Dislocated Worker Unit
Manual and Rapid Response Guide
<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flow Chart</td>
<td>2</td>
</tr>
<tr>
<td>Dislocated Worker Unit Responsibilities</td>
<td>3</td>
</tr>
<tr>
<td>Local Rapid Response Coordinator Responsibilities</td>
<td>4</td>
</tr>
<tr>
<td>Initiation of Rapid Response Event</td>
<td>6</td>
</tr>
<tr>
<td>Employer Contact</td>
<td>7</td>
</tr>
<tr>
<td>Union Contact</td>
<td>7</td>
</tr>
<tr>
<td>TAC or WAC</td>
<td>8</td>
</tr>
<tr>
<td>Principles of Rapid Response</td>
<td>8</td>
</tr>
<tr>
<td>Rapid Response Services/ American Job Center Activities</td>
<td>9</td>
</tr>
<tr>
<td>Rapid Response State Reserve Funds</td>
<td>9</td>
</tr>
<tr>
<td>National Emergency Grant</td>
<td>10</td>
</tr>
<tr>
<td>Services Following a Disaster</td>
<td>10</td>
</tr>
<tr>
<td>Rapid Response Checklist</td>
<td>11</td>
</tr>
<tr>
<td>Conducting Rapid Response</td>
<td>12</td>
</tr>
<tr>
<td>Workforce Assistance and Information Resources</td>
<td>14</td>
</tr>
<tr>
<td>Layoff/ Closure Aversion Protocol (WARN)</td>
<td>15</td>
</tr>
<tr>
<td>Definitions</td>
<td>16</td>
</tr>
<tr>
<td>AJC Fact Sheet</td>
<td>17</td>
</tr>
<tr>
<td>Mobile Coach Coordinators</td>
<td>18</td>
</tr>
<tr>
<td>Forms – Layoff/ Closure Report</td>
<td>19</td>
</tr>
<tr>
<td>Action Plan</td>
<td>20</td>
</tr>
<tr>
<td>Employee Assessment</td>
<td>23</td>
</tr>
<tr>
<td>Workforce Service Registration</td>
<td>24</td>
</tr>
<tr>
<td>Mass Layoff Submission Instructions</td>
<td>25</td>
</tr>
<tr>
<td>Unemployment Insurance</td>
<td>27</td>
</tr>
<tr>
<td>Regional Directors</td>
<td>30</td>
</tr>
<tr>
<td>LWDA Directors</td>
<td>31</td>
</tr>
<tr>
<td>Rapid Response Coordinators</td>
<td>32</td>
</tr>
<tr>
<td>Business Services Team Leads</td>
<td>32</td>
</tr>
</tbody>
</table>
WARN NOTICE PROCEDURE FLOW CHART

Company files WARN online. Central Office including Commissioners’ office, Communications and DWU receive WARN electronically. Unemployment Insurance receives Mass Layoff List electronically from employer and processes.

TDLWD Dislocated Workers Unit Processes Information

WARN Notice entered in Jobs4TN.gov

Layoff Notification Letter sent to LWDA, RR Teams, State and U.S. Officials

Rapid Response Coordinator creates event calendar in Jobs4TN.gov to document services provided to participants

Layoff Notification Letter sent to LWDA, RR Teams, State and U.S. Officials

Rapid Response Coordinator to begin RR Services

Background

No more than 25 percent of the total amount allotted for each program year for state’s dislocated worker services per the Workforce Investment and Opportunity Act (WIOA), may be reserved to provide statewide rapid response activities. Rapid Response funds are used to prepare materials, travel to early intervention sites, pay and train staff, pay costs associated with informational meetings, pay costs associated with transition committees and provide disaster and emergency services.
The State Dislocated Worker Unit (DWU) serves as the central point of communication, receiving and distributing information as needed. The DWU is responsible for overseeing statewide Rapid Response services. The Tennessee Department of Labor and Workforce Development, through the Local Workforce Development Areas (LWDA’s), will provide all aspects of Rapid Response. Each LWDA will have a single point of contact that will coordinate Rapid Response activities as a designated Local Rapid Response Coordinator and will work closely with the DWU.

