services, staff assists the customer with job search and placement. If the customer is deemed to need training services, then staff refers the customer to other core partners based on the needs of the customer. Training services are then provided to the customer through WIOA, VR, or Adult Education Services. The Virtual One Stop data management system (VOS) also offers job seekers a self-service tool to manage their career path leading to successful career placements. Customers are able to load, paste and create up to five resumes and identify gaps in skills, experiences, and education. Other service recipients of labor exchange programs include: Unemployment Insurance (UI) claimants, veterans, migrant and seasonal farmworkers, older workers, SNAP program recipients, and individuals with disabilities. AJCs provide workforce development services as well as access to other programs and activities carried out by One-Stop partners identified in the WIOA. Basic services provided to job seekers and those seeking to upgrade their skills include: career assessment and guidance; access to training and education programs; job fairs and workshops; information on the job market; assistance with searching for jobs and with resume preparation, interviewing skills for jobs, free computer and internet access, and help registering with and using Jobs4TN Online. In addition, other services include job applicant screening and qualified candidate referrals, up-to-date labor market facts and projections, such as wages, information on tax credits for hiring particular groups of workers, space to conduct job interviews, arranging job fairs, workshops on employer-related subjects, employee training resources, and layoff/closure prevention services for employers.

**CORE PROGRAM ACTIVITIES**

**Vocational Rehabilitation Programs** fall under the authority of the Division of Vocational Rehabilitation. The relationship with DVR creates natural and meaningful partnerships with other WIOA services to better serve Tennesseans with disabilities who have previously struggled to participate in the workplace, including those with disabilities for whom employment has remained completely out of reach, as well as other groups such as youth, recently discharged veterans, and the long-term unemployed. The DVR mission is to assist persons with disabilities to succeed at work and to live independently. DVR accomplishes this mission with a variety of employment and training activities including Evaluation and diagnostic services provided to
determine eligibility and the services needed for the individual to become employed; Vocational rehabilitation counseling and guidance provided directly by a vocational rehabilitation counselor during the individual’s plan of services; Physical and mental restoration services which may be provided to correct or substantially modify an individual’s physical or mental condition; Training services, when necessary to become employed, including vocational training, academic training, personal and vocational adjustment training, job coaching, on-the-job training, job-seeking skills training, and books, tools, and other training materials; Specialized services for individuals who are blind, deaf, and deaf-blind, including interpreter services, note-taking services, and reader services; Rehabilitation technology services, including assistive technology devices, assistive technology services, and rehabilitation engineering services to address barriers encountered by an individual in attaining or retaining employment; and Placement services provided to assist an individual with a disability to find adequate and suitable employment in his/her chosen career.

Supportive services, such as, assistive technologies, transportation, personal assistance services, and services to family members may also be provided if necessary for the individual to utilize the services identified above. Post-employment services may be provided to previously rehabilitated individuals when needed to maintain or regain suitable employment. Pre-employment transition services provided to students with disabilities include job exploration and counseling, work-based learning experiences, counseling on opportunities for enrollment in comprehensive transition or postsecondary educational programs at institutions of higher education, workplace readiness training to develop social skills and independent living, and instruction in self-advocacy. Technical assistance, training, outreach and other supportive services are provided to public and private employers of all sizes, including Federal and Federal contracting employers for the purpose of increasing employment opportunities for job seekers with disabilities.

**WIOA TITLE I**

The Workforce Innovation and Opportunity Act of 2014 (WIOA), which supersedes the Workforce Investment Act of 1998 (WIA), authorizes formula grant programs to States to help job seekers access employment, education, training and support services to succeed in the labor market. Using a variety of methods, States provide employment and training services through a network of American Job Centers (AJC) (formerly known as One-Stop Career Centers or by another name). The WIOA programs provide employment and training programs for adults, dislocated workers, and youth.

**OTHER PARTNER PROGRAM ACTIVITIES:**

**SNAP:** Supplemental Nutrition Assistance Employment and Training (SNAP E&T) is a funding source that allows states to provide employment, training, and related supportive services to individuals receiving Supplemental Nutrition Assistance Program (SNAP) benefits (formerly this program was known as “food stamps”). The purpose of SNAP E&T is to assist participants in finding a career that pays a self-sustaining wage and allows SNAP recipients to become totally independent of government assistance. The Food and Nutrition Act requires all states to provide employment and/or training opportunities for individuals receiving SNAP. In Tennessee, SNAP E&T is operated as a joint partnership between the Department of Human Services (TDHSS) and the Department of Labor and Workforce Development (TDLWD) through a grant from United States Department of Agriculture (USDA). SNAP E&T has the potential to improve the job prospects for thousands of low-income, low-skilled workers across the country with more effective and robust training programs provided by the American Job Centers.
Senior Community Service Employment Program The purpose of the Senior Community Service Employment Program (SCSEP) program is to provide, foster, and promote useful part-time work opportunities (usually 20 hours per week) in community service employment activities for unemployed low-income persons who are 55 years of age and older. To the extent feasible, SCSEP assists and promotes the transition of program participants into unsubsidized employment.

Trade Adjustment Assistance The purpose of the Trade Adjustment Assistance (TAA) program is to provide assistance to workers adversely affected by foreign trade. Services are provided under the TAA program to enable workers to return as quickly as possible to work that will use the highest skill levels and pay the highest wages, given the workers' preexisting skill and educational levels, as well as the condition of the labor market. The Trade Act of 1974 has been amended multiple times-most recently by the Trade Adjustment Assistance Reform Act of 2002 (Pub. L. No. 107-210) (TMRA or Trade Act of 2002); the Trade and Globalization Adjustment Assistance Act of 2009 (TGMA or Trade Act of 2009) (Division B, Title I, Subtitle I of the American Recovery and Reinvestment Act of 2009, Pub. L. No. 111-5); the Trade Adjustment Assistance Extension Act of 2011 (TAAEA or Trade Act of 2011) (Title II of Pub. L. No. 112-40); and the Trade Adjustment Assistance Reauthorization Act of 2015 (TAARA 2015 or Trade Act of 2015) (Title IV of the Trade Preferences Extension Act of 2015, Pub. L. No. 114-27). Compared to the Trade Act of 2002, the Trade Act of 2011 expanded eligibility of the TAA program and replaced Alternative Trade Adjustment Assistance (ATAA) with Reemployment Trade Adjustment Assistance (RTAA), - but at the 2002 benefit levels. The TGAAA extended the TAA program through December 31, 2010, and the Omnibus Trade Act of 2010 further extended TAA through February 15, 2011. After that date, the TGAAA amendments to the Trade Act expired, and the TGAAA required the TAA program to operate under the TAARA provisions, through October 21, 2011. On this date, the TAAEA was passed, which reauthorized many of the provisions of the Trade Act of 2009, but with slight modifications. The TAAEA amendments to the Trade Act expired on December 31, 2013, and the TAAEA required the TAA program to operate under the provisions of the Trade Act of 2002, with three provisions of the Trade Act of 2011 remaining (referred to as Reversion 2014). The TAARA 2015 both amends and reauthorizes the TAA Program. The TAARA 2015 restores the worker group eligibility and benefits established by TAAEA. The TAARA 2015 also (1) authorizes the operation of the 2015 Program and continuation of the 2002 Program, the 2009 Program, and the 2011 Program through June 30, 2021; (2) provides a 90-day transition period for Reversion 2014 Program participants to transition to the 2015 Program; (3) expands coverage of certifications of petitions filed since January 1, 2014, for 90 days; (4) requires reconsideration of negative determinations of petitions filed since that date and before the date of enactment under 2015 Act certification requirements; and (5) reauthorizes the Health Coverage Tax Credit (HCTC) program benefit for eligible TAA participants. TAARA 2015 also added new requirements to align performance reporting for the TAA Program with the requirements of the Workforce Innovation and Opportunity Act (WIOA).

Employment services for veterans and the Disabled Veterans Outreach Program (DVOP) are administered through the AJCs. Staff is strategically placed in American Job Centers aimed at meeting the needs of all veterans with significant barriers to employment. WIOA partners trained in case management will assess and serve veterans at all local workforce center locations. Tennessee has integrated all DVOP specialists into the AJC’s system. Veterans are initially
identified by a front desk member as a priority population to receive integrated services. An assessment to identify any significant barriers to preventing employment (SBE) is conducted. Veterans with SBE’s are referred to a DVOP. Those who do not have SBE’s are provided services through the workforce center staff. Despite the determination of SBE status, all veterans remain entitled to and do receive Veteran Priority of Service.

Local workforce development boards provide priority job placement and training activities to veterans. The state has required priority of services through its policy development so that veterans are provided priority in placement services and activities including a detailed description of how case management services are provided to veterans.

**BUSINESS SERVICES:**

All workforce centers have an integrated, business services function responsible for connecting local employers to the local AJC system. According to WIOA Section 108(b) (4) (B) business services are intended to promote, market, connect and provide access to initiatives such as:

- Work Opportunity Tax Credit
- Worker Adjustment Retraining Notice (WARN)
- Rapid Response
- Federal Bonding
- Incumbent worker training programs
- On-the-job training programs
- Customized training programs
- Industry and sector strategies
- Career pathways initiatives
- Utilization of effective business intermediaries
- Apprenticeship promotion
- Assistance for apprenticeships
- Recruiting employers to AJCs
- Connecting job seekers and employers by facilitating relationships
- Mobile American Job Center

These programs are designed to meet the needs of employers in relation to the economic needs of their respective region. An educated, adaptable labor force is the primary objective for workforce development in Tennessee; this sustained improvement of the State’s economy is accomplished through the alignment of business personnel needs and skills training. It is the responsibility of business service staff to perform ongoing outreach activities such as:

- Conducting on-site meetings with employers or maintaining a presence at job fairs
Encouraging employer access to resources provided through grants and tax funding
Consulting employers on how to reduce high employee turnover rates
Providing information concerning employee training programs as they relate to labor market needs.

Core program activities to implement the State’s strategy include:

• Partnership and Leveraging Resources

• The Governor’s Education and Workforce Development Goal: Objective I- leveraging resources, and partnerships across departments and programs to aid in developing more seamless paths from training into the workforce, along with the Governor’s Conservative Fiscal Leadership Goal and Objectives, are a key component of the development of this State Combined Plan.

• Leveraging Discretionary and Formula Resources

• In keeping with the Governor’s conservative Fiscal Goal, the Tennessee Department of Labor and Workforce Development has encouraged its Local Workforce Development Areas to maximize resources and braid WIOA funds with other Federal and State Discretionary funds and with local entities which have a vested interest in the development of the local workforce.

• Expanding Opportunities to Leverage Resources

  o Partnering regionally with economic development entities and other critical stakeholders, including Pathways Tennessee, to better align education and workforce development activities and policies with regional labor markets, economic growth strategies, and employer demand

  o Partnering with the business community, including business associations, and educational institutions (including secondary and post-secondary institutions such as community colleges) to design and implement programs and career pathways that lead to credentials and employment

  o Partnering with and leveraging resources from other Federally-funded programs, such as Adult Education, Vocational Rehabilitation, Temporary Assistance for Needy Families (TANF), Small Business Development Centers, etc.

  o Partnering with community-based organizations, since they are key providers of basic skills training, technical skills training, supportive services, and workforce development services in communities across Tennessee

  o Sustaining summer employment and work experience opportunities - State and local workforce development boards should consider using additional sources of funding to leverage summer employment program activities. In addition to regular WIOA Youth formula funds, local areas can use other resources, such as Job Corps, and fund matching from private industry.

Policy Alignment.
The renewed focus on business services and on ensuring that job seekers and youth are positioned to meet Tennessee employer needs requires TDLWD to significantly restructure many of its policies that dated to the beginning of WIA. The new policies will enhance the delivery system and reflect the Governor’s vision of effective and efficient governance through the alignment of several programs. Such programs will include those that are responsive to various needs of customers returning to the job market or needing an upgrade of their skills to meet job market demands.

Within Tennessee’s American Jobs Centers, the State Workforce Development Board has adopted the functional alignment strategies outlined in this plan and supporting policies to further integrate the partner services with AJCs, to also leverage funding, reduce duplication, and provide improved quality customer service to Tennesseans.

B. ALIGNMENT WITH ACTIVITIES OUTSIDE THE PLAN

Describe how the activities identified in (A) will be aligned with programs and activities provided by required one-stop partners and other optional one-stop partners and activities provided under employment, training (including Registered Apprenticeships), education (including career and technical education), human services and other programs not covered by the plan, as appropriate, assuring coordination of, and avoiding duplication among these activities.

The activities listed in the chart below identify the required and optional activities that will be carried out by the Workforce System. In order to align the activities, the State Board approved the Service Integration Policy. This policy requires that both required and optional partners work collaboratively and seamlessly in the delivery of services available under multiple workforce service programs. The Workforce System strives for a rigorous implementation of business sector strategies, jobseeker universal access to labor exchange services; streamlined business services teams, linked assessments, and referrals, and targeted training and placements. This implementation will be achieved through the close integration of Wagner-Peyser, WIOA Adult, Dislocated Worker, and Youth, Adult Education, and other partners in the AJC.
Figure 2: Programs outside of State Plan

CTE
Tennessee’s Career & Technical Education consists of 16 nationally recognized career clusters with the ultimate goal of preparing students for success at the postsecondary level and in their chosen careers. More information detailing program specifics is outlined in Section II: State Strategy, specifically Career Pathways, and also addressed in Section III: State Strategy Implementation, specifically regarding Partner Engagement with Educational Institutions.

SCSEP
Targets subsidized temporary employment for workers over age 55 and contract management. More information detailing program specifics is outlined in Section VII regarding SCSEP.

SNAP EMPLOYMENT & TRAINING PROGRAM
The Tennessee Department of Human Services (TDHS) is the direct grantee of Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) Funds. TDHS and the Tennessee Department of Labor and Workforce Development (TDLWD) have partnered through an Interagency Grant Agreement to administer the SNAP E&T program. TDLWD will be responsible for serving the E&T participants through a vast array of employment and support services to promote workforce development in Tennessee. TDLWD will partner with the Local Workforce Development Boards (LWDB) and several Third Party Partners (TPPs) to accomplish this task. DHS makes the eligibility determination for SNAP benefits and refers participants
through an automated interface. Communication is maintained throughout each individual’s participation to ensure their status is accurately tracked by both departments.

Participants are required to observe a program orientation that explains the work requirements, components offered, component requirements, and assistance provided for each component. We hope to implement an Online Orientation during Fiscal Year 2018. After the Orientation has been completed, program participants are assessed during a one-on-one meeting to develop an Individual Employment Plan (IEP). The assessment will review the individual’s background, education, work history, hobbies, and any barriers to employment. The plan can include education and/or training activities, but the overall goal is obtaining employment with a gainful wage that significantly reduces or eliminates the need for governmental assistance. After the IEP is developed, participants will immediately begin their participation in their most suitable component.

TDLWD has a number of divisions and programs that provide a vast array of services that combine to support jobs and workforce development in Tennessee. The Workforce Services Division is responsible for delivering the Department’s employment and educational services to employers and job seekers in the local AJC, partner agencies and online at Job4TN.

SNAP E&T is fully integrated within that structure offering all training and educational opportunities to SNAP E&T participants. The AJC Workforce Services structure also allows the leverage of Non- Federal funds of Partner Programs/Agencies to create 50/50 partnerships to expand services and move more SNAP E&T participants to self-sufficiency. There are currently two 50/50 partners in the State of Tennessee (Goodwill Industries-Knoxville and University of Tennessee Extension) and we plan to expand to more partners in 2018.

The Governor of Tennessee, Bill Haslam, has challenged our State with a “Drive to 55” mission for Tennessee’s future workforce and economic development. The drive is to get 55% of Tennesseans equipped with a college degree or certificate by the year 2025.

SNAP E&T will utilize the TN Reconnect initiative to assist adults with their training needs. Reconnect will cover tuition/fees, so there is no cost to the program, other than supportive services. We plan to explore Reconnect as a potential Third Party Partnership during this Fiscal year.

Federal Fiscal Year (FFY) 2015 was a transition year for Tennessee’s SNAP E&T Program. New staff members were hired, an automated referral process was implemented, and reviews were completed in all TDLWD offices to identify deficiencies and address them in all offices. Training and technical visits were completed to ensure that the new vision of the program was clearly relayed and understood by all staff assigned to the program. We feel a solid foundation has been established and we are ready to take full advantage of being integrated into Tennessee’s Workforce System and begin pursuing Third Party Partnership opportunities.

There are currently no Tribal Organizations in the State of Tennessee, so there are no specific plans for this population at this time.

SNAP E&T PROGRAM CHANGES

As of October 1, 2016, SNAP E&T has moved to a voluntary, statewide program serving all 95 counties in Tennessee. This expansion has allowed access to training and educational opportunities to all Tennessee’s SNAP recipients who wish to volunteer for SNAP E&T. As of
February 1, 2018, Tennessee has removed the ABAWD waivers for 79 counties. This will require any participant determined to be an Able-Bodied Adult Without Dependent (ABAWD) to meet their work requirements on a monthly basis to maintain their SNAP benefits. SNAP E&T will serve as a system to help serve these ABAWDs in meeting their requirements and connecting them to employment and training.

To ensure all SNAP E&T participants in all 95 counties have access to qualifying components, Career Specialists will become mobile and travel to surrounding counties within their Local Workforce Development Area (LWDA). Contact with each participant will be required on a monthly basis.

WIOA legislation requires recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient be given priority of service for adult career and training services. This makes SNAP E&T participants a priority to all programs offered under WIOA youth and adult/dislocated workers. SNAP E&T participants can take full advantage of this opportunity since we are housed within the AJC with the WIOA as a partner. We plan to refer a majority of participants to WIOA for training programs. Our partnership with TCAT’s and Community Colleges will allow us to select several short-term training programs to quickly train participants interested in attending school. WIOA can then move them to On-the-Job (OJT) opportunities that would not be available to participants, outside of our partnership.

TDLWD plans to identify and partner with a Community Based Organization (CBO) in West, Middle, and East Tennessee during the FFY 2018. CBO’s could possibly provide soft-skills training, assist with case management functions, and provide specialized services. TDLWD will seek to amend the plan when those Organizations have been identified, along with their Non-Federal match funding and the establishment of an MOU.

We expect to amend this plan as MOU’s are established with training institutions and CBOs since their matching funds will need to be allocated. Once the MOUs are established, we will have the capacity to expand to additional areas/counties within Tennessee.

SNAP E&T PROGRAM COMPONENTS

TDLWD will offer the following Four Components during FFY 2016:

- Basic Adult Education
- Work Experience
- Job Search Training
- Career/Technical Education/Training
- Work Readiness

SEQUENCING OF COMPONENTS

Participants will be advised of all component options at Orientation. Any participant who has not attained a Diploma or a High school equivalency certificate will be required to enroll in the Adult Education component. Once the participant has passed the HiSET, he or she will be allowed to enroll in another component that best suits the participant’s employment goals. Other participants may request to be placed in a different component. The request will only be
approved if funds are available and if it’s a qualifying component based on the participant’s type. If approved, that participant will be placed in the new component on the first of the following month.

**TRADE ADJUSTMENT ASSISTANCE (TAA)**

Upon the notification of a WARN notice and/or the receipt of a Certified Trade Petition, the Rapid Response Unit, and TAA Unit coordinates with WIOA partners to provide a seamless path from dislocation to gainful employment for trade-affected workers and their employers. As detailed in Section VI (2)(b), the Rapid Response Unit acts as a first responder to engage trade affected companies and their employees to the Workforce System. This early intervention ensures that workers are fully informed and able to request assistance sooner, which will ultimately lead to gainful employment more quickly.

To keep TAA-affected workers engaged in AJC services across the State, the collaborative effort between the TAA program and WIOA partners is paramount in providing a continuum of career services (Basic, Individual, and Follow Up Services). These services include early assessment, labor exchange services, employment counseling, the Test of Adult Basic Education (TABE) assessment or the Comprehensive Adult Student Assessment Systems (CASAS), subsistence/transportation cost, and other services deemed appropriate. Through colocation and co-enrollment efforts, we work to provide the trade affected worker with the services necessary to obtain skills and credentials that will lead to gainful employment.

The TAA program utilizes the Jobs4TN system to promote a more consistent framework for maintaining and reporting data collected from the partners. This system allows for linking between all partners, provides a common ground for storage of documentation, reduces duplication of services, and fiscal integrity and undergirds reliable performance reporting. TDLWD Fiscal Division continually tracks TAA funding to ensure compliance with all program financial mandates. Program information stored in the VOS system is utilized to create the Participant Integrated Reporting Layout (PIRL) which indicates if performance goals have been obtained. Further, the TAA Data Integrity (TAADI) scorecard, which identifies areas of questionable or non-compliant data, is utilized on a quarterly basis to evaluate the effectiveness of the program and to ensure that participants are being served in accordance with TAA laws.

**TAA ACTIVITY ALIGNMENT**

The TAA program has aligned its service delivery structure to engage and leverage a partnership with WIOA partners and by also to expanding opportunities to educate and empower trade-impacted workers. The following activities are aligned to accomplish the State’s strategies:

- **EARLY ASSESSMENT OF TRADE AFFECTED WORKERS.** Early assessment is a priority for TAA affected workers. It is important to determine whether the worker has the skills necessary to re-enter the workforce or is in need of further training to assist with future employment. TAA relies on WIOA partners to assist with the assessment and recommendation of training. Training may include occupational, customized, or On-the-Job (OJT) training. These assessments are always conducted in the local AJC. Co-location of the partners prevents the workers from traveling from one location to another to obtain services. All workers recommended for training are further evaluated by merit staff, in the
TAA Unit, against the six TAA training criteria as identified in Federal Regulations 20 CFR 617.22 to ensure eligibility.

- **CROSS-TRAINING OF ALL STAFF.** It is imperative that these workers get needed aid to regain employment more quickly. The cross-training of partner staff, in all programs, assists in better counseling of the TAA-affected workers concerning their needs and where services are available to meet the needs.

- **SHARED RESOURCES.** Funding is essential to provide services to workers involved in the seamless Career Center System; and, leverage funding, when possible, can better ensure that workers receive necessary assistance. Case Management Funds, along with WIOA Partner funds enables a full assessment of trade-dislocated workers and also can ensure re-employment services for gainful employment.

- **EXPERTS WITHIN THE PROGRAM.** It is essential that TAA and TRA use trade experts because of their program knowledge. Such expertise continues to ensure consistency and accuracy and thus ensures higher outcomes in re-employment for program participants.

- **CO-LOCATION OF PARTNERS.** Co-location of partners is essential for a successful program. Trade is a complicated program with four different programs operating “under one umbrella.” Workers should never be expected to know all program details or even all service deliverers. With co-location, workers may obtain necessary services in one place where teamwork presents a seamless and competent organization.

**TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF)**

Coordination across programs generally aims to improve efficiency in service delivery and increase the effectiveness of the provided services. TDHS has worked with the Department of Labor and Workforce Development and implemented a standard referral or co-enrollment process of Families First/TANF clients to the WIOA program. In addition, an automatic WIOA referral policy was developed for the enrollment of Families First/TANF clients after a specific timeframe or for specific purpose to provide a seamless transition between programs, which affords clients easy access to an extended menu of services. TDHS continues to work with the Department of Labor and Workforce Development in determining guidelines for co-enrolled clients and guidance for clear communication in order to track participation and coordinate funding for support services. The Families First/TANF program’s presence in the American Job Centers (AJCs) is provided through our contracted partners, the ECMS Providers. ECMS Providers are physically located in several of the AJCs in the Labor and Workforce Development Areas (LWDAs). In areas where co-location does not exist, there is an electronic or appointment referral process in place between the ECMS Provider and AJCs (e.g. refer TANF customers to WIOA for training assistance when a TANF recipient has a demonstrated need for a private education program; refer TANF customers to WIOA counselors if their participation in job search and job readiness activities does not lead to employment after two (2) weeks). TDHS continues to collaborate with the Department of Labor and Workforce Development to explore the use of a common employment or service plan across both programs to increase
communication on the client’s status in terms of his or her service plan and/or employment needs.

Infrastructure agreements have been established between Families First/TANF and other core partners in order to maximize the resources available to support common services when clients are co-enrolled. The commingling of these funds allows both programs to establish informal efforts to assemble a package of services that best meets the needs of co-enrolled clients (e.g. co-enrolled client takes the nursing board examination and WIOA pays for the initial exam; if they fail the examination the first time, the Families First/TANF program pays for the second examination, and then the two programs split costs associated with the licensure; client receives tuition assistance from WIOA to participate in a certified nursing program and the Families First/TANF program pays for associated certification fees).

The co-enrollment processes that have been implemented amongst the Families First/TANF and WIOA core programs will be periodically evaluated on the local and state level for purposes of strengthening and improving access and coordination of services for a seamless process.

TN JOBS FOR VETERANS STATE GRANT (VETS)

Tennessee Veterans are a valuable part of our state’s success and safety on a daily basis. Congruently, the success of our Veterans is an asset in our Workforce System and as a result, employment and training are always a priority for these for these respected individuals. Services provided at the AJC are focused on assisting Veterans and other eligible persons with Significant Barriers to Employment (SBE), in receiving quality training, if needed, and in obtaining gainful employment. In accordance with the Jobs for Veterans State Grant (JVSG), these individuals receive personalized coaching to help them obtain and keep jobs that promote self-sufficiency.

During the integration of WIOA and W/P, Veterans will continue to receive the established preferences (as identified in the Priority of Service section below) and will be included among the populations targeted for outreach. Tennessee has developed a coordinated intake form, Veteran Service Form, to facilitate services for Veterans.

TARGETING SERVICES TO VETERANS

The primary objective of the JVSG is to develop and support activities to increase employment and job training opportunities for Veterans and eligible persons. AJC staff provide job search and placement services for Veterans including counseling, testing, occupational and labor market information and skill evaluations. These services assist Veterans in making an educated and up-to-date decision about their training and employment needs. Veterans are introduced to local resources that offer career exploration, education, and job tools to the best career decision. These services include:

- Assessment of personal marketability
- Use of skills translators to assess strengths
- Researching occupations on a national, State or local level
- Researching employers for job searches
- Tracking labor market trends
Learning how to network in various career fields using professional associations and Career

Resource links

Researching training options by occupation such as certifications, schools, programs, and licenses

Exploring credentialing options

Finding financial aid resources

Integration of the DVOP and LVER into the WIOA Service Delivery system is accomplished by utilizing in-place procedures for servicing Veterans with SBEs and combining them with the new policies and processes that will support the law. Per US Dept. of Veterans Affairs, there are 501,907 Veterans in Tennessee. Those between ages 18-64 are 450,313kii.

INCREASING VETERANS TRANSITION SERVICES

Tennessee has developed a partnership with the Tennessee College of Applied Technology (TCAT) and the Army Career and Alumni Program (ACAP) at Fort Campbell Army base. This partnership is to provide production line training (Mechatronics) and certification to transitioning service members, allowing veteran participants to obtain the necessary skills required by manufacturing. This pilot program has been extremely successful in the advocacy and placement of Veterans within local manufacturers.

As an added benefit to employers, Veterans are mentioned when describing WOTC eligible population groups. These benefits are becoming increasingly attractive to eligible applicants. Strategies for partner coordination are also in place to optimize employment outcomes for these special populations. Strategies include the collaboration of services providers and coordination of resources to serve the military facilities, service members, Veterans and their families, located throughout Tennessee.

VETERANS REFERRAL PROCESS

One Stop partners are included in the intake process for JVSG DVOP services. Upon entering the AJC, Veterans are met by a front desk staff member, who asks several questions to help identify veterans and their needs. After identifying the veteran’s purpose for visiting the AJC, a staff member will conduct an intake assessment using the Veterans Service Form (VSF) to identify any significant barriers preventing employment. Upon identifying SBEs, partner staff members refer the veteran to the DVOP. Those veterans who do not have SBEs, however still require employment services and are provided services by our AJC staff, but not from a DVOP. Furthermore, when necessary, JVSG staff is often consulted with by AJC staff regarding military, DD-214, and other language translation in addition to other employment/service related questions, as needed.

JVSG, DVOP/ LVER, integration into the One Stop extends beyond co-location. Veterans seeking services at affiliate centers, that do not have DVOP within that facility, still receive priority of service. After the staff identifies a veteran, an initial needs assessment will be conducted, and a determination of services will be made at that time. In addition, the VSF form is completed to help identify SBEs and additional barriers that may require intensive services.
from a DVOP. Upon identifying that the veteran has SBEs, the DVOP assigned to that county will be notified. Within 24 hours, the DVOP makes contact and schedules an appointment to meet with the veteran and proceeds with the subsequent intensive services.

Individuals entering the American Job Center are met with signage and are encouraged to identify themselves as Veterans. In addition, a front-desk American Job Center representative provides an appropriate greeting and inquires by asking, “Have you or your spouse ever served in the Military?”

When a Veteran is recognized, that Veteran will receive an initial intake assessment, performed by Wagner-Peyser staff; upon determining eligibility (disabled veteran or with an SBE), that Veteran is immediately referred to the DVOP specialist to receive intensive services, based on the veteran’s needs. All Veterans will receive Veteran Priority of Service and subsequent staff-assisted services.

C. COORDINATION, ALIGNMENT, AND PROVISION OF SERVICES TO INDIVIDUALS

Describe how the entities carrying out the respective core programs, Combined State Plan partner programs included in this plan, and required and optional one-stop partner programs will coordinate activities and resources to provide comprehensive, high-quality, customer-centered services, including supportive services (e.g. transportation), to individuals, including those populations identified in section II(a)(1)(B), and individuals in remote areas. The activities described shall conform to the statutory requirements of each program.

The Workforce System ensures that all individuals seeking employment are provided comprehensive career services as defined by the labor exchange system. Those services include assisting job seekers in finding employment, assisting employers in filling jobs; facilitating the match between jobseekers and employers, participating in a system for labor between states, meeting work test requirements of the unemployment compensation, job search and placement assistance, career counseling; and providing business service activities to employers. Job seekers are able to receive multiple services at an AJC:

- Basic individual or group counseling. Learn how to set goals and develop a personal plan of action.
- Signing up for workshops to hear valuable information on job-related topics. Workshops are conducted by workforce professionals.
- Receiving an assessment, which helps all involved learn about the participant’s interest, aptitude, basic skills, work values, personality and more. These assessments may be self-served or staff assisted and is comprehensive and specialized exams that identify employment needs.
- Receiving Career Guidance/Planning to develop an individual employment/career plan with a workforce professional to identify employment goals and appropriate combination of services to achieve the goals.
- Receiving information and assistance with an internship, work experience, or relocations assistance based on the assessment or individual’s employment plan.
- Receiving training and education-skills training or educational program information.
- Receiving additional referral services to appropriate programs and partners to further assist with any other services such as health, welfare, and financial assistance where eligibility requirements are met.
- Connecting with a case manager who will advocate, communicate, and provide resources to aid in achieving the goals established in the individual employment plan.