Dislocated Worker Unit Responsibilities (Central Office):

- Receive and maintain all Worker Adjustment & Retraining Notification (WARN) notices
- T.C.A. § 50-1-601 et seq, requires covered employers to notify the DWU of the reduction in operations. These notifications may now be filed online at https://stateoftennessee.formstack.com/forms/warn_notice_information. Upon receiving the information regarding an official WARN from the employer, the State DWU will create a WARN notice in Jobs4TN.gov and will notify the appropriate coordinator that the WARN has been created.
- The State DWU will provide grant oversight of the Rapid Response program.
- Recommend grants and contracts related to overall Rapid Response management to Commissioner/Administrator’s office
- Implement the necessary contracts related to dislocations and special projects funded through Rapid Response
- Serve as the central point of communication
- Provide technical assistance and training to the local areas
- Develop prospective strategies for addressing dislocation events that ensure rapid access to the broad range of allowable assistance in conjunction with other appropriate federal, state and local service agencies and officials, employer associations, technical or other business councils and labor organizations
- Compile information and distribute it to the State Workforce Development Board, the USDOL, and others as needed
- Serve as the state WARN contact, email WARN and/or Layoff/closure notices to local rapid response coordinators and appropriate partners within 24 to 48 hours.
- Maintain the WARN notices in Jobs4TN.gov
- Coordinate outreach efforts with LWDA’s regarding Rapid Response
- Establish and maintain dislocated worker and Rapid Response information on the department’s websites.
- Monitor participation in all planned activities to ensure appropriate and meaningful activities and programs are being provided.
Local Rapid Response Coordinator Responsibilities

LWDA Rapid Response Coordinator responsibilities include the following:

- In the event a WARN has not been filed, the coordinator should contact the employer with information regarding how to file online WARN Notice.
- RR coordinators should not schedule any RR activities (i.e. mass meetings, planning meetings with the company, coach visits, etc.) until they have received confirmation from the DWU that the WARN or Layoff/ Closure Information has been received and entered.
- In the event a WARN has not been received, the coordinator should provide the WARN guide to the employer but remember that the Department of Labor and Workforce Development, Dislocated Worker Unit or the RR Coordinators cannot interpret nor enforce the WARN law.
- Upon notification of a permanent layoff or closure (WARN) from the DWU, the coordinator will receive a WARN number and may begin entering Rapid Response information into the “Create WARN Visit Record” section of VOS. If an initial contact with the employer and/or representatives of the affected workers has not been made, the coordinator should do so within 48 hours.
- The purpose of the initial contact (phone) is to establish communications and relationship with the affected employer and schedule an initial meeting (in person) with company representatives. A mass meeting should be scheduled at this time, prior to layoff when possible.
- Inform the employer of all programs including Trade Adjustment Assistance (TAA), Trade Readjustment Act (TRA) and provide TAA application (www.doleta.gov/tradeact/), if appropriate and advise on WARN (www.tn.gov/labor-wfd/et_WARN_guide.pdf) if the company needs assistance.
- The coordinators should provide the employer with the “Unemployment Insurance Worksheet for Type of Payment at Separation” questionnaire (page 28) developed by Unemployment Insurance Technical Services. Follow up with the employer to ensure completion of survey and submission to UI Tech. UI Tech will review information provided by the company on the questionnaire and provide the coordinator and the company with a summary of benefits related to unemployment insurance. The company can share this information to the laid off workers.
- Upon making the initial contact with the employer the coordinator should ask the employer to register on Jobs4TN.gov and utilize the Mass Layoff excel spread sheet available for download. The employer may create their own Mass Layoff excel spread sheet using the “Instructions for Mass Layoffs Due to Lack-of-Work Instructions” provided by the UI Tech.

Enroll into Jobs4TN.gov before the mass meeting. This is mandatory for both Rapid Response and Unemployment Insurance.
The coordinator should also provide Jobs4TN.gov brochures (flyers made available upon request) that should be distributed to the employees with instructions to enroll in Jobs4TN.gov before the mass meeting. Enrollment is mandatory.

Provide employer with basic Unemployment Insurance information

If a TAA petition has been or will be filed, contact State TAA officials to inform them of the layoff at (615) 253-6668.

At Mass Meetings, where TAA may be involved, coordinators should provide written information on TAA/TRA benefits. Inform the dislocated workers that if the TAA petition is approved, the TRA unit will contact them with the next steps.

Notify affected partner agencies of a permanent layoff or closure, advise when participation in the mass meeting may be appropriate. Notification shall occur as soon as all pertinent information is gathered.

Communicate and coordinate with all necessary persons to ensure all employer needs are met. Persons include the Local Workforce Development Boards (LWDBs), chief elected officials (CEOs), business retention and recruitment organizations, economic development agencies, employer associations and business councils, labor organizations and technical councils.

Contact Dislocated Worker Unit (DWU) to request materials for affected employees. The coordinator shall maintain a supply of all materials needed for rapid response activities. Agency and partner materials shall be made available to the coordinator in advance of all employee meetings. The coordinator shall assemble such materials for distribution and shall coordinate the distribution of these materials with the partners whose jurisdiction covers the affected employer and laid-off workers.

Work with employers, affected employees and union representatives (if applicable) to identify the types of services the employer and affected workers need.

Conduct outreach if the layoff has already occurred and affected employees are no longer available at the layoff site.