**CUSTOMER RECRUITMENT/ENGAGEMENT**

Individuals are engaging the system through various methods: rapid response meetings, unemployment insurance claims, walk-ins, outreach via community job fairs, social media, as well as through referrals from internal and external agencies and organizations. The following identifies the basic flow through such activities:

**WELCOME & ASSESSMENT**

The welcome and verbal assessment allows AJC staff (Title I and Title III) an opportunity to pre-assess the individual and advise the individual to about the most appropriate next steps. This includes but is not limited to services offered in the resource room, through registration on the Jobs4TN, by identification of barriers to employment, identification of a service member for priority of service, and by identification of individuals with a disability and in need of additional resources or services.

**STAFF-ASSISTED OR SELF-ASSISTED SERVICES**

The Workforce System provides an opportunity for both staff assisted and/or self-assisted services to individuals. After the verbal assessment, the individual is able to engage Title I, Title II, Title III, and Title IV self-assisted and staff-assisted services. These services include educational or training services and labor exchange services. Staff-assisted services can include group orientation or a face-to-face meeting which allows a more in-depth explanation of services and an appraisal of the individual’s goals and interest. During these more personal interactions, the staff and the individual establish an action plan of next steps that best fit the individual’s needs and eligibility. In addition, individuals can attend workshops (resume reviewing/writing, interviewing skills, etc.) soft-skills training, occupational skills training/certification, etc. with the goal of gainful employment.

**REFERRAL, PLACEMENT & FOLLOW-UP**

Upon determination of the individual eligibility and needs, the individual is referred to the necessary services. This can include educational and training services, vocational rehabilitation services, supportive services, and/or placement to a job, work experience, apprenticeship, etc.

**D. COORDINATION, ALIGNMENT, AND PROVISION OF SERVICES TO EMPLOYERS**

Describe how the entities carrying out the respective core programs, any Combined State Plan partner program included in this plan, required and optional one-stop partner programs will coordinate activities and resources to provide comprehensive, high-quality services to employers
to meet their current and projected workforce needs and to achieve the goals of industry or sector partners in the state. The activities described shall conform to the statutory requirements of each program.

For businesses, the Workforce System provides labor market information, seminars on legislative changes, job-order service that helps companies fill vacant positions, new employee assessment and screening services, job fairs, and transition services for employees of plants that are closing, and more. The Workforce System will build on the department’s success through increased coordination, leveraged funds, seamless customer service delivery, and functional alignment of services redefined throughout this integrated plan. For example, the Regional Business Service Team located in each LWDA is a collaboration of WIOA Adult/Dislocated Worker, Wagner-Peyser Labor Exchange, TNECD, Vocational Rehabilitation, Adult Education and all partners of the AJC; all of these ensure that the needs of business and industry are met. Local Business Service Teams have been developed within the AJCs to work collaboratively to reduce duplication and further streamline service delivery for employers.

Tennessee is expanding Business Engagement in the AJCs to include the following:

- Sector convening to clarify and articulate the education and training pathways into high demand and emerging occupations
- Identifying systemic opportunities for improved service delivery so that more youth and adults access and complete the programs
- Connecting both youth and adults with educational and training opportunities to acquire skills and earn credentials required for success in the state’s labor market

In an effort to further support these efforts the state is working on identifying “capacity” which is a significant priority. By convening functional best practices work groups regionally, across American Job Centers and across state and local agencies we will continue to work to ensure that all partners have state of the art information and are developing and sharing practices that benefit job seeker, business, partners and community customers of our systems. A recent business services forum brought together stakeholders to discuss the viability of current business services strategy.

Future improvements to our system will include:

- Develop and expand State partnerships for business services and assist LWDAs to create sub- workgroups. This new focus will build on this process by developing and expanding the partnerships. The exact involvement of the local teams will be determined locally. However, additional partners (if not already present) may include local representatives of economic development councils, chambers of commerce, SHRM, community and technical colleges, the Division of Vocational Rehabilitation, and local government. As with the State Level workgroup, the local teams will focus on workforce and related economic development programs and services. Local teams will also provide access and referrals to other government programs that serve business
- Utilized and integrate Workforce OneTouch that will allow for improved customer relationship management tracking for business service representatives.
Incorporate additional operator access levels that will allow partner access to relevant information regarding services delivered/needed

- Incorporate “Brand” into activities using an implementation plan for branding throughout the State
- Develop technical assistance and training for Business Services Representatives (State & Local) on “Promising Practices” in Workforce Development services to employers
- Develop standard “Outreach” strategies, techniques, and templates for materials
- Work with local leadership to develop specialized technical assistance for “promoting Veteran Services to employers,” Tax Credits, and other incentives. Delivering training to LVERs and Business Services Representatives (State/Local); to include written scripts on Tax Credits, strategies and techniques for serving Business

To support cross-program strategies, Tennessee has engaged in a collaborative effort to redesign the State and local Workforce System to provide a seamless service model that focuses on the following customer needs and expectations:

**FUNCTIONAL ALIGNMENT.** Functional alignment is both an opportunity and a tool to effectively organize staff and facilities in a manner that streamlines customer service delivery, capitalizes on the strengths of staff and technology to deliver services, and thereby reduces duplication. It is not enough to co-locate partners, orient customers to partner programs, and refer customers to these programs. In order for the one-stop delivery system to succeed, services must be integrated and delivered according to customer need rather than program focus.

**BUSINESS SERVICES FUNCTION.** The AJC staff and partners involved in the business services function are responsible for building relationships with employers through local and regional initiatives including but not limited to sector partnerships and business alliances, and identifying opportunities to address the human resource needs of employers. The goal is to become the bridge between business and job candidates by coordinating with all AJC staff and partners to actively recruit and refer qualified job candidates based on the needs of the business. Services associated with the business services function include but are not limited to the following: business outreach; recruitment and referral for job vacancies primarily for targeted business and industry; job candidate qualification review; provision of economic, business and workforce trends; the organization of specialized training programs around business and industry needs; provision of information about human resource services.

**BUSINESS DEVELOPMENT AND JOB DEVELOPMENT.** For purposes of clarifying roles and responsibilities, there is a difference between business development and job development. Business development is the process of focusing on business needs and expectations in order to maximize the development of employment and training opportunities and then find suitable and appropriate workers; while job development is the process of having specific individual and targeting employers to hire to that individual. Each funding source will continue to conduct job development within its own organizational structure and within the framework of funding source requirements. Individuals engaged in job development for targeted populations will be a part of the local business service team. This cross-functional strategy will ensure that targeted
populations and the staff that work with them are engaged in conversation and planning to increase job opportunities for their respective populations. Business development will become a functionally aligned process that will be managed by local business service teams.

TDLWD BUSINESS SERVICE SUPPORT. TDLWD Workforce Services State and regional leadership will support local Business Service Teams by providing direct oversight, training, and technical assistance. The collective leadership of the Division of Workforce Services will assist with outreach materials, event planning, labor market information, data collection, technical assistance, and reporting. The Administrator of Workforce Services will be the primary contact to coordinate with TNECD and Jobs Base Camps. Each regional team will assist with these efforts to support the administrator in the cross-program collaborations.

LOCAL BUSINESS SERVICE TEAM FUNDAMENTALS.

- Workforce System partners, mandated in the WIOA and other appropriate partners will participate on local business service teams if their job duties require them to communicate with a business.
- The local business service teams will have a lead or co-leads from (Title I or Title III).
- The team will establish a memorandum of agreement on the protocols that will be followed related to meetings, communication, roles and responsibilities, and tracking.
- Regional and local teams will have options as to how to approach service delivery and they will participate in statewide planning sessions to understand and formulate local service delivery recommendations.
- Standardized forms, data input, and tracking will be developed to provide consistency and better analyses statewide.
- Regional and local business teams will be trained on OneTouch/Zendesk and will work with the TDLWD Administrative Team of Workforce Services to facilitate working with TNECD around job expansions and new business growth.
- Branding and outreach materials will be a statewide theme including the national DOL brand information.
- Common definitions will be established to support all funding streams’ understanding and requirements.
- A performance management dashboard inclusive of State Board measures and locally selected measures will be required to help drive positive behaviors in regard to employers.
- The rapid response will be included in the regional and local business service team responsibilities. Rapid Response activities have been functionally aligned and provided through local workforce areas to establish a more integrated seamless approach to helping job seekers and business customers. Title I has the primary responsibility to provide Rapid Response activities.
AJC certification requirements will include business service parameters that each local business service team must meet or exceed. Business service teams are expected to collaborate with job seeker services to fill positions and focus training on needed skills and knowledge.

REGIONAL AND LOCAL BUSINESS SERVICE TEAMS. There will be two primary partners in forming a local business service team: Wagner-Peyser Labor Exchange and WIOA Adult/Dislocated Worker Programs. Local Workforce Development Areas are required to submit local plans.

These plans will be received by TDLWD, in its role as an administrative entity, for approval that is developed in consultation with local Wagner-Peyser staff and other relevant partners evidenced by a signatory agreement on the plan. The plan is to address:

- Which partner agencies will participate in the local business services team?
- Who will lead or co-lead the team?
- What is agreed upon roles and responsibilities for each team member?
- A flowchart of job seeker and business customer flow for all team members’ funding streams. 
- The sectors that will be focused on and justification for the selection of the sectors.
- Common definitions and recommendations for local performance management dashboard key indicators.

MEETING THE SKILLS NEEDS OF EMPLOYERS

A critical factor in meeting the skills needs of employers is an understanding of exactly what those needs are. TDLWD will work with its education and economic development partners to clearly identify and forecast employer needs to be aligned with the industry clusters and sectors identified in the Governor’s vision. Concerning the cornerstone of the Governor’s Jobs and Economic Development Goal and Objectives, TDLWD considers employers to be primary customers. The Workforce System focuses on “people for jobs” and “jobs for people”; that can be achieved through a collaborative relationship among partners. Outreach and promotion as well as providing time sensitive and effective customized screening and recruiting services have developed strong ongoing relationships with employers. The Department will:

- Enhance relationships with employers currently served through local AJCs via Labor Exchange, Veterans Programs, the Trade Act, Re-employment Services, Unemployment Insurance, and Local Workforce Area Business Service efforts. This includes working with TNECD to identify, connect and serve companies with workforce needs.
- Establish protocol and policy to deliver employer services through a functionally aligned approach with seamless service delivery.
• Establish an AJC certification process that has standards required for business services statewide
• Continue to provide and track training to Workforce System partners to build the capacity to serve employers and to better understand labor market information data and analyses
• Establish policies and procedures to support meeting the skills needs of employers
• Use the AJC brand to market a consistent message and image to employers and job seekers (Governor’s Jobs & Economic Development Goal: Objective III)
• Develop job opportunities for the supply side of the Workforce System by demonstrating the value and benefit of participation to employers; all of this will result in increased job postings in Jobs4TN
• Pursue high-demand, sector-based workforce collaborative that includes employer engagement
• Continue the practice of assisting employers in recruiting skilled workers
• Provide services requested by employers based on the employers’ individual and specific needs
• Develop a plan to manage participation in community events and promote services available through the American Job Centers
• Establish a balanced scorecard/performance management dashboard that provides success indicators for employer services

E. PARTNER ENGAGEMENT WITH EDUCATIONAL INSTITUTIONS
Describe how the State’s Strategies will engage the State’s community colleges and area career and technical education schools, as partners in the workforce development system to create a job-driven education and training system. WIOA section 102(b)(2)(B)(iv).

In addition to the focus on career and technical education, work-based learning and career pathways in the Department of Education, the Tennessee Board of Regents system provides a variance of training and certifications through the 27 Tennessee Colleges of Applied Technology (TCAT) and 13 Community Colleges. Each of these institutions works closely with the State and local workforce development boards to develop training and support for emerging workforce demographics across the State. The expansion of programs of study that bring together a sequence of career-focused courses that start in high school and extend through college have grown in their availability and connectivity to emerging occupations. In addition to the collaboration in recruiting industries, retraining displaced workers, assisting with plant closings, and introducing youth to post-secondary career options/programs, the entities work closely with clients to assist in meeting the States workforce needs. Such coordination of services and training is done through meetings, serving on boards, and organizing job fair events to maintain a constant communication and pipeline to serve our clients and better meet the needs of industry. In addition, the Workforce360 program brings workforce, education, and employers to the table during a single meeting to discuss workforce challenges and identify attainable strategies to address concerns. This program directly increases alignment and promotes job-driven education.
Likewise, programs such as Pathways TN allow for multiple pathways to high skill/high wage employment beginning as early as high school. The variety of pathways allows high school students a chance to earn credits for both high school and college through programs providing an easy transfer of “dual credits” between high school and post-secondary institutions. These previously earned credits contribute to the improved articulation between the State’s two-year colleges and also between two-year and four-year institutions concerning credits earned in one institution being applicable (and transferable) to another.

F. PARTNER ENGAGEMENT WITH OTHER EDUCATION AND TRAINING PROVIDERS

Describe how the State’s Strategies will engage the State’s other education and training providers, including providers on the state’s eligible training provider list, as partners in the workforce development system to create a job-driven education and training system.

The State is constantly working on strategies that will engage the State’s other education and training providers (including providers on the State’s Eligible Training Provider List) as partners in the Workforce System. In some areas, the local boards have created skills panels that will work to analyze skill gaps for each industrial cluster and identify resources for growth.

Much like locally determining eligible training providers, the local leadership, for the skills panels, is helpful in identifying the relevance and potential success of employer-developed curriculums to meet the local employers’ needs.

Tennessee’s Community and Technical Colleges play an integral role in the economic growth of our State. From providing short-term training programs to customized, long-term initiatives, these 40 colleges have developed innovative strategies to meet the workforce training needs of local, regional and State employers.

The colleges work closely with the following Tennessee departments:

- Tennessee Department of Labor & Workforce Development
- Tennessee Department of Economic & Community Development
- Tennessee Small Business Development Center
- Tennessee Department of Tourist Development
- Tennessee Department of Education

Collectively, Tennessee’s colleges, with its partners, are able to offer workforce development programs, provide training for industries and small businesses. Through continued collaboration, the educational partners can meet with the State departments for a fast track to meeting training needs. In addition, Adult Education, Vocational Rehabilitation, and CTE services are beneficial for reaching and serving participants with significant barriers to education, training, and employment.

G. LEVERAGING RESOURCES TO INCREASE EDUCATIONAL ACCESS
Describe how the State’s strategies will enable the State to leverage other Federal, State, and local investments that have enhanced access to workforce development programs at the above institutions, described in section (E).

The State will use workforce development system partnerships as described above to ensure all resources are leveraged for education participants in attaining their educational goals. All workforce programs will use WIOA, TAA, Vocational Rehabilitation, Pell Grants, public and private grants, and other resources to assist participants in achieving their education and employment goals. In addition, the State’s “Drive to 55” initiative offers strong support for increasing educational access through TN Promise, TN Reconnect and LEAP grants.

**H. IMPROVING ACCESS TO POSTSECONDARY CREDENTIALS**

Describe how the State’s strategies will improve access to activities leading to recognized postsecondary credentials, including Registered Apprenticeship certificates. This includes credentials that are industry-recognized certificates, licenses or certifications, and that are portable and stackable.

The Department of Education has an industry certification policy for high school students that promote certifications, vetted by Tennessee industries; the student should be able to attain these certifications after the completion of a program of study in one of the 16 career clusters. The approach taken to align industry certification is designed to ensure that students are presented with viable seamless learning pathways. This designed approach contains three main goals:

- an increase in student attainment of department-promoted industry certifications
  
  A. an increase in student transference of department-promoted industry certifications to meaningful postsecondary and workforce opportunities following high school graduation
  
- provision to ensure consistency in the promotion of all department-promoted industry certifications with various stakeholders.

- Department of Education an industry certification policy recap:

  - Increase student attainment of department-promoted industry certifications
    
    A. Increase number of students sitting for promoted certification exams
    
    B. Increase pass-rates for said exams
    
    C. Increase transference of department-promoted industry certifications to meaningful opportunities for students following high school graduation

- Increase number of credit and/or hours awarded upon entering a postsecondary program

- Increase employment rates and workforce matriculation
• Ensure consistency in the promotion of department-promoted industry certifications with various stakeholders, including students, caregivers, school personnel, and postsecondary and industry partners. Promotion may include:
  • Capstone experiences in CTE programs of study
  • Recognition for “state distinction” upon graduation
  • Opportunities available through the attainment of a certification
• It is important that department-promoted certifications meet a set of criteria designed to ensure students can transfer attained certifications to postsecondary matriculation and workforce employment. Certifications should further a student’s pathway, not hinder it. In so keeping, the department used the following criteria to determine which industry certifications to promote:
  • Industry recognized and valued
  • Aligned with CTE course and/or program of study
  • Transference to postsecondary
  • Transference to high-quality employment

**INDUSTRY-RECOGNIZED AND VALUED**

For any certification to be promoted, it is essential that the certification is recognized and valued by the targeted industry. The industry certifications promoted by the Department have been vetted by respective career cluster advisory councils (composed of Tennessee industry representatives).

If an identified certification was recognized but not valued, it was not included in the final department-promoted list. All promoted certifications must show both.

**ALIGNED TO CTE COURSE AND/OR PROGRAM OF STUDY**

Department-promoted industry certifications should be representative of the learning a student has mastered through the successful completion of an aligned CTE course and/or program of study. It is important that this alignment exists and that the content in the certification is not simply representative of a few standards within a course.

Industry certifications can be stackable credentials such as Microsoft Office Suite certifications (as identified with the Office Management program of study), or they can be the capstone, meaning they represent the culmination of acquired skills through the completion of a particular program of study. TDLWD will continue to work to improve access to postsecondary credentials by focusing on high school diploma or equivalency attainment. This will be accomplished by ensuring that participants who lack a high school diploma are referred to Adult Basic Education (ABE) for services. This will enable many participants to be introduced or reconnected to the education system and improve their access to postsecondary credentials. In addition, Tennessee will utilize a demand-driven system to identify which training programs lead to credentials that are essential to business’ needs. This includes providing interested employers with information about the Apprenticeship Assistance Training Grant to help with the Registered Apprenticeship
certifications across the State. Each of these activities will improve access to postsecondary credentials in the State.

Another method of discerning which certificates and licenses are demand-driven is to identify those which are related to occupations in demand using the Department of Labor and Workforce’s supply and demand analysis. For these jobs in demand by region listed in the gap analysis in Appendix 2, common employer licenses and certifications found in jobs posted to the jobs4tn.gov were identified. Many of the certifications and licenses on the list of 2015-2016 Career and Technical Education Promoted Student Industry Certifications were associated with jobs in demand, particularly in healthcare, construction, information technology, and finance.

1. COORDINATING WITH ECONOMIC DEVELOPMENT STRATEGIES

Describe how the activities identified in (A) will be coordinated with economic development entities, strategies and activities in the State.

The strategic realignment of the workforce development regional directors in accord with the TNECD Job Base Camps creates a seamless connection of economic and workforce development activities. In addition, the partnership through Workforce 360 encourages alignment and coordination of recruitment, training, and placement of qualified candidates. The talent recruitment process continues with pre-screening, assessment, and testing, interviewing, and pre-hire training. Tennessee American Job Centers provide assistance with the following services:
Each department has defined and relevant roles in stimulating growth across the state, however, it is in the transformed partnerships that TDLWD and TNECD have found renewed success. The Governor’s Workforce Subcabinet, the State Workforce Development Board, Pathways TN, and several other aforementioned committees and initiative coordinate labor and economic development entities, strategies and activities on both the State and local level.

3. STATE OPERATING SYSTEMS AND POLICIES

The Unified or Combined State Plan must include a description of the State operating systems and policies that will support the implementation of the State strategy described in Section II Strategic Elements. This includes—
The State operating systems that will support the implementation of the State’s strategies, this must include a description of—

STATE OPERATING SYSTEMS THAT SUPPORT COORDINATED IMPLEMENTATION OF STATE STRATEGIES (e.g., labor market information systems, data systems, communication systems, case-management systems, job banks, etc.)

One of the main objectives of Tennessee’s Workforce System is to connect workforce development with job creation and growth; so a major tool intended to achieve and maintain this relationship is our data and case management system. For this reason, TDLWD launched Jobs4TN in December 2014. Developed by Geographic Solutions, Inc., this system is user-friendly and extremely helpful for the general public and our staff. The major functionalities of Jobs4TN are:

- Self-Service for Job Seekers
- Self-Service for Employers
- Labor Market Information
- Mediated Labor Exchange
- Case Management through Virtual One-Stop System (VOS)
- Reemployment Exchange (REX)
- Performance Reporting and Flexible Ad Hoc Reports
- Individual Fund Tracking

These functions provide integrated and secure, web-based applications hosted by Geographic Solutions, Inc. They are also password protected and have role-based security for local and state level staff. They provide, in addition, full, statewide metrics and streamlined participant data as well as performance reports just for the unique local areas and all AJCs.

In addition to the multi-level functionality of Jobs4TN, Workforce One-Touch streamlines the agility and connectivity of business management and customer service ticketing systems utilized by TDLWD. This system exists with the following goal, strategy, and objectives in mind,

- GOAL: collect real-time customer data upon which evidence-based TDLWD policies can be structured and continuously improved while measuring customer performance and accountability.
- STRATEGY: develop multi-agency collaboration and accountability for the effective delivery of services reflective of State workforce and education customer service outcomes.
- OBJECTIVE: increase customer service data sharing across State agencies through an agreed-to standardized process that includes the creation of standardized customer profiles and ticket forms.
Workforce One-touch has revolutionized Workforce System communication and management resulting in transformational results across Tennessee. Below are some highlights of the success of the system:

A major feature of Workforce One-Touch is Zendesk, a multi-channel customer service tool that streamlines communications throughout the Department. This system allows TDLWD to store all support questions and requests in one place for staff assistance and reference. Within assigned groups or divisions in the system, staff can quickly respond to businesses and customer requests for assistance or easily assign the request to the appropriate staff member. The ease in sharing such requests allows the Department to render quicker, better customer service. It also provides a record of progress for various communications to increase collaboration and streamline all responses. Finally, this system provides customer service and satisfaction metrics that will aim in workflow improvements and increase efficiencies across the board.

In addition to coordinated request responses, Zendesk also includes a live-chat feature, Zendesk Chat. Advantages of this feature include:

- Proactive engagement - initiate a chat with a customer who may need help
- Customer convenience - chat is a fast way to provide customer service in real time
- Agent productivity - reach more customers by easily managing multiple chats

Zendesk Chat also offers helpful features including:

- Triggers that automatically send out a chat or message to visitors on specific pages of the Department’s website.
- Agent-to-agent chat for team collaboration in real time
- Automatic translations of chat conversations
- Shortcuts that speed up chat conversations
- The ability to route chats to specialists

**DATA-COLLECTION AND REPORTING PROCESSES USED FOR ALL PROGRAMS AND ACTIVITIES, INCLUDING THOSE PRESENT IN ONE-STOP CENTERS**

Our goal is to carry out all data-collection and reporting processes under this plan using a single virtual system, specifically, the Jobs4TN system which is being deployed by Geographic Solutions, Inc., TDLWD’s system of record for workforce data across all core programs. And to the extent possible, recognizing cost and infrastructure limitations, also to be deployed for certain mandatory and optional partners as WIOA takes shape in the future.

The department’s web-based Virtual One-Stop System (VOS) is the most advanced and comprehensive statewide workforce development information and reporting system available today. Using a set of core proprietary software components created by Geographic Solutions Inc., the department and its partners have modernized and integrated workforce services into a single computing platform referred to as Jobs4TN. Working from the WIOA statutes, we have
moved forward with establishing needed data points in our systems and continually work with our vendor to collect required data as the reporting requirements continually change.

The VOS component library as implemented in Tennessee is modular in design and new or existing Web components will be easily added or modified. For example, the system incorporates robust modules for:

- Job Seeker and Employer Self Service
- Title I, Title II, Title III, Title IV (in December 2016), as well as Trade, SNAP, and RESEA Case Management Modules.
- Unemployment Insurance
- Virtual Recruiter for Employers
- Labor Market Information
- Labor Force Information by County, Region, and Statistical Area
- Tennessee Training Providers with Demand Occupations
- Adult Education

The system also creates and deploys expansive, workforce administrator and manager tools and virtual functionalities such as:

- Accountability and Dashboard Modules for Management
- Fund Management Tracking and Reporting
- Managed Employment Services
- Statewide and Partner Case Management
- Follow-Up and Outcomes Tracking
- National Data Sharing Interfaces
- Trade-Affected Worker Module
- Rapid Response to Layoff Module

VOS also enhances user practical knowledge by making available state-of-the-art, online assessments, as well as outcome tracking of Aptitude and Basic Skills tests, which are easily recorded for search and viewing by authorized staff and employers. Paperless case management and source document management and data validation modules positioning department and contractor staff for further deployment of business efficiencies through managed upgrades and modifications to the system.

VOS is a robust web-based computing system with strengths in ease of use and in its potential for future partnerships with internal units such as Unemployment Insurance, Adult Education, and potentially scalable interfaces with other agencies in state government.

Reporting across the six core programs will be led by the Tennessee Department of Labor and Workforce Development, Workforce Services Division, and this combined plan for performance
data collection and reporting outlines reporting under the common measures for all core partners. Extract file creation and the processes needed for submittal of WIOA reports for Titles I and III already are in place, and the partnership existing between Titles I and IV has identified the accountability requirements and data infrastructure of the Title IV program reporting, with the objective of having rehabilitation services extraction files mostly ready for upload in the first quarter of WIOA reporting under the common measures. However, we reserve the right to modify these data collection and reporting plans based on future publications of final rules or changes in reporting requirements. In addition, and as shown in Appendix 1, we have stated performance targets.

* For the PY 2016 state plan, descriptions of data collection and reporting processes need only include currently known indicators.

**THE STATE POLICIES THAT WILL SUPPORT THE IMPLEMENTATION OF THE STATE’S STRATEGIES (e.g., co-enrollment policies and universal intake processes where appropriate). In addition, provide the State’s guidelines for State-administered one-stop partner programs’ contributions to a one-stop delivery system.**

The system design of American Job Centers across Tennessee rests upon the principles of leveraging resources and coordinating services through Memorandums of Understanding (MOU) and/or Resource Sharing Agreements (RSAs). Through these agreements, multiple partners leverage resources which support the infrastructure and programmatic functions in the AJCs. Such partners include WIOA (Adult/Dislocated Worker/Youth), Wagner-Peyser, Adult Education, SNAP Employment and Training, Re-employment Services and Eligibility Assessment, Trade Act, Veterans, Human Services (including TANF and Vocational Rehabilitation), Job Corps, and Title V Senior Services. Pursuant to WIOA section 121(h)(1)(B), the State’s policy on the One-Stop Delivery System provides guidance on MOUs and the RSAs to assist local boards, chief elected officials, and one-stop partners in local areas in determining equitable and stable methods of funding the cost of infrastructure of one-stop center in such areas.

Tennessee is in the process of reviewing and updating several policies to adapt to regulatory changes as well as new technology that support the implementation of WIOA. The following list contains the policies that are currently in draft. Upon the receipt of the final Federal regulation (expected to be released in June 2016), more policies will be developed to provide guidance to WIOA partners.

- Appointment and Certification of Local Boards
- Access to Local Board meetings by people with disabilities
- Conflict of Interest
- Priority of Service to Low-income individuals and those with disabilities
- Priority of services to Veterans
- WIOA Allocation
• Initial Assessment and Co-enrollment
• Youth 5% and Additional Assistance
• Certification (AJC/One-Stop Certification)

Since June 2016, the Tennessee Workforce System State, under the auspices of the Workforce Development Board, has developed 72 WIOA policies, guidance, and manuals that guide the workforce system.

4. STATE PROGRAM AND STATE BOARD OVERVIEW

A. STATE AGENCY ORGANIZATION

Describe the organization and delivery systems at the State and local levels for the programs covered in the plan, including the organizational structure. Include an organizational chart.

![Organizational Chart](image)

**Figure 4: Tennessee State Agency Organization**

Tennessee Workforce Development System has made significant strides to align not only to the WIOA standards, but also to align to Governor Bill Haslam goals of jobs and economics, education and workforce development, and fiscal leadership. In doing so, there is a comprehensive system that works across government agencies and partners to accomplish these goals.
Under Governor Haslam’s Executive Order 46 twenty-four members were appointed to the State Workforce Development Board. These members would delineate oversite - policy and programmatic development, operations - performance monitoring and continuous improvement of WIOA programs/activities, and opportunities - technological and best practices strategies which govern the Tennessee Workforce System in accordance to section 101 of WIOA.

The activities within the Tennessee Workforce System could not be carried out without the collaboration of multiple departments of the State of Tennessee known as TeamTN including the Local Workforce Development areas. These partnerships include:

1. **Tennessee Department of Labor and Workforce Development (TDLWD)** - authorized as the signatory entity designated to receive funds under WIOA. Within the context of WIOA, it administers services through the following:
   - *Division of Workforce Services* - manages Title I and III funds as well as ensure workforce, job-training, and employment-related activities are provided in accordance to WIOA.
   - The Division of Workforce Services also provides oversite of programs and activities within the American Job Centers (AJC) which provides training and educational services as well as workforce development to Tennesseans across Tennessee. The AJCs have been positioned within their area to allow for physical and programmatic access to services and resources. In essence, the AJC is the face of the Tennessee Workforce System.
   - *Division of Employment Security* - administers Tennessee’s Unemployment Insurance program and collects, analyzes, and disseminates Tennessee’s Labor Market Information.
   - *Division of Adult Education* - manages the Title II, Adult Education, and Family Literacy Act program which delivers educational services to adults.