Organize, manage and facilitate mass meetings for impacted employees. This informs participants of services and programs available to them including, but not limited to, the following:

- Career counseling and job search assistance
- Résumé preparation and interviewing assistance
- Education and training opportunities
- Labor market information and reemployment prospects
- Unemployment insurance

(Continued)
Local supportive services (i.e. legal aid, United Way, faith-based and community organizations, food and clothing banks, mental health and family counseling and other relevant services such as displaced homemaker services)

COBRA and HIPAA (keep written information at a minimum)

Other available resources to meet the short and long-term assistance needs of the affected workers

Identify special need requirements and provide accommodations, language interpretation or handouts, hearing-impaired services and/or services for people with disabilities.

Administer and collect dislocated worker survey (standard survey available) information includes the following:

- Individual background information
- Job information about the position they were laid off from
- Future plans/interests/needs
- Satisfaction about the meeting
- The Local Workforce Area Rapid Response Coordinator completes final information on the Rapid Response Report in the work tracker

Entities that may participate in Rapid Response meetings include, but are not limited to, the following:

- Economic development organizations
- Adult Education
- Chambers of Commerce
- Elected officials
- Tennessee Department of Human Services
- LWDAs
- Faith-based and community organizations
- Veterans office
- American Job Centers
- Small Business Administration
- United Way agencies
Initiation of a Rapid Response Event

Rapid Response activities are initiated when the DWU receives initial communication that is driven and handled by Central Office and made aware of an impending permanent layoff or closure of any size. A rapid response event may be initiated from the following:

• Employer - Upon receipt of the official WARN notification from the employer, the DWU contacts the Local Rapid Response Coordinator who contacts the employer within 48 hours of the notice to offer Rapid Response services.
• American Job Center (AJC) – If a Workforce Services partner (who is not part of the local Rapid Response delegation) receives or learns of a dislocation event, they should notify the DWU or Local Rapid Response Coordinator. The Local Rapid Response Coordinator contacts the employer within 48 hours of learning of the layoff.
• Mobile Career Coaches
• Newspaper Articles or Broadcast News - The DWU or Local Rapid Response Coordinator contacts the employer within 48 hours of receiving information from newspaper articles or broadcast news.
• Other notifications may include phone leads, employer contacts and notification from the USDOL or Trade Act program certifications. The Local Rapid Response Coordinator contacts the employer within 48 hours of learning of the dislocation event.

Employer Contact

Upon notification of WARN information from the Central Office, the Local Rapid Response Coordinator makes immediate contact (within 48 hours) with the employer, offering rapid response services to the company and employees. This initial contact should result in the scheduling of an initial planning meeting and beginning of information gathering for the Rapid Response Company Information Report. The initial planning meeting will provide the company with an overview of what will be delivered at an employee mass meeting, scheduling of the mass meeting and completion of the information gathering. The goal is to hold pre-layoff meetings with the affected employees at the worksite. However, the details are determined based on the employer's needs. Every effort is made to best accommodate the employer and promote attendance of the affected workers.

Union Contact

When the affected workers are organized under a union, the Local Rapid Response Coordinator notifies the AFL-CIO Technical Assistance office. Contact the office at (615) 269-7111 of the time, date and location of the pre-layoff informational meeting so the union may promote the meeting to its members. If meetings cannot be held at the worksite, the union hall may be a suitable alternative. The mass meeting should always be held on site when possible. An alternate location can be the union hall or an offsite location approved by TDLWD and management.
TAC or WAC

The DWU in partnership with the LWDA may provide guidance and/or financial assistance in establishing a Transition Assistance Committee (TAC) or Workforce Adjustment Committee (WAC). This includes equal representation from the employer, employees and the local community, as appropriate. The committee may devise and oversee an implementation strategy that responds to the reemployment needs of the workers (note that this is optional).

Principles of Rapid Response

The 10 principles of rapid response ensure that employees and employers receive the services they need. Published in the U.S. Department of Labor’s (DOL) Employment and Training Administration Training Employment Information Notice 3-01, the 10 principles are:

1. **Timeliness:** The more quickly interventions begin, the more time employees have to prepare for reentry into the workforce.
2. **Convenience:** On site group services and meetings promote convenience, ease of access and provide familiar surroundings for employees.
3. **Customer Choice:** Customization enhances success. Items that may be customized include time, location, content, and duration.
4. **Consistent and Accurate Information:** To maximize the usefulness of information, it should be accurate, consistent, locally-driven, timely, specific to the worksite and include non-job-specific referrals to services and agencies.
5. **Leveraged Resources:** In-kind, (equipment, staff time, space and so on), cash, or tax credit resources can be combined with other available resources from employer, union, community and economic development activities.
6. **Seamless Service Delivery:** Differences in programs and funding sources must be invisible to the customer. Coordination is the key to providing services through multiple organizations.
7. **Active Promotion:** Promote awareness and maximize the success of reemployment events and services through comprehensive, ongoing marketing outreach to employers, employees, organized labor and community groups.
8. **Layoff Aversion:** Rapid response teams can coordinate layoff aversion strategies that help retain or save jobs, extend the range of tools and relationships with other programs and organizations, and refer employers to other helpful entities. Focus layoff aversion strategies on helping the employer make changes to reduce or avoid layoffs. Finding a buyer to keep the workforce intact is an option as well.
9. **Measurable Goals:** Setting measurable goals that identify when programs are successful or have problems and require changes helps to ensure continuous improvement of rapid response activities.
10. Partnerships: Involving additional partners enhances flexibility to meet the needs of a unique workforce. Some common partners are American Job Centers, Unemployment Insurance (UI), Trade Adjustment Assistance (TAA) and local economic development agencies. The appropriate involvement of a variety of other groups may also include Vocational Rehabilitation, child care agencies, mental health services, and community organizations.