2. **Tennessee Department of Education (TDOE)** - as administers support to districts, schools, and educators across the state in increasing student achievement results and closing achievement gaps. Through the partnership Division of College, Career and Technical Education, the Tennessee Workforce System is able to align services and training services that support Governor Haslam’s Drive to 55 - a statewide initiative to equip 55% of Tennesseans with a post-secondary degree or certificate by 2025.
   - *Tennessee Promise* administered by offers high school students two years of tuition-free community or technical college and offers and mentor to help them through the process.
   - *Tennessee Reconnect* administered by **Tennessee Higher Education Commission** offers adults the opportunity to attend and earn a certificate at any of the 27 Tennessee Colleges of Applied Technology (TCATs) completely free of tuition and fees. THEC and TDLWD have partnered to train and prepare AJC staff as TNReconnect Ambassador which will enable staff to navigate Tennesseans through the process of going to college for the first time or returning to college.
3. **Tennessee Department of Human Services (DHS)** - offers temporary economic assistance, work opportunities, and protective services to improve the lives of Tennesseans. DHS is also a partner of the Tennessee Workforce System as they administer several programs and services to the population that has the greatest barriers to employment. These programs include:

- **Supplemental Nutrition Assistance Program (SNAP)** under USDA regulations supplies the participant pipeline to the SNAP Employment and Training Program within the Workforce Services Division. Through that collaboration, SNAP participants with education and training opportunities that will increase their student achievement thereby increasing their employability.

- **Vocational Rehabilitation Services** manages the Vocational Rehabilitation Program which provides a variety of individualized services to persons with disabilities as well as an employer in preparation for their employment. They also assess the Tennessee American Job Centers to ensure they are properly attired with the necessary technology, services, programmatic accessibility of facilities, and materials for individuals with disabilities.

- **Temporary Assistance for Needy Families (TANF)** focuses on gaining self-sufficiency by providing transportation, child care assistance, education, job training, employment activities, and other supportive services. The TANF program will bring insight to the Tennessee Workforce System by equipping staff on the Two-Generational Approach - Family Focused Solutions that provides assessments, case management, family and individual counseling, self-advocacy training, in-house services, and other skills training that promote self-sufficiency.

4. **Tennessee Department of Economic and Community Development (TNECD)** - develop and implement strategies to attract new corporate investment in Tennessee and works with Tennessee companies to facilitate expansion and economic growth. TNECD completes the strategic arm of the Tennessee Workforce System by providing business development strategies within the local areas that revise or develop regional economic development plans thereby aligning the state and federal resources to help their local communities. The **Workforce 360° Project** is a region-based, multi-agency partnership targeted to engage businesses and industry leaders that are interested in recruitment and expansion projects.

TeamTN provides subject matter expertise to the State Workforce Development Board. They are also the core management team for implementation and performance of WIOA activities. In March 2016, TeamTN signed a Memorandum of Understanding to establishing a collaborative framework encouraging cooperation, collaboration, communication, policy and technical guidance to assist the efficient and effective participation of WIOA implementation within the Local Workforce Development Areas across Tennessee.

**B. STATE BOARD**

Provide a description of the State Board, including—
The State Workforce Development Board (State Board) consists of 24 members representing various state agencies, State, local, and city government, public and private sector businesses and the general public.

More details are included in the following responses.

**MEMBERSHIP ROSTER**

Provide a membership roster for the State Board, including members’ organizational affiliations.

Those members are as follows:

The Governor of Tennessee leads state workforce efforts and organizations for the entire state. The organizational chart shows the Governor at the top. The Governor appointed the State workforce Board. The WIOA State Board is created in accordance with the newly-established WIOA guidelines and reports directly to the Governor and has direct lines of responsibility and communication with all WIOA partner organizations and agencies.

<table>
<thead>
<tr>
<th>Board Member Name</th>
<th>Employer or Organization of Board Member</th>
<th>Member Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Martha Axford</td>
<td>ABC Design, LLC</td>
<td>Business</td>
</tr>
<tr>
<td>Jason Bates</td>
<td>Toyota Bodine Aluminum, Inc.</td>
<td>Business</td>
</tr>
<tr>
<td>Timothy Burchfield</td>
<td>Chick-Fil-A</td>
<td>Business</td>
</tr>
<tr>
<td>vacant</td>
<td>Business</td>
<td></td>
</tr>
<tr>
<td>Ann Hatcher</td>
<td>HCA</td>
<td>Business</td>
</tr>
<tr>
<td>Christine Hopkins</td>
<td>Middle TN Rural Reentry</td>
<td>Business</td>
</tr>
<tr>
<td>Greg Persinger</td>
<td>Yates Services, LLC</td>
<td>Business</td>
</tr>
<tr>
<td>Stuart Price</td>
<td>Lee Company</td>
<td>Business</td>
</tr>
<tr>
<td>James Williamson</td>
<td>Aztec Pest Control</td>
<td>Business</td>
</tr>
<tr>
<td>Mr. Bob Ravener</td>
<td>Dollar General Corporation</td>
<td>Business</td>
</tr>
<tr>
<td>vacant</td>
<td>Business</td>
<td></td>
</tr>
<tr>
<td>Warren Logan</td>
<td>Urban League</td>
<td>Organized Labor</td>
</tr>
</tbody>
</table>
### DESCRIPTION OF THE STATE BOARD:

The Governor appoints members of the Tennessee State Workforce Development Board (SWDB) in accordance with WIOA section 101(b) (1). The Board through its bylaws established working committees to assist the Governor and the full Board in carrying out the functions and responsibilities it has under WIOA.

### BOARD ACTIVITIES

Provide a description of the activities that will assist State Board members and staff in carrying out State Board functions effectively.
The three working committees include the Oversight Committee; Operations Committee and Opportunities Committee. These committees are essential in guiding the workforce system and carrying out the Governor’s vision for the workforce.

Responsibilities of the Oversight Committee are as follows:

• Advising the Governor on program and policy changes under WIOA
• Leading the development, maintenance, and modification of State, regional and local plans
• To serve as an advisor to review statewide program alignment
• To review and make recommendations on program funding allocations
• To lead a review of statewide Workforce System

The responsibilities of Operations Committee are to:

• Oversee the continuous improvement of WIOA programs and activities
• Be the lead monitor on State performance/accountability
• Be the lead coordinator of policies and provision of WIOA services
• Review and make recommendations for performance reporting, including Labor Market Information

The responsibilities of Opportunity Committee are to:

• Identify and share Workforce System best practices
• Develop strategies for technology alignment and integration
• Be the lead reviewer of service-model strategies in WIOA programs
• Oversee all WIOA Youth program initiatives.

The State Board meets every quarter to consider recommendations, policies, and initiatives.
The Local Workforce System under the guidance of the state workforce board has formed its own structure which includes a Chief Elected Official, a Local Board, a fiscal agent and TDLWD Regional Directors.

One of the responsibilities of the State Workforce Board is guiding the local workforce board through policy directives and overseeing the activities and services statewide. The role of the TDLWD central office (Workforce Service) staff along with the core partners is to assist the State Workforce Board staff. Staff support includes the development of policies, planning, evaluating program outcomes, monitoring the delivery system, allocating funds to the local areas and the overall management of the workforce system.

**The Chief Local Elected Official (CLEO);** CLEOs role on behalf of each unit of government is crucial in the workforce system, because the CLEO is responsible for selecting the local board, ensuring the local board is representative of the local area; being liable for the funding and the distribution of funds to the local area; designating the fiscal agent and approval of the budgets the area will use to operate the workforce system. Additional, CLEO responsibilities include the development of the Memorandum of Understanding; overseeing the AJCs and requesting the designation and certification of the Local Boards.

**The Local Board** is made up of selected individuals in the local area based on the criteria established in WIOA Section (107(c) (1). The Local Board along with the Chief Elected Official is responsible for the following activities: planning; procuring OSOs; selecting eligible service providers for training services; overseeing activities of the AJCs; developing local board policies; negotiating the local performance measures; and procuring youth service providers. If the Local Board is selected by the CLEO as the fiscal agent, the responsibility will extend to
allocating funds and reporting results of activities and expenditures of these funds to the State Board as requested.

**The Fiscal Agent** is an entity designated by the Chief Local Elected official (CLEO) (see slide 21) and is responsible for the receipt, disbursement, accounting, auditing, monitoring, and reporting of all WIOA funds given by the TDLWD. The CLEO responsibility is to ensure that this agent has a clearly defined role and responsibility which are limited to accounting and funds management. The CLEO also has an understanding that the designation of a Fiscal Agent does not relieve the CLEO or Governor of liability for the misuse of grant funds.

**TDLWD Regional Directors** represent the TDLWD as a part of the board as required in (20 CFR 652.201). By representing the State on Local Boards, Regional Directors are responsible for regional level monitoring of activities with a strong emphasis on local public relations with the TDLWD. The Regional Directors must work in conjunction with LWDA/Local Board Executive Staff and also provide supervision of the AJC Site Leads.

The State workforce board staff (Workforce Services) is assisting the local areas in restructuring the workforce system based on the State Workforce Board policy which necessitates creating firewalls between the Local Boards and the One Stop operators to prevent conflict of interest or the appearance of a conflict of interest. The LWDA/Local Board staffs are in the process of creating this firewall and refining the local workforce structure.

**ONE-STOP OPERATORS**

One-Stop Operators are charged with coordinating service delivery among partner agencies in American Job Centers. One-Stop Operators are responsible for:

- Managing daily operations in coordination with the WIOA Fiscal Agent for the lease, utilities, and other activities to support the center
- Managing responsibilities as defined in the memorandum of understanding (MOU) among Partners
- Coordinating services across the Local Workforce Development Area
- Managing hours of operation
- Managing services for individuals and businesses
- Ensuring that basic services - such as orientations, labor market information, resource room - are available
- Implementing Local Board policy
- Adhering to all federal and state regulations and policies
- Reporting to the Local Board on operations, performance, and continuous improvement recommendations

**SITE LEADS AND PARTNER AGENCY LEADS**

AJC Leads supervise TDLWD Merit Career Pathway staff in regard to timekeeping, personnel matters, and operational performance. Leads are responsible for coordination of staff and not
what services they offer, which is provided by the One-Stop Operator. The partner agency leads supervise the staff under their agency located in the AJCs.

**CAREER SERVICE STAFF:**

These are individuals who provide labor exchange services under the authority of the Wagner-Peyser Act including delivery of services to Veterans (20CFR 652.215) and all career services. Partner Agency staff (Adult Education/Vocational Rehab) are placed in the comprehensive AJC’s to carry out the activities and services as described in section 121 and 134 (c2) of WIOA.

**5. ASSESSMENT AND EVALUATION OF PROGRAMS AND ONE-STOP PROGRAM PARTNERS**

**A. ASSESSMENT OF CORE PROGRAMS**

Describe how the core programs will be assessed each year based on State performance accountability measures described in section 116(b) of WIOA. This State assessment must include the quality, effectiveness, and improvement of programs broken down by local area or provider. Such state assessments should take into account local and regional planning goals.

Each quarter the SWDB receives a dashboard that assesses the services provided in each AJC. The dashboard incorporates all partner services to assess program delivery and efforts made for continuous improvement in the integrated delivery system. SWDB staff will continue to conduct annual monitoring of contractors, local area board activities, and the appropriate use of funds. Regular reports will be presented to the State board, including an analysis of economic and labor market data to assist the board in making an educated decision for changes and improvements. Under the direction of the SDWB, the board staff will prepare models of analysis that assists system partners with understanding the impact of career pathways and other strategies that address disparate impact populations within the WIOA programs and the system at large. In addition, core programs will be assessed annually based on the state performance accountability measures described in Section 116(b) of WIOA. Assessments include the quality, effectiveness, and improvement of programs. Under the leadership of the SWDB, core program partners will meet to define performance accountability measures and sources of data, and how the information will be used to for improvements. Tennessee will use previous performance measures base measurements. A determination of each of the core partners’ success will be measured by their ability to meet or exceed their agency’s target.

**WORKFORCE DEVELOPMENT SYSTEM CERTIFICATION**

Tennessee’s Workforce System is in the process of developing certification requirements in accordance with WIOA. This will establish the criteria that the Local Workforce Development Boards, the Local Workforce Development areas, and the One-Stop Operators must use for certification of Tennessee’s AJC.

**ACCOUNTABILITY**

Tennessee leadership has recognized, and some cases confirmed, the strengths and weaknesses of an accountability system that is primed for transformation. We still have skills and education gap when it comes to employer job openings, and each year the workforce development system serves more than 200,000 Tennesseans with career and training services, placing over 100,000 in jobs each year.
“For all the services an effective state government can provide we know that nothing takes the place of having a job.” // Tennessee Governor Bill Haslam, February 1, 2016

What this means is, under WIOA, we need a Workforce System certification process, as well as certification processes, developed by the Core Partners and the Local Workforce Development Areas (LWDA). All of this help in reviewing and sustaining continuous improvement and high-quality customer service at Tennessee’s American Job Centers as part of regional and local operational strategies. The WIOA Partner team has carried out the following:

- Created a Focused Partnership Team
- Developed an Integrated System Vision
- Developed a Focus Team Action Plan
- Developed a Combined Workforce Development Plan
- Implemented a Combined Plan in Support of Continuous Improvement
- Planned Evaluations
- Used the Results of Evaluations to Improve the System

In addition, the central concepts to guide system assessments, accountability, transparency, integration, and sufficiency will be deployed system-wide, as follows:

- System Self-Assessment
- Letter of Intent to Comply with WIOA
- System Certification Application
- System Application Review
- Certification Recommendation

The system shall be certified under the authority of Public Law 113-128 WIOA of 2014, as amended (29 U.S.C. 3101 et seq.), Section 121(g); Notice of Proposed Rule Making (NPRM) WIOA Regulations, 20 CFR 601, 651, 652 et al., Office of Management and Budget (OMB) cost principles codified in 2 CFR Part 220, CFR 225 and CFR 230; TEGL 4-15. 678.800; 678.305(d).

**REGION AND LOCAL LEVEL ACCOUNTABILITY**

Tennessee’s workforce development system, both regional and local, requires that programs and providers co-locate, coordinate, and integrate activities and information so that the system is cohesive and accessible for individuals and businesses alike. Accountability goals increase the long-term employment outcomes for individuals seeking services, especially those with barriers to employment; to improve services to employers; and to demonstrate continuous improvement. The certification policy is the foundation for aligning programs, policies, and activities in the State’s Workforce System. This policy will assess the effectiveness, physical and programmatic accessibility in accordance with section 188 and the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) and will undergird continuous improvement of one-stop centers. It specifies minimum standards for the service menu and customer service to be met and branding requirements that demonstrate a statewide Workforce System. This certification process will
demonstrate that the local workforce development boards can ensure that employment and training programs in their communities operate at the highest level of quality and consistency while satisfying the expectations and needs of their customers.

**B. ASSESSMENT OF ONE-STOP PARTNER PROGRAMS**

Describe how other one-stop delivery system partner program services and Combined State Plan partner programs included in the plan will be assessed each year. Such state assessments should take into account local and regional planning goals.

Since 2016, Tennessee has made incremental structural changes based on how WIOA programs could be effectively implemented in local development areas. With each incremental change, the state consulted with several workforce stakeholders. The final phase of the structural change was approved by the State Workforce Development on May 11, 2018. As one of the implementers of the WIOA programs, Workforce Services will continue to conduct regular assessments and will submit the results upon request.

The State assesses the quality and effectiveness of programs through the following mechanisms:

1. **State and local level fiscal and programmatic monitoring** - quarterly the State provides the State Workforce Development Board with an analysis of each local workforce board’s financial status and programmatic outcomes through the Tennessee Workforce Dashboard. The board has three standing committee’s Oversight Committee, Operations Committee, and Opportunities Committee that review the fiscal and programmatic activities and discuss ways to better administer services and continuous improvement of the Tennessee Workforce System.