Rapid Response Services and American Job Center Activities

As part of all Rapid Response meetings, information is presented about services available through the Tennessee Department of Labor and Workforce Development. Eligible dislocated workers will be referred to an American Job Center for further evaluation and services. These services will include, but are not limited to:

- WIOA eligibility determination
- Case management
- Skills assessment
- Résumé writing and interview techniques
- Labor market information
- Job matching services
- Occupational training

Approval of such requests and funding negotiations are made on an individual basis and depend on the availability of funds. The final decision on these appropriations is done through the Commissioner and Administrator’s office. The state may use Rapid Response funds for incumbent worker training as part of a layoff aversion strategy. Incumbent workers do not have to meet the definition for intensive and training services as it relates to employed adults and dislocated workers under WIOA.

The state’s DWU, in partnership with the LW-DA’s Business Services Teams, Economic Community Development, local financial institutions and other interested parties, will develop a team to aid businesses that are in need of Layoff Aversion/Early Intervention. Development of this team will begin in the near future.
National Emergency Grant

Layoffs of over 150 workers may require a National Emergency Grant (NEG). NEGs are discretionary awards that temporarily expand service capacity at the state and local levels through time-limited funding assistance in response to significant dislocation events.

Services Following a Disaster

If the Federal Emergency Management Agency (FEMA) organizes services for disaster victims, FEMA contact will assess the need for a NEG within 24 hours. The state’s Dislocated Worker Unit will contact FEMA to secure a list of job orders required to assist disaster victims and to begin the cleanup afterwards. FEMA will set up Disaster Centers. These centers will include American Job Centers, Unemployment Insurance and WIOA job training programs. Other agencies and programs typically represented are American Red Cross, Internal Revenue Service, Tennessee Attorney General, Tennessee State Emergency Management Agency, Local Law Enforcement, Salvation Army, Small Business Administration, Social and Rehabilitation Services and other appropriate local service organizations.

If FEMA is not involved in a local disaster, the DWU and LWDA will contact the following to organize services for disaster victims: chamber of commerce, city clerk and/or administrator, city mayor, Red Cross, Salvation Army and employers affected by the disaster. Once these contacts are made, the information regarding the services available to assist those who lost their jobs due to the disaster should be provided.

A temporary office in the area may be set up to provide these services. Workers who have lost their jobs due to the disaster may be offered the following additional services:

• Classroom training
• Day care
• Jobs at work sites, including wages and benefits
• Mileage
• On-the-job training
• Out-of-area job search and relocation
• Outreach and communications
• Tools needed on the job
• Work-related physical exams and medical exams
LWDA Rapid Response Team Checklist

Prior to meeting:
- Receive notice of a layoff or closure
- Contact the employer to set up initial meeting
- Create a PLANNING VISIT in VOS, including details you receive
- Complete LEAP assessment
- Complete Jobs4TN.gov registration
- Complete employer assessment

During the initial meeting:
- Provide Jobs4TN.gov flyers, and encouraging their employees to sign up in Jobs4TN before the RR Mass Meeting
- Notify that the affected employees must have Jobs4TN account to complete requirements for UI benefits
- Explain what a Rapid Response Meeting consist of and how long it will take
- Set up Mass Meeting
- Contact appropriate RR partners & suggest the Career Coach Bus for larger events
- Activity steps:
  - Career Coach
  - Employers
  - Supportive Services
  - Training Providers

Information/Documents to supply to employer at initial meeting:
- Mass Layoff List Overview Page with Excel Spreadsheet and TAA brochure
- Summary of Employer Payments at Separation - WARN ACT Technical Assistance Guide
- Employment Toolkits
- LEAP Brochures

During the mass meeting:
- Create an event in Jobs4TN
- Guide attendees to visit the Career Coach Bus
- Instruct those not pre-registered on Jobs4TN to complete registration card
- Sign in job seekers in VOS Greeter
- Facilitate RR meeting

After the meeting:
- Create an ORIENTATION VISIT in Jobs4TN.gov including all important information about the meeting.
- Create a Rapid Response Activity for each individual that attend the meeting. If they do not have an account, create them one using the registration card information.
Conducting Rapid Response

Contacting the Company
LWDAs need to refer initial communication to rapidresponse.info@tn.gov at Tennessee Department of Labor & Workforce Development (TDLWD) Central Office. Any information obtained by communication with employers planning to layoff employees should be sent to TDLWD central office immediately. After notification of layoff or plant closure is received by the TDLWD Dislocated Worker Unit (DWU), a copy is forwarded to the Local Workforce Area Rapid Response Coordinator. The LWDA Rapid Response Coordinator contacts the company official identified in the notification letter to:

• Acknowledge receipt of the notification and verify information
• Provide a brief overview of the Rapid Response procedure
• Request information to complete the Rapid Response Report
• Request a tentative date for the initial meeting

Contacting the Members of the Rapid Response Team
The Local Workforce Area Rapid Response Coordinator (1) contacts members of the Rapid Response team assigned to the area where the layoff or closure will occur, (2) confirms the initial meeting date and (3) transmits a copy of the notification to each member. LWDA should send over pre-meeting package including Jobs4TN.gov registration, information and other materials as needed. The Rapid Response Team members include a representative of the:

• Tennessee Department of Labor and Workforce Development (Local Office)
• Local Workforce Development Area (LWDA)
• American Job Center Representative
• AFL-CIO (if employees are represented by organized labor)
• TRADE (when appropriate)
• Other member agencies as required

Planning and Conducting the Initial Meeting - Recording in the Work Tracker
After the initial meeting is scheduled, an agenda is prepared by the LWDA Rapid Response Coordinator. During the initial meeting, plans are made and a date is set for the employee mass meeting. It would be helpful to have Wagner Peyser and the Business Service Team liaison included in all communication. Coordinator should work with TDLWD Central office to leverage resources such as TCAT, OJTs, IWTs and other programs. The LWDA Rapid Response Coordinator completes final information on the Rapid Response Report in the work tracker.
Establishing the Employer-Employee Transition Committee

Each area needs to submit a roster and plan for an Employer- Employee Transition Committee. An Employer-Employee Transition Committee is highly effective when used during the transition process for plant closure or layoff. As the federally-mandated committee, either the Workforce Adjustment Committee (WAC) or Transition Assistance Committee (TAC) includes equal representation from the employer and employees. The WAC includes a neutral chairperson from the community, the TAC and a facilitator or the Dislocated Worker Coordinator. The selected committee acts as the focal point for communication and services. In cooperation with state/local employment and public/private service providers, the committee can develop a comprehensive plan to help workers transition into new jobs. Positive results, including a faster return to employment, are common when the employer and the employee representatives work together. Some benefits of using the committee approach are:

- Earlier reemployment
- Coordination of services
- Increased motivation, productivity and morale
- Positive labor relations
- Unemployment insurance cost savings
- More effective use of benefits
- Positive community impact

Conducting the Employee Mass Meeting:

Potential dislocated workers are given an on-site presentation of benefits, services and other opportunities available for reemployment.

The Local Workforce Area Rapid Response Coordinator continues to serve as liaison, provide opportunities which facilitate worker readjustment through programs and networking and insure that all workers are afforded the opportunity to participate in reemployment services.
AmericanJobCenter
TENNESSEE

www.Jobs4TN.gov

America’s Job Bank
www.ajb.org

America’s Career InfoNet
www.acinet.org

America’s Service Locator
www.servicelocator.org

Workforce Tools of the Trade
www.workforcetools.org

O*NET OnLine
www.onetonline.org

America’s Workforce Network
Toll-Free Helpline
(877) US-2JOBS

Tennessee Department of Labor and Workforce Development
www.tn.gov/workforce

United States Department of Labor Employment and Training Adminis-
LAYOFF/ CLOSURE AVERSION PROTOCOL

- EMPLOYER contacts TDLWD (employer may or may not provide WARN notice or may inquire about layoff prevention assistance) TDLWD works with Employer to complete assessment to utilize resources and services preventing layoff/ closure (employer may request privacy to avoid media questions).

- TDLWD contacts UI and Communications divisions.

- TDLWD collects information.

- TDLWD sends collected information to appropriate LWDA.

- TDLWD notifies EMPLOYER that LWDA has been notified.

- TDLWD notifies Locals (Federal, State and local officials).

- LWDA coordinates and provides services leveraging statewide Rapid Response Services ($1,800 for TCAT, OJT, etc.) Wagner Peyser and AJC.

- Business Services – Completed employee assessment and LEAP forms identifies where funding should be allocated.

- LWDA creates Services and Activity Plan.

- LWDA’s Layoff Aversion Team (DOL, ECD, Banks and Education) provides info to dislocated workers.

- LWDA communicates with EMPLOYER to provide services offering events for employees to access services and information.