2. **Data validation** - Tennessee has established procedures, consistent with the guidelines issued by the Secretary of Labor and Education, to ensure the information contained in all federal reports is valid and reliable. Data validation is a process intended to review participant files for accuracy and compliance. Eligibility and verification documentation is reviewed in this process quarterly, as well as annually, which is required by USDOL. Tennessee requires that the LWDAs use VOS to upload documents for data validation immediately and ensure that all information is present no later than June 30 of the current program year. This digital medium streamlines the process by eliminating the need for paper documents while allowing the validation process to be conducted remotely and accurately.

The state monitors local areas and providers to meet performance measures through technical assistance when needed and plans to develop metrics to evaluate performance and programmatic outcomes of core and partner programs. The State along with the State Workforce Development Board will work to ensure the vision, goals, and strategies of the state plan are moving the Tennessee Workforce System in the right direction. As a part of the state assessment process, performance based on program activities and goals based on regional and local plans will be reviewed to mark program on achieved outcomes.

**C. PREVIOUS ASSESSMENT RESULTS**

Beginning with the state plan modification in 2018 and for subsequent state plans and state plan modifications, provide the results of assessments of the effectiveness of the core programs and other one-stop partner programs and Combined State Plan partner programs included in the Unified or Combined State plan during the preceding 2-year period (i.e. the 2-year period of the
plan modification cycle). Describe how the State is adapting its strategies based on these assessments.

Based on the data provided within the Tennessee Workforce Dashboard, the state has seen an increase in the overall number of program enrollments and coenrollments compared to third quarter PY16. Also, there has been an increase in the number of individuals and employers seeking workforce services in the American Job Centers. The Tennessee Department of Labor and Workforce Development have created a Economic Data portal which is accessible to all, providing detailed performance information to local areas. (Please see the link attached www.tn.gov/workforce/tennessee-economic-data-/performance-metrics.html) More specific information on the results of assessments can be provided in the dashboard upon request.

D. EVALUATION

Describe how the State will conduct evaluations and research projects on activities under WIOA core programs; how such projects will be coordinated with, and designed in conjunction with, State and local boards and with State agencies responsible for the administration of all respective core programs; and, further, how the projects will be coordinated with the evaluations provided for by the Secretary of Labor and the Secretary of Education under WIOA.

The description of State evaluations has been included in the response to Part A of this question.

6. DISTRIBUTION OF FUNDS FOR CORE PROGRAMS

Describe the methods and factors the State will use in distributing funds under the core programs in accordance with the provisions authorizing such distributions.

A. FOR TITLE I

For Title I programs, provide a description of the written policies that establish the State's methods and factors used to distribute funds to local areas for—

YOUTH ACTIVITIES IN ACCORDANCE WITH WIOA SECTION 128(b)(2) or (b)(3),

The State Workforce Development Board (State Board) provides oversight in the development of allocation formulas and is supported by TDLWD staff that also supports the Board. Staff members provide the Board with timely updated information regarding newly released Federal guidance and provide feedback from local areas and local chief elected officials, including the Commissioner’s listening tours or comments received during any applicable public comment periods.

In accordance with WIOA section 128 and 133, the State’s established written policy on the Equitable Distribution of WIOA Formula Funds which provides guidance on the methods used for the development of allocation formulas for the distribution of funds. Such funds are allocated for: for employment and training activities for adult, and youth workforce development activities; to local areas as permitted under sections 128(b)(3) and 133(b)(3). For Dislocated Worker funding formulas, the State’s policy/procedure includes the data used and the weights assigned. Also, as provided under the same sections of WIOA, 128(b)(2)(A) and 133 (b)(2)(A) and (B), local areas shall receive a minimum funding; whereby, the local area shall not receive an allocation percentage for a fiscal year that is less than 90 percent of the average allocation percentage of the local area for the 2 preceding fiscal years.
The following chart provides a description of the State’s methods and factors used to distribute Title I programs funds to local areas:

## TENNESSEE ALLOCATION FORMULA FOR WIOA PROGRAMS

<table>
<thead>
<tr>
<th>Allocation Factor</th>
<th>Weight Assigned in Formula</th>
<th>Data Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unemployment in Areas of Substantial Unemployment (6.5%)</td>
<td>33.3%</td>
<td>Local Area Unemployment Statistics (Annual Data)</td>
</tr>
<tr>
<td>Excess Unemployed (4%)</td>
<td>33.3%</td>
<td>Local Area Unemployment Statistics</td>
</tr>
<tr>
<td>Economically Disadvantaged Adult/Youth (when determining Adult allocation)</td>
<td>33.3%</td>
<td>Census</td>
</tr>
</tbody>
</table>

- Number of unemployed persons in areas of an unemployment rate of 6.5 percent and above
- Number of unemployed in excess of 4.5 percent of the civilian labor force (in the LWDA or in the area of Substantial unemployment within the LWDB, whichever is higher)
- An adult aged 18-72 whose income, or whose family income was below the poverty or below 70 percent of the poverty lower living standard.
- A youth aged 14-24 whose income or whose family income was below the poverty or below 70 percent of the poverty lower living standard

## DISLOCATED WORKER ALLOCATION FORMULA FOR WIOA PROGRAMS

<table>
<thead>
<tr>
<th>Allocation Factor</th>
<th>Weight Assigned in Formula</th>
<th>Data Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unemployment Insurance Beneficiaries</td>
<td>35%</td>
<td>Unemployment Insurance data (Most Recent Year)</td>
</tr>
<tr>
<td>Unemployment in Areas of Substantial Unemployment (6.5%)</td>
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</tr>
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<td>Plant closure and Mass Layoffs</td>
<td>5%</td>
<td>Plant Closures and mass layoffs employers report to TDLWD according to WARN (Annual)</td>
</tr>
<tr>
<td>Declining Industries</td>
<td>5%</td>
<td>Declining Industries data TN Bureau of Labor statistics (Recent Data)</td>
</tr>
<tr>
<td>Long-Term Unemployment Insurance</td>
<td>20%</td>
<td>Unemployment Insurance data (most recent year; beneficiaries’ 15 weeks or more)</td>
</tr>
</tbody>
</table>
Beneficiaries

- UI beneficiaries’ claimants less than 15 weeks by LWDA
- Number of unemployed persons in areas of unemployment rate of 6.5 percent and above
- Plant closures employers reported to TDLWD in each LWDA.
- Number of jobs lost as determined by employment reports of employers as filed with the TDLWD under the Unemployment Insurance program past five years.
- UI beneficiaries’ claimants less than 15 weeks by LWDA

Regarding within State allocations and in accordance with WIOA section 128 and 133, the State will establish policy and procedures outlining the methodology to be used in determining the discretionary allocations of Title I formula funds if the State Board deems this necessary. The policy will be established utilizing extensive Labor Market data. If implemented, this would not go into effect until Program Year 2017.

If the State uses other information or chooses to omit any of the information sources set forth in WIOA when determining the formula methodology used in determining within State allocations of Title I formula funds, the State assures that written rationale exists to explain the decision.

ADULT AND TRAINING ACTIVITIES IN ACCORDANCE WITH WIOA SECTION 133(b)(2) or (b)(3),

The State Workforce Development Board (State Board) provides oversight in the development of allocation formulas and is supported by TDLWD staff that also supports the Board. Staff members provide the Board with timely updated information regarding newly released Federal guidance and provide feedback from local areas and local chief elected officials, including the Commissioner’s listening tours or comments received during any applicable public comment periods.

In accordance with WIOA section 128 and 133, the State’s established written policy on the Equitable Distribution of WIOA Formula Funds which provides guidance on the methods used for the development of allocation formulas for the distribution of funds. Such funds are allocated for: for employment and training activities for adult, and youth workforce development activities; to local areas as permitted under sections 128(b)(3) and 133(b)(3). For Dislocated Worker funding formulas, the State’s policy/procedure includes the data used and the weights assigned. Also, as provided under the same sections of WIOA, 128(b)(2)(A) and 133 (b)(2)(A) and (B), local areas shall receive a minimum funding; whereby, the local area shall not receive an allocation percentage for a fiscal year that is less than 90 percent of the average allocation percentage of the local area for the 2 preceding fiscal years.

The following chart provides a description of the State’s methods and factors used to distribute Title I programs funds to local areas:

TENNESSEE ALLOCATION FORMULA FOR WIOA PROGRAMS
<table>
<thead>
<tr>
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<th>Data Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unemployment in Areas of Substantial Unemployment (6.5%)</td>
<td>33.3%</td>
<td>Local Area Unemployment Statistics (Annual Data)</td>
</tr>
<tr>
<td>Excess Unemployed (4%)</td>
<td>33.3%</td>
<td>Local Area Unemployment Statistics</td>
</tr>
<tr>
<td>Economically Disadvantaged Adult/Youth (when determining Adult allocation)</td>
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**DISLOCATED WORKER ALLOCATION FORMULA FOR WIOA PROGRAMS**

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- Number of unemployed persons in areas of unemployment rate of 6.5 percent and above
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DISLOCATED WORKER EMPLOYMENT AND TRAINING ACTIVITIES IN ACCORDANCE WITH WIOA SECTION 133(b)(2) AND BASED ON DATA AND WEIGHTS ASSIGNED

The State Workforce Development Board (State Board) provides oversight in the development of allocation formulas and is supported by TDLWD staff that also supports the Board. Staff members provide the Board with timely updated information regarding newly released Federal guidance and provide feedback from local areas and local chief elected officials, including the Commissioner’s listening tours or comments received during any applicable public comment periods.

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### Unemployment in Areas of Substantial Local Area Unemployment Statistics (Annual Data)

<table>
<thead>
<tr>
<th>Area Description</th>
<th>Percentage</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unemployment (6.5%)</td>
<td>33.30%</td>
<td></td>
</tr>
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<td></td>
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### DISLOCATED WORKER ALLOCATION FORMULA FOR WIOA PROGRAMS

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Formula PY 2017-2018 Allocations

<table>
<thead>
<tr>
<th>LWDA</th>
<th>Youth</th>
<th>Adult</th>
<th>Dislocated Worker</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$884,511.00</td>
<td>$882,804</td>
<td>$878,692</td>
<td>$2,646,007</td>
</tr>
<tr>
<td>2</td>
<td>$1,073,032.00</td>
<td>$1,134,673</td>
<td>$1,068,889</td>
<td>$3,276,594</td>
</tr>
<tr>
<td>3</td>
<td>$880,349.00</td>
<td>$723,821</td>
<td>$834,399</td>
<td>$2,438,569</td>
</tr>
<tr>
<td>4</td>
<td>$1,042,637.00</td>
<td>$1,107,718</td>
<td>$1,066,483</td>
<td>$3,216,838</td>
</tr>
<tr>
<td>5</td>
<td>$1,393,891.00</td>
<td>$1,337,552</td>
<td>$1,448,770</td>
<td>$4,180,213</td>
</tr>
<tr>
<td>6</td>
<td>$434,085.00</td>
<td>$451,870</td>
<td>$618,923</td>
<td>$1,504,878</td>
</tr>
<tr>
<td>7</td>
<td>$574,389.00</td>
<td>$587,164</td>
<td>$481,215</td>
<td>$1,642,768</td>
</tr>
<tr>
<td>8</td>
<td>$1,041,311.00</td>
<td>$1,025,618</td>
<td>$1,364,594</td>
<td>$3,431,523</td>
</tr>
<tr>
<td>9</td>
<td>$1,794,243.00</td>
<td>$1,622,014</td>
<td>$2,027,870</td>
<td>$5,444,127</td>
</tr>
<tr>
<td>10</td>
<td>$519,704.00</td>
<td>$509,893</td>
<td>$561,541</td>
<td>$1,591,138</td>
</tr>
<tr>
<td>11</td>
<td>$722,096.00</td>
<td>$727,915</td>
<td>$644,093</td>
<td>$2,094,104</td>
</tr>
<tr>
<td>12</td>
<td>$1,052,878.00</td>
<td>$1,049,154</td>
<td>$928,790</td>
<td>$3,030,822</td>
</tr>
<tr>
<td>13</td>
<td>$2,981,558.00</td>
<td>$2,742,027</td>
<td>$2,501,285</td>
<td>$8,224,870</td>
</tr>
</tbody>
</table>

Regional PY 2017-2018 Allocations
B. FOR TITLE II
MULTI-YEAR GRANTS OR CONTRACTS

Describe how the eligible agency will award multi-year grants or contracts on a competitive basis to eligible providers in the State, including how eligible agencies will establish that eligible providers are organizations of demonstrated effectiveness.

Using the considerations specified in section 231(e) of WIOA, The Division of Adult Education plans to conduct a statewide competitive bid for the term of July 1, 2018 - June 30, 2021. The application will be for the duration of three (3) years, the contracts issued yearly. The competition shall be in the form of a Request for Proposals (RFP). The RFP shall include all three programs: 1) Adult Basic Education; 2) Corrections, and 3) IELCE. Eligible providers may write for any of the three programs, a combination of the three programs or all three programs.

The Division of Adult Education will post a Notice of Funding Opportunity on the Tennessee Adult Education website for each designated Adult Education District. Potential eligible providers shall submit their application be reviewed and scored by independent reviewers using the Adult Education Grant Application Score Sheet (see Adult Education Grant Application Score Sheet included herein as Appendix A).

Reviewers of the applications will note the thoroughness of the proposed plan by specific criteria as set forth in the Adult Education Grant Application Score Sheet. Each section of the application will be evaluated and scored on the basis of completeness, clarity, and merit. The minimum score to qualify for funding is 70% or 129 total points. One eligible provider for the service delivery area will be recommended for funding based on scores as evidenced by the thoroughness of plan, evidence of previous program effectiveness and sound, research-based practice and evaluation.

Any organization that has demonstrated effectiveness in providing adult education and literacy activities is eligible to apply for a grant or contract. These organizations may include, but are not limited to: (a) a local educational agency; (b) a community-based organization or faith-based organization; (c) a volunteer literacy organization; (d) an institution of higher education; (e) a public or private nonprofit agency; (f) a library; (g) a public housing authority; (h) a nonprofit institution that is not described in any of paragraphs (a) through (g) and has the ability to provide adult education and literacy activities to eligible individuals; (i) a consortium or coalition of the agencies, organizations, institutions, libraries, or authorities described in any of paragraphs (a) through (h); and (j) a partnership between an employer and an entity described in any of paragraphs (a) through (i).

An eligible provider must demonstrate past effectiveness by providing performance data on its record of improving the skills of eligible individuals, particularly eligible individuals who have low levels of literacy, in the content domains of reading, writing, mathematics, English language
acquisition, and other subject areas relevant to the services contained in the application for funds. An eligible provider must also provide information regarding its outcomes for participants related to employment, attainment of secondary school diploma or its recognized equivalent, and transition to postsecondary education and training. An eligible provider may demonstrate their past effectiveness by providing performance data required under section 116 if they have been funded under title II of the Act or by providing performance data to demonstrate its past effectiveness in serving basic skills deficient eligible individuals if they have not been funded under title II of the Act.

The Division of Adult Education will utilize the thirteen considerations set forth in section 231(e) as evaluative criteria to score eligible providers’ application for funding. All eligible providers will be notified by the same grant announcement and will be accountable to the same process to adhere to all direct and equitable provisions.