- LWDA encourages EMPLOYER to provide contact information and work to set up an event to provide workers information.

- Should EMPLOYER not be willing to hold onsite informational sessions for employees, encourage employer to share employee contact info with LWDA staff.

- Should EMPLOYER not be willing or agreeable to LWDA service, LWDA Rapid Response Team should consider alternative events to provide employee services such as after hours or Saturday information sessions.

- Remember to be PROACTIVE and NOT REACTIVE.
COBRA - Consolidated Omnibus Budget and Reconciliation Act of 1986. This law provides some workers with the right to continue health benefit coverage for a limited time after job loss.

Declining Industry - An industry experiencing a statewide decline in total employment in excess of five percent over the past two calendar years.

Dislocated Worker – A worker who has lost their job through no fault of their own.

DWU- Dislocated Worker Unit

HIPAA - Health Insurance Portability and Accountability Act of 1996, this law provides important protections for workers and their families who have a preexisting medical condition or who might otherwise suffer discrimination in health coverage based on factors that relate to an individual's health.

Incumbent Worker – Someone who is presently employed but needs not meet the dislocated worker definition to receive intensive training services under the Workforce Investment Opportunities Act (WIOA) when layoff aversion is applied.

Rapid Response - Activities necessary to plan and deliver services to enable dislocated workers to transition to new employment as quickly as possible, following either a permanent closure or mass layoff, or a natural or other disaster resulting in a mass job dislocation.

TAC – Transition Assistance Committee includes equal representation from the employer and the employees with a neutral facilitator.

WAC – Workforce Adjustment Committee includes equal representation from the employer and the employees with a neutral chairperson from the community.

TAA – Trade Adjustment Assistance

TRA – Trade Readjustment Allowance
Under this current model, we have hosted about 18 hiring employers and over 250 job seekers on site for one event! This allows employers have great flexibility in searching for qualified workers, and job applicants have easy, efficient access to job openings.

AJC’s have re-designed customer flow to allow an opportunity for staff and job seekers to connect sooner during visits. Upon entering, staff will engage with job seekers and direct them to the resource room to either self-register or get staff assistance in registering on Jobs4tn.gov. Other activities that job seekers can be a part of include:

- Career Guidance/Planning to develop an individual employment/career plan to identify employment goals and appropriate combination of services to achieve the goals.
- Connect with a workforce professional who will advocate, communicate, and provide resources to aid in achieving the goals established in the individual employment plan.
- Receive an assessment, learn about their interest, aptitude, basic skills, work values, personality and more.
- Information and assistance with internship, work experience, or relocation assistance based on the assessment or individual employment plan.
- Workforce and education skills training or educational program information.
- Additional referral services to appropriate partners programs to further assist with any other services.

Under this current model, we have hosted about 18 hiring employers and over 250 job seekers on site for one event! This allows employers have great flexibility in searching for qualified workers, and job applicants have easy, efficient access to job openings.

TENNESSEE AMERICAN JOB CENTERS

Tennessee American Job Centers (AJCs) continue to be a valued community resource by providing free assistance to those looking for work, workers, and opportunities to grow their careers. Comprised of various agencies that work together to reform employment, education, and training programs, AJCs create a more integrated, quality-focused, employer-driven, customer-centered, and tailored to meet the needs of Tennesseans. Services vary by location, but include access to comprehensive services that presents an opportunity to link diverse talent to businesses.

Tennessee American Job Centers are open Monday through Friday: 8:00 A.M. – 4:30 P.M.

Also known as Tennessee Career Centers, AJCs have access to the Jobs4TN.GOV online database.

- It lists an average of 100,000 jobs from Tennessee employers, major job search engines, and from corporate sites.
- It is equipped with a complete set of employment tools for job seekers in Tennessee.
- Job seekers and employers are able to access jobs, resumes, education, training, and labor market information 24/7.
- Job seekers can view the job listing, match their skill level to the jobs required skill level and either self refer to the opening or receive staff assisted referral if qualified.
- Job seekers/employers can access Labor Market information about labor market trends, statistics, and economic and demographic data.

EMPLOYER SERVICES

The Business Services Teams (BST) collaborate to ensure the business needs are met. This includes:

- Schedule employers for on-site recruitment at AJC or employer worksite.
- Based on the hiring needs of the employer, match job seekers with the specific qualifications.
- Work Opportunity Tax Credit Program

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<tr>
<th>AJC Statistics for July 1, 2015 to September 30, 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015 Total AJC Participants</td>
</tr>
<tr>
<td>Registered Employers</td>
</tr>
<tr>
<td># On-Site Recruiting Events</td>
</tr>
<tr>
<td>Entered Employment</td>
</tr>
</tbody>
</table>

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JOB SEEKERS SERVICES AT AN AJC