The grant shall be a multi-year grant for a term of three (3) years. For each year after the first year of the contract, programs shall submit an application for continuation of funding to demonstrate continued effectiveness.

The grant application shall be in the form of a Request for Proposals (RFP). The RFP shall include all three programs: 1) Adult Basic Education; 2) Corrections, and 3) IELCE. Eligible providers may write for any of the three programs, a combination of the three programs or all three programs.

Where multiple applications are received for a service delivery area that meets the minimum score and qualifications, the applicant having the highest score for that service delivery area will be awarded the grant. In the event that no eligible agency meets the minimum score and/or qualifications for a service delivery area or if no eligible agency applies, a new Application for Funding will be posted for other eligible agencies to submit an application.

The Division of Adult Education, based upon the recommendation of the reviewer, shall submit to the successful applicant an “Intent to Fund Letter” outlining special terms and the award amounts. The successful eligible provider will adhere to the Scope of Services and Assurances that will delineate approved activities and set forth the terms and conditions under which to manage the Adult Education grant for the term of July 1, 2017 - June 30, 2020. The timeline for the competition shall be as follows:

January 2017………………….RFP Posted on TDLWD Website
March 2017………………….RFP Application Due
March 2017………………….External Readers Score Applications
March 2017………………….Notify Applicants

ENSURE DIRECT AND EQUITABLE ACCESS

Describe how the eligible agency will ensure direct and equitable access to all eligible providers to apply and compete for funds and how the eligible agency will ensure that it is using the same grant or contract announcement and application procedure for all eligible providers.

Using the considerations specified in section 231(e) of WIOA, The Division of Adult Education plans to conduct a statewide competitive bid for the term of July 1, 2017 - June 30, 2020.
The Division of Adult Education will post a Notice of Funding Opportunity on the Tennessee Adult Education website for each designated Adult Education District. Potential eligible providers shall submit their application be reviewed and scored by independent reviewers using the Adult Education Grant Application Score Sheet (see Adult Education Grant Application Score Sheet included herein as Appendix A). Each applicant will receive the same Application Instructions as set forth in the Application Completion Instructions (see Application Completion Instructions included herein as Appendix B).

Appendix A

Adult Education Grant Application Score Sheet

Tennessee Department of Labor and Workforce Development
Division of Adult Education

<table>
<thead>
<tr>
<th>Proposal Item</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Organizational Overview and Statements of Past Effectiveness and Need</td>
<td>20</td>
</tr>
<tr>
<td>(20 Points)</td>
<td></td>
</tr>
<tr>
<td>A. An organizational overview that describes existing Adult Education services</td>
<td></td>
</tr>
<tr>
<td>B. A description of past effectiveness in improving the literacy skills of</td>
<td></td>
</tr>
<tr>
<td>adults (NRS Tables 4-5 for 2013-14 and July 1, 2014-February 28, 2015)</td>
<td></td>
</tr>
<tr>
<td>C. A statement of the local service delivery area’s demonstrated need for</td>
<td></td>
</tr>
<tr>
<td>additional adult education programs and D. A plan to serve individuals in</td>
<td></td>
</tr>
<tr>
<td>the community who are most in need of literacy services, including</td>
<td></td>
</tr>
<tr>
<td>individuals who are low-income or have minimal literacy skills</td>
<td></td>
</tr>
<tr>
<td>2. Program Goals (15 points) A. A plan to serve 6% of the Service Area’s</td>
<td>15</td>
</tr>
<tr>
<td>potential to serve B. A plan to meet program performance measures as</td>
<td></td>
</tr>
<tr>
<td>compared to the Division of Adult Education’s state and federal performance</td>
<td></td>
</tr>
<tr>
<td>measures</td>
<td></td>
</tr>
<tr>
<td>3. Program Design (30 points) A. A proposed schedule of classes to</td>
<td>30</td>
</tr>
<tr>
<td>demonstrate the intensity and duration for participants to achieve</td>
<td></td>
</tr>
<tr>
<td>substantial learning gains. B. Instructional practices used in the Adult</td>
<td></td>
</tr>
<tr>
<td>Education program. The description should include: (1) Enrollment process</td>
<td></td>
</tr>
<tr>
<td>and orientation for students (2) The use of managed enrollment (3)</td>
<td></td>
</tr>
<tr>
<td>Description of the plan to use Tennessee Curriculum including key elements:</td>
<td></td>
</tr>
<tr>
<td>a) assessment - Locator, CASAS, OPT; b) leveled classes; c) scheduled classes</td>
<td></td>
</tr>
<tr>
<td>d) individual student profiles; e) class syllabus; f) in-class practice/</td>
<td></td>
</tr>
<tr>
<td>homework; g) in-class monitoring and feedback; h) scheduled re-test and</td>
<td></td>
</tr>
<tr>
<td>feedback (4) Description of the plan to serve ESOL students in the service</td>
<td></td>
</tr>
<tr>
<td>delivery area</td>
<td></td>
</tr>
<tr>
<td>4. Program Implementation (40 points) A. A plan to serve a multi-county area,</td>
<td>40</td>
</tr>
<tr>
<td>if applicable B. How applicant will build on a strong foundation of research</td>
<td></td>
</tr>
<tr>
<td>and effective educational practice; C. How program will effectively employ</td>
<td></td>
</tr>
<tr>
<td>advances in technology, as appropriate, including the use of computers; D.</td>
<td></td>
</tr>
<tr>
<td>How project will provide relevant instruction to ensure that an individual</td>
<td></td>
</tr>
<tr>
<td>has the skills needed to compete in the workplace and exercise the rights</td>
<td></td>
</tr>
<tr>
<td>and responsibilities of citizenship; E. Plan to staff the classes with</td>
<td></td>
</tr>
<tr>
<td>well-trained instructors and monitor classroom instruction; F. Plan to</td>
<td></td>
</tr>
<tr>
<td>coordinate with other available resources in the community, such as</td>
<td></td>
</tr>
<tr>
<td>establishing strong links with schools, post-secondary institutions, one-stop</td>
<td></td>
</tr>
<tr>
<td>centers, job training programs and social services agencies; G. Plan to</td>
<td></td>
</tr>
<tr>
<td>offer flexible schedules and support services, including partnering with</td>
<td></td>
</tr>
<tr>
<td>other agencies, to provide transportation and child care, if applicable, to</td>
<td></td>
</tr>
<tr>
<td>enable individuals, including individuals with disabilities or other special</td>
<td></td>
</tr>
<tr>
<td>needs, to attend and complete programs. H. A description of steps to ensure</td>
<td></td>
</tr>
<tr>
<td>equitable access to, and equitable participation in, the proposed grant</td>
<td></td>
</tr>
<tr>
<td>activities conducted with Adult Education funds. Address the special needs of</td>
<td></td>
</tr>
<tr>
<td>students, teachers, and other program beneficiaries in order to overcome</td>
<td></td>
</tr>
<tr>
<td>barriers to equitable participation, including barriers based on gender,</td>
<td></td>
</tr>
<tr>
<td>race, color, national origin, disability, and age.</td>
<td></td>
</tr>
</tbody>
</table>
5. Evaluation (20 points) A. A plan to comply with data entry standards, to report participant outcomes and to monitor program performance against the current year negotiated performance measures. B. A description of how the teacher(s), learners and others will be involved in the evaluation. Evaluation should include methods based on Tennessee’s performance standards as included in the National Reporting System (NRS). C. A plan for assessment must include pre- and post- testing using a standardized instrument. Approved tests for Tennessee include CASAS, BEST Literacy, BEST Plus, TABE CLAS-E.

6. Budget (30 points) A. Included the budget sheet to provide an itemized project budget that is cost-effective, matches the scope of the project outlined in the application, is reasonable in relation to the number of persons to be served, and is based on allowable expenses. B. Provided a budget narrative that shows in detail how the applicant plans to use the grant resources to accomplish the work described above. The narrative indicates how budget amounts were developed including all salaries, materials, etc. that will be used/purchased to support the project. C. A description in the narrative of what will be used for the required 10% match. A. The budget shows that not more than five percent of the grant total will be used for administration.

The minimum score to qualify for funding is 70% or 129 total points. Where multiple applications are received for a service delivery area that meets the minimum score and qualifications, the applicant having the highest score for that service delivery area will be awarded the grant. In the event that no eligible agency meets the minimum score and/or qualifications for a service delivery area or if no eligible agency applies, a new Application for Funding will be posted for other eligible agencies to submit an application.

A reader/reviewers name, signature and date are required to complete this form (Appendix A)

C. TITLE IV VOCATIONAL REHABILITATION

In the case of a State that, under section 101(a)(2)(A)(i)of the Rehabilitation Act designates a State agency to administer the part of the Vocational Rehabilitation (VR) services portion of the Unified or Combined State Plan under which VR services are provided for individuals who are blind, describe the process and the factors used by the State to determine the distribution of funds among the two VR agencies in the State.

In Tennessee, the Vocational Rehabilitation Program is considered a Combined Program. As a combined program, Tennessee Vocational Rehabilitation operates under one agency that serves all disabilities in the State and not two agencies. Therefore, there is no distribution of funds between two agencies.

7. PROGRAM DATA

A. DATA ALIGNMENT AND INTEGRATION

Describe the plans of the lead State agencies with responsibility for the administration of the core programs, along with the State Board, to align and integrate available workforce and education data systems for the core programs, unemployment insurance programs, and education through postsecondary education, and to the extent possible, the Combined State Plan partner programs included in this plan. The description of the State’s plan for integrating data systems should include the State’s goals for achieving integration and any progress to date.

Describe the State’s plans to make the management information systems for the core programs interoperable to maximize the efficient exchange of common data elements to support assessment and evaluation.

The State is aware that Section 116(i)(1) of WIOA requires the core programs, local boards, and chief elected officials to establish and operate a fiscal and management accountability
information system based on guidelines established by the Secretaries of Labor and Education. Financial systems across the State meet the requirements set forth in the Uniform Administrative Requirements (2CFR § 200.302). In recognizing the need to continuously improve upon the accounting systems and reporting capabilities from LWDAs statewide, the Division of Workforces Services of the Tennessee Department of Labor and Workforce Development will look to implement an electronic Grants Management System (GMS). The grants management system project will utilize Software as a Service (SaaS) delivering the relevant applications over the Internet. The application will be a full lifecycle grants-management system that is web-based and configurable to a specific client’s needs. The integration of the grants management system will assist greatly in the following:

• providing continuous improvement in operational efficiency;
• providing a single system capable of supporting a full range of programs and services with limited customization required to roll-out future programs;
• increasing visibility and providing actionable data to staff; and
• increasing productivity and faster response time due to streamlined processes.

Being tightly aligned with the Governor’s fiscal priority to make State government more customer-focused, efficient and effective, GMS allows for enhanced service delivery by enabling automated workflows, tracking of grant funding, expenditure reporting, procurement, and inventory/asset management.

The department’s web-based Virtual One-Stop System (VOS) is the most advanced and comprehensive statewide workforce development information and reporting system available today. Using a set of core proprietary software components created by Geographic Solutions Inc., the department and its partners have modernized and integrated workforce services into a single computing platform referred to as Jobs4TN. Working from the WIOA statutes, we have moved forward with establishing needed data points in our systems and continually work with our vendor to collect required data as the reporting requirements continually change.

The VOS component library as implemented in Tennessee is modular in design and new or existing Web components will be easily added or modified. For example, the system incorporates robust modules for:

- Job Seeker and Employer Self Service
- Title 1, Title II, Title III, Title IV (in December 2016), as well as Trade, SNAP, and RESEA Case Management Modules. UI Module
- Virtual Recruiter for Employers
- Labor Market Information
- Labor Force Information by County, Region, and Statistical Area
- Tennessee Training Providers with Demand Occupations
- Adult Education Module
The system also creates and deploys expansive, workforce administrator and manager tools and virtual functionalities such as:

- Accountability and Dashboard Modules for Management
- Fund Management Tracking and Reporting
- Managed Employment Services
- Statewide and Partner Case Management
- Follow-Up and Outcomes Tracking
- National Data Sharing Interfaces
- Trade-Affected Worker Module
- Rapid Response to Layoff Module

VOS also enhances user practical knowledge by making available state-of-the-art, online assessments, as well as outcome tracking of Aptitude and Basic Skills tests, which are easily recorded for search and viewing by authorized staff and employers. Paperless case management and source document management and data validation modules positioning department and contractor staff for further deployment of business efficiencies through managed upgrades and modifications to the system.

VOS is a robust web-based computing system with strengths in ease of use and in its potential for future partnerships with internal units such as Unemployment Insurance, Adult Education, and potentially scalable interfaces with other agencies in state government.

Reporting across the six core programs will be led by the Tennessee Department of Labor and Workforce Development, Workforce Services Division, and this combined plan for performance data collection and reporting outlines reporting under the common measures for all core partners extract file creation and the processes needed for submittal of WIOA reports for Titles I and III already are in place, and the partnership existing between Titles I and IV has identified the accountability requirements and data infrastructure of the Title IV program reporting, with the objective of having rehabilitation services extraction files mostly ready for upload in the first quarter of WIOA reporting under the common measures. However, we reserve the right to modify these data collection and reporting plans based on future publications of final rules or changes in reporting requirements.

Describe the State’s plans to integrate data systems to facilitate streamlined intake and service delivery to track participation across all programs included in this plan.

Tennessee has adopted a Virtual One Stop Data Collection system (VOS) referred to as Jobs4TN that provides an integrated solution for all federal workforce programs in the AJCs. This virtual recruitment tool allows employers to browse the profiles of prospective candidates or post job openings. Through this online portal, a company can search for résumés or receive notices for submitted résumés that best match the criteria of the job post. Employers can even specify how often they would like to receive updates concerning submissions (e.g. once a day, once a week, etc.).
The development and implementation of this technology-based data and case management system, including Jobs4TN and other workforce systems, has transformed the way information is collected and shared across programs. The system fully integrates Adults, Dislocated Workers, Youth, Veterans, SNAP E& T, TAA, RESEA, labor market information, and Unemployment Insurance programs under one system. The addition of the Adult Education program (July 1, 2017) and interfacing of Vocational Rehabilitation services (date TBD) in the near future will establish a more integrated and seamless system for data and program information management. Tennessee has worked diligently to build on the Governor's launch of Jobs4TN.gov; improvements include the addition of modules and components to move to a real-time system of data collection, allowing identification of trends and quicker response to the customers being served. The public Workforce System is well served to encourage both job seekers and business to utilize the resources provided within Jobs4TN.gov. This trend has been strong over the last several years as more customers use technology to seek employment; Tennessee is well positioned through this platform to quickly identify, respond to, and enhance the customer's experience engaging in job searches and training. TDLWD, along with numerous other state agencies has transitioned to paperless record keeping by using an electronic document imaging and storage system. TDLWD elects to first utilize electronic documents and requires electronic verification of eligibility requirements. Jobs4TN allows internal and external access to provide service partners the means to efficiently administer services to their participants. The Jobs4TN system eliminates the need for paper applications for registration and ensures that all Local Workforce Development Boards (LWDBs) are using identical criteria to determine participant eligibility. Customers will receive the same high-quality, efficient service regardless of the local area in which they reside. In order to case manage participants; LWDBs and the American Job Center (AJC) System are using Jobs4TN to:

- Create participant applications
- Record provided services
- Upload supporting documentation to verify eligibility
- Provide case notes regarding interactions with participants
- Deliver labor market information

As stated above three of the core partners have adopted Jobs4TN as their data collection system to support the workforce development activities. One of the partners (VR) may adopt the system in time. The Integrated data systems will eventually be used to develop a streamlined universal intake and assessment process to align the service delivery and track participation across all programs. Each partner agency will be able to conduct analysis, evaluate data, engage service providers and prepare data for internal and state uses, as well as meet its unique reporting requirements for their corresponding federal agencies. As such, the strategy for data integration was to build a central data warehouse which will be used for a common intake of the participant’s individual record that could be pulled as needed by each core partner as soon as all the core partners are on board resulting in participant data access for each core partner staff. Each agency’s case management system could then build upon the common data program specific information. The data from these case management systems necessary for reporting would then be merged and matched for analysis, evaluation, and reporting on the WIOA program as a whole.
In addition, to ensure the One-Stop Service Delivery system operates effectively, parties to the MOU are required to provide performance information from Jobs4TN that supports the achievement of performance goals. Data must be consistent with the requirements of the law. All parties must agree to work cooperatively, to share data to the extent necessary - and as permitted or required - by applicable statute or regulation, and enter into data sharing agreements as required in Jobs4TN. All mandatory Partners must agree to meet data collection and reporting needs of WIOA via utilization of Jobs4TN. Collection of data in Jobs4TN includes the addition of activities to participants' files to ensure that all services to participants are documented, as well as the use of VOS Greeter to track the number of participants using the AJCs.