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- Career Guidance/Planning to develop an individual employment/career plan to identify employment goals and appropriate combination of services to achieve the goals.
- Connect with a workforce professional who will advocate, communicate, and provide resources to aid in achieving the goals established in the individual employment plan.
- Receive an assessment, learn about their interest, aptitude, basic skills, work values, personality and more.
- Information and assistance with internship, work experience, or relocation assistance based on the assessment or individual employment plan.
- Workforce and education skills training or educational program information.
- Additional referral services to appropriate partners programs to further assist with any other services.
For contact information for the coach that covers your area, visit www.getonthecoach.tn.gov

Information can also be obtained by emailing CareerCoach.info@tn.gov
LAYOFF/ CLOSURE REPORT

WARN NOTICE FILED: _____ YES _____ NO Date of Notice: ________________

LWDA: __________________________________________

LWDA Coordinator: __________________________________

Company Contact Information: __________________________________

Company Name: ________________________________________

Address: ____________________________________________

City: __________________________ State: ___________________

Zip Code: __________________________ County: ____________

*NAICS Code: ________________________________

Contact Name: ______________________________________

Contact Number: ____________________________________

*Contact Email Address: _____________________________

Number of employees affected: __________________________

Skill sets of affected employee's: __________________________

ONET codes for all affected positions: __________________________

How many employees lack High School Diploma? __________________________

Actual date of closure or layoff: __________________________

Layoff/ Closure Information (please circle one)

Are there multiple locations and or layoff dates? Yes No

Type of WARN notice? Layoff Closure

Type of layoff or closure? Temporary Permanent

Could TRADE be involved with this? Yes No Not Sure

If yes, has a petition been filled? Yes No Not Sure

Associated with Union(s)? Yes No Not Sure

If yes, do bumping rights exist for employees? Yes No Not Sure

Severance provided to employees? Yes No Not Sure
ACTION PLAN

Unemployment Insurance:
1. ____________________________________________________________
2. ____________________________________________________________
3. ____________________________________________________________
4. ____________________________________________________________
5. ____________________________________________________________

Labor Market, In-Demand Occupation Information and Re-employment Prospects:
1. ____________________________________________________________
2. ____________________________________________________________
3. ____________________________________________________________
4. ____________________________________________________________
5. ____________________________________________________________

Résumé preparation and interviewing skills workshops:
1. ____________________________________________________________
2. ____________________________________________________________
3. ____________________________________________________________
4. ____________________________________________________________
5. ____________________________________________________________
Career counseling, job search assistance and placement assistance:
1. 
2. 
3. 
4. 
5. 

Education, training opportunities, classroom/occupational skills training, TCAT, OJT, IWT and Apprenticeships:
1. 
2. 
3. 
4. 
5. 

Local supportive services (i.e. legal aid, United Way, faith-based and community organizations, food and clothing banks, mental health and family counseling and other relevant services such as displaced homemaker services):
1. 
2. 
3. 
4. 
5.
COBRA and HIPAA (written information at a minimum):

1. 
2. 
3. 
4. 
5. 

Other available resources to meet the short and long-term assistance needs of the affected workers:

1. 
2. 
3. 
4. 
5. 
EMPLOYEE ASSESSMENT

Name _______________________________________________________         Date ___________________________

1. Are you registered for Jobs4TN.gov ?               YES               NO
2. What is your highest education level?   _____________________________________________________
3. Are you comfortable filling out a paper application?               YES               NO
4. Are you comfortable filling out an online application?               YES               NO
5. Are you comfortable using a computer?               YES               NO
6. Are you comfortable interviewing?               YES               NO
7. Do you have an updated cover letter?               YES               NO
8. Do you have an updated résumé ?               YES               NO
9. Do you have past or present volunteer experience?               YES               NO
10. What do you think are possible obstacles to employment? _________________
---------------------------------------------------------------------
---------------------------------------------------------------------
11. What type of training would you be interested in? _________________
The Rapid Response Team provides a Workforce Services Registration form to verify or register the dislocated workers on Jobs4TN.gov.

You may request this form by email to rapidresponse.info@tn.gov.
IMPORTANT NOTICE for Employers:

Employers may no longer file unemployment claims for their employees. Instead, you may file a Mass Layoff List that will be used to expedite the approval process for claims filed by your employees when the separation reason is for lack-of-work. The Mass Layoff list will NOT file a claim for any employee. Claimants are still required to file their claim after the layoff has occurred and may do so online at www.Jobs4TN.gov. If a claimant worked a portion of a week, he/ she should file their claim during that same week. If the claimant worked the entire week and then was told they were being laid off, they should wait until the following Monday to file their claim.

Claimants are then responsible for filing their own weekly certifications for benefits and recording their weekly work search logs by logging into their UI account via the internet at www.Jobs4TN.gov.