**Explain how the State board will assist the governor in aligning technology and data systems across required one-stop partner programs (including design and implementation of common intake, data collection, etc.) and how such alignment will improve service delivery to individuals, including unemployed individuals.**

Information on how the State board will assist with technology alignment and data systems is included in the response to question 1 in this section.

**Describe the State’s plans to develop and produce the reports required under section 116, performance accountability system. (WIOA section 116(d)(2)).**

Information about the State’s plans to develop and produce required reports is included in the response to question 1 in this section.

*Planning Note: States should be aware that Section 116(i)(1) requires the core programs, local boards, and chief elected officials to establish and operate a fiscal and management accountability information system based on guidelines established by the Secretaries of Labor and Education. States should begin laying the groundwork for these fiscal and management accountability requirements, recognizing that adjustments to meet the elements above may provide opportunity or have impact on such a fiscal and management accountability system.*

**B. ASSESSMENT OF PARTICIPANTS’ POST-PROGRAM SUCCESS**

Describe how lead State agencies will use the workforce development system to assess the progress of participants who are exiting from core programs in entering, persisting in, and completing postsecondary education, or entering or remaining in employment. States may choose to set additional indicators of performance.

Lead agencies are invested in and committed to the Governor’s vision for workforce development in Tennessee. The Departments of Labor & Workforce Development, Education, Economic & Community Development, Human Services/TANF, Adult Education, and Rehabilitation are poised to offer educational and employment transitional services. Much of the progress of participants will be tracked through the state’s education, a longitudinal database which increasingly will incorporate workforce data to help to identify, assess, and certify skills for successful careers, and help to promote economic development by connecting workforce development with job creation and growth. Further, the Drive to 55 initiative will increase employer engagement with the workforce development system and expand programs of study that bring together a sequence of career-focused courses that start in high school and extend through college. The value that the Tennessee Department of Education, Division of Career and Technical Education will bring to following up on youth completers with an eye toward
continuing competency models in STEM fields; the Adult Education tracking and reporting of employment and wages through the Jobs4TN.gov training and jobs site will allow for long-term interventions to ensure continuous improvement and post-secondary attainment, as well as placement in in-demand occupations. Rehabilitation Services, a division of the Tennessee Department of Human Services, is offering full transitional services to youth and adults to help to prevent individuals from dropping out of the programs at crucial times in their education and work life. Accountability also serves retention and sustainability by a focus on continuous improvement, and Tennessee will utilize the Performance Reporting and Flexible Ad Hoc Reports module within Jobs4TN, as referenced on pages 56-59, to track participants who are exiting from core programs, completing postsecondary education, or entering employment in accordance to the Common Measures under WIOA.

C. USE OF UNEMPLOYMENT INSURANCE (UI) WAGE RECORD DATA

Accurate wage record data is the gold standard for assessing participant progress (WIOA 116(i)(2)) and employer wage reports (section 1137 Social Security Act), as the regulations make clear the requirement that states use the confidential UC quarterly wage record data to prepare and submit performance reports. Now, however, Tennessee also will use education information to measure the performance of the six core programs under WIOA Titles I, II, III, and IV. This means that under WIOA, we will continue our Team Tennessee Performance engagements with leadership in OCTAE, Tennessee Department of Education; Tennessee Department of Human Services - TANF and Rehabilitation Services; the Tennessee program of Adult Education and Family Literacy Act program here at TDLWD; the Tennessee Department of Economic and Community Development, and our Unemployment Insurance division staff.

Tennessee’s plan to utilize wage record data, which includes SSNs, wages, and employer information such as the FEIN, is founded in compliance with confidentiality provisions in 20 CFR Section 603, as well as in accordance with the emerging requirements of the SWIS (State Wage Interchange System) data sharing agreement. TEGL 7-16, Data Matching to Facilitate WIOA Performance Reporting, also is being used to guide the process and direction of partnership agreements, similar to MOUs, which define, if needed, authorized data share staff among program and IT staff of the TN agencies noted above. One of the options under TEGL 7-16 is a centralized process carried out by TDLWD which consolidates earnings and post-secondary attainment into the full PIRL reporting file; but it will be December 2016 before this decision is fully approved, through full engagement with partners. TDLWD also will engage internal staff, already authorized to view and handle education data under FERPA, to extend the reach of the department’s sharing agreements with the University of Tennessee. This will authorize the transfer to TDLWD of TN’s longitudinal data, named P20, which is currently being used to track student and thus WIOA participant progress through career pathways carried out in the partnership with OCTAE, AE, and all core programs under WIOA.

In these ways, both post-secondary achievement and earnings improvements can be measured and published in both federally required reports associated with the core programs. Our next meeting with Team TN Performance is scheduled for September 13, 2016; this will continue our
work to establish data sharing agreements with all and to implement TEGL 7-16 no later than the close of this calendar year.

Tennessee as a participant in the pilot project conducting by the University of Chicago “Training Provider Outcomes Toolkit Project Plan & Technical Requirements “ (TPOT) will be providing at least three schools to participate in the technical working group calls to report any concerns or suggestions they have regarding performance reports for Eligible Training Providers. We also have The City of Memphis which is one of the Centers for Data Science and Public Policy for the pilot project.

8. PRIVACY SAFEGUARDS

Describe the privacy safeguards incorporated in the State’s workforce development system, including safeguards required by section 444 of the General Education Provisions Act (20 U.S.C. 1232g) and other applicable Federal laws.

Tennessee is in the process of updating the Privacy Policy to adapt to new technology and any changes in accordance with WIOA. The Privacy Policy will also incorporate the https://www.tn.gov/assets/entities/finance/or/attachments/PUBLIC-Enterprise-Information-Security-Policies-v2.0_1.pdf as provided by the State of Tennessee, Department of Finance and Administration Office of Information Resources.

This information is as follows:

**Information Security Policies**

**Management Direction for Information Security (3.1)**

Objective: To provide management direction and support for information security in accordance with agency business requirements and relevant state and federal statute and regulations for the State of Tennessee’s computing environments.

**Policies for Information Security (3.1.1)**

OIR Information Security Management will initiate and control an enterprise information security architecture that includes, but is not limited to, a policy framework, an organizational and communication framework and a security technology framework.

**Policies for Information Security (3.1.2)**

Agencies may develop agency-specific policy documents as required by the agency or regulatory requirement provided the minimum requirements set forth in this document are met.

**Policies for Information Security (3.1.3)**

Agencies are responsible for communicating this policy document throughout their respective agencies.

9. **Priority of Service for Veterans**

Describe how the State will implement and monitor the priority of service provisions for veterans in accordance with the requirements of the Jobs for Veterans Act, codified at section 4215 of 38 U.S.C., which applies to all employment and training programs funded in whole or in part by the Department of Labor. States should also describe the referral process for veterans determined to
have a significant barrier to employment to receive services from the Jobs for Veterans State Grants (JVSG) program’s Disabled Veterans’ Outreach Program (DVOP) specialist.

IMPLEMENTATION OF PRIORITY OF SERVICE

WIOA ensures that Priority of Service (POS) is provided to Veterans and other eligible persons, defined as covered persons, who meet the requirements. When veterans first enter the Workforce System, the following procedures take place for each veteran participant:

- Identified at the point of entry to programs & services
- Made aware of priority of service
- Made aware of the full array of programs and services available to them
- Take precedence over non-Veterans in accessing and obtaining services
- Covered persons receive POS in all department-funded employment and training programs.

POS is defined as:

- The right to take precedence over non-covered persons - Depending on the type of service or resource being provided, taking precedence may mean:
  - Covered person gains access to service or resource earlier than the non-covered persons
  - Covered person receives service or resource instead of a non-covered person when resources are limited
- Priority of Service applies to every qualified job training program funded, in whole or in part, by the Department of Labor
- The proposal states that those with the greatest need should receive priority of service in programs for which they are eligible.

All covered persons are to receive POS at any “point of entry”, which includes physical locations, such as AJCs, as well as websites and other virtual service delivery resources. They must also have access to adult and dislocated worker programs.

POS is the responsibility of each staff member within the AJC with oversight and compliance provided by the JVSG staff and/or the One-Stop Operator. Reports and on-site reviews ensure adherence to mandated legislative requirements.

Management staff works closely with all WIOA partners to provide the most effective services to Veterans and other eligible persons possible. The spirit of assisting Veterans and providing priority of service is primarily a legal requirement, but also a moral imperative and meaningful way of doing business.

MONITORING PRIORITY OF SERVICE

Priority of Service is monitored by the State Veterans Services Coordinator who examines Local Board policies and procedures, reviews reports produced through Jobs4TN, conducts on-site monitoring and checks all websites developed with funding from impacted programs or grants to ensure priority of service is provided to Veterans.
10. ADDRESSING THE ACCESSIBILITY OF THE ONE-STOP DELIVERY SYSTEM FOR INDIVIDUALS WITH DISABILITIES

Describe how the one-stop delivery system (including one-stop center operators and the one-stop delivery system partners), will comply with section 188 of WIOA (if applicable) and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) with regard to the physical and programmatic accessibility of facilities, programs, services, technology, and materials for individuals with disabilities. This also must include a description of compliance through providing staff training and support for addressing the needs of individuals with disabilities. Describe the State’s one-stop center certification policy, particularly the accessibility criteria.

Physical accessibility for people with disabilities was implemented and upgraded with the assistance of Tennessee Department Human Services (DHS) - Vocational Rehabilitation Program. Tennessee will be undergoing an accessibility study to ensure all AJC’s can be accessed. In consultation with DHS Vocational Rehabilitation, Technical Assistance Program (TTAP) to determine the types of AT equipment/software needed to ensure AJC computers are accessible for persons with disabilities. Through links established within and outside the AJC the number of people with disabilities taking advantage of workforce services has steadily increased. The State Workforce Board has been involved in challenging LWDAs to enhance services to individuals with disabilities. The LWDAs are asked during the planning process, to explain challenges and solutions to increasing services to individuals with disabilities. TDLWD and its partners plan to coordinate services with VR and with other community disability service provider to achieve greater educational and employment opportunities for people with disabilities.

Assisting those with disabilities to enter the labor force and increase their employment, requires hours of work; and also involves assessing their individual capabilities as to education, job skills, and work experience. After that comes a determination of how those characteristics align with occupations experiencing skill gaps listed in the Occupational Analysis in the Appendix. Identifying needed support services and special work features is also essential to employment. Partnering with the Tennessee Department of Human Services, Vocational Rehabilitation Program in accomplishing these services as well as in obtaining information on the prevalence of major types of disabilities of job seekers is essential in improving workforce outcomes.

Partnerships and collaboration across systems provide effective and efficient employment or employment support services utilizing leveraged resources and funding from multiple systems. The use of self-direction, in service and funding, across various systems along with the use of self-directed career accounts assists in achieving employment outcomes. Economic self-sufficiency through leveraging of all resources including tax incentives, financial education, social security work incentives, benefits planning, and other strategies to enhance profitable employment. The use of a universal design as a framework for the organization of employment policy and services in Tennessee. Customized and other flexible work options for individuals with disabilities. The assurance that the structural and technological accessibility of all AJC’s for persons with disabilities who are seeking employment services is further enhanced by participation in disability awareness/sensitivity training to assist AJC staff to understand how to provide quality employment services for this targeted population. The concept immediately increased the use of AJC by persons with disabilities. Outreach and education of AJC and partner
staff will be increased with training on basic competencies when servicing those with disabilities. With broadened collaborative partnerships, TDLWD expects to see the heightened use of the AJC by job seekers with disabilities.

This helps accomplish the Governor’s Conservative Fiscal Leadership Goal, Objective I- Improve job search and placement services for unemployed and underemployed workers. Additionally, it aids the Governor’s Education and Workforce Development Goal, Objective III- Increase employer engagement with workforce development system: Engage employers to market and educate employers on the value of hiring diverse populations, to include but not limited to the specialized target populations, as the individual is able to utilize the services of the career center to achieve job placement.

11. ADDRESSING THE ACCESSIBILITY OF THE ONE-STOP DELIVERY SYSTEM FOR INDIVIDUALS WHO ARE ENGLISH LANGUAGE LEARNERS

Describe how the one-stop delivery system (including one-stop center operators and the one-stop delivery system partners) will ensure that each one-stop center is able to meet the needs of English language learners, such as through established procedures, staff training, resources, and other materials.

TENNESSEE LEP POPULATION

<table>
<thead>
<tr>
<th>Limited English Proficient (LEP) Population: Change over Time</th>
<th>Foreign Born</th>
<th>U.S. Born</th>
</tr>
</thead>
<tbody>
<tr>
<td>% change: 2000-2013</td>
<td>90.8%</td>
<td>-29.4%</td>
</tr>
<tr>
<td>% change: 1990-2000</td>
<td>394.4%</td>
<td>29.3%</td>
</tr>
</tbody>
</table>

According to the Migration Policy Institute, US Census Bureau statistics, in 2013, Tennessee had 162,100 LEPs or nearly three of every 100 Tennesseans was listed as being Limited English Proficient. The individuals with Limited English Proficiency are assisted through the AJC using the language-line, a telephonic interpreter service that includes over 170 languages. This service is available during operational hours and is at no cost to the customer. Some of the Career Centers also have a bilingual staff who provide interpretation and translation services. Depending on the individual’s needs, the AJC staff members will refer that individual to adult education within the Career Center to help him/her learn English as a second language (since English is a priority for Tennessee employers). This helps accomplish the Governor’s Conservative Fiscal Leadership Goal, Objective I- Improve job search and placement services for unemployed and underemployed workers. In addition, it aids the Governor’s Education and Workforce Development Goal, Objective III- Increase employer engagement with workforce development system: Engage employers to market and educate employers on the value of hiring diverse populations, to include but not be limited, specialized target populations, as the individual is able to utilize the services of the career center to achieve job placement.