Claimants should stop certifying when they return to work. If they continue to certify and do not report their wages, an overpayment could be created and could result in a denial of future benefits.
Mass Layoff submission instructions:
Log onto www.Jobs4TN.gov

1. Access your Jobs4TN.gov employee account.

2. Once logged in select Services for Employers on the left navigation menu. Click Unemployment Services then Mass Lay Off.

3. Click the Create Mass Layoff Employee List button.

4. Next, download the template by selecting the hyperlink: [ Download Data Entry spreadsheet to Import Claimants ].

5. Open the downloaded file and access the Data Entry sheet. This is where you will enter data for each affected employee.

   **Note: Required fields have a light blue background color.**

6. When complete Export Data to a Comma-Separated Values file (.csv) on your local drive.

7. Return to your browser on Jobs4TN and click the Browse or Choose File button (varies depending on browser) to select the .CSV file just created with the Data Entry spreadsheet.

8. Complete the file submission by clicking the Upload button.

9. A summary will appear with the results of your upload.

10. Feel free to review entries by Returning to Previous Page, searching for the appropriate layoff date and selecting Employees.
Unemployment Insurance

Purpose: To provide general information on the types of post-employment payments made to employees at the time of separation that may delay the payment of unemployment benefits. A claimant will not be eligible to receive unemployment benefits for any week that he or she receives any post-employment payments in an amount that equals or exceeds the regular weekly wages for the job terminated. The claimant will be advised to reopen their claim at the beginning of the first full week that the disqualifying payments are no longer an issue.

Wages in Lieu of Notice
Wages in lieu of notice are payments made by the employer to an employee in place of providing advance notice of the separation. Wages in lieu of notice are paid irrespective of the length of the employee's service and provide immediate compensation in an amount equal to what the employee would have earned as salary or wages had they been permitted to work during the period of notice.

Severance Pay
Severance pay is defined as pay that is designated as severance under an employment contract or hiring agreement. It is also considered pay that is received solely because the claimant was separated from employment. The claimant is advised to reopen the first full week that severance pay ceases.

WARN Notice Pay
The Worker Adjustment and Retraining Notification Act (WARN) requires employers with 100 or more employees to provide a 60 day notice in advance of covered plant closings and mass layoffs. An employer, who violates the WARN provisions by failing to provide advance notice as required is subject to a civil penalty for each day of violation and liable for backpay and benefits. Such payments are issued to each aggrieved employee for the period of violation, up to 60 days. This liability may be reduced if the employer pays wages in lieu of notice to each affected employee for the duration of the notice period. Wages in lieu of notice, paid under these circumstances, are referred to as WARN pay.
Unemployment Insurance Information

Please provide the following post-employment payment information.

1. How many employees will be laid off? _______________
2. What date will be the last day of work? _______________
3. What kind of payment will each employee receive upon separation?
   - Wages in Lieu of Notice
   - Severance Pay
   - WARN Notice Pay
4. Please list the actual week(s) that these payments will be allocated to cover:
   ________________________________________________________________
   ________________________________________________________________
5. Will the payment be made in a lump sum or will the employee continue to receive pay-
   ment through regular payroll?
   - One lump sum payment
   - Payment through regular payroll

NOTE: Once the employer information has been obtained please email or fax
the completed form to the following UI contact: Camille Frech,
Camille.Frech@tn.gov
The fax number is (615) 741-3469. Staff
will review the information and make
a determination on whether a claimant
is disqualified from receiving benefits
for the period in question.
Rapid Response Coordinator is required to complete the fields containing their contact info prior to providing this form to the employer.

<table>
<thead>
<tr>
<th>Separating Employer</th>
<th>Rapid Response Coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Name</td>
<td>Name</td>
</tr>
<tr>
<td>Address</td>
<td>Address</td>
</tr>
<tr>
<td>Telephone Number</td>
<td>Telephone Number</td>
</tr>
<tr>
<td>Fax Number</td>
<td>Fax Number</td>
</tr>
<tr>
<td>Email Address</td>
<td>Email Address</td>
</tr>
</tbody>
</table>

**UI FREQUENTLY ASKED QUESTIONS**

1. Will severance or wages in lieu of notice of separation stop me from getting Unemployment Insurance benefits?

   **Answer:** Eligibility for Unemployment benefits will be delayed until you are no longer receiving severance or wages in lieu of notice.

2. When should I file my claim?

   **Answer:** You may file your claim at any time after your last day of work however, benefits will be delayed for the period of time that you're receiving severance or wages in lieu of notice. Once the severance or wages in lieu of notice payments have ended, you may file or reopen your unemployment claim.

3. Can I collect my pension retirement and Unemployment Insurance benefits at the same time?

   **Answer:**
   - Yes, if you made contributions to the pension fund
   - No, if the employer paid 100% of the pension and paid any part of your base period wages.
   - *Other factors apply to pensions. Be sure to indicate if you are receiving or have applied for pension/retirement payments at the time you file your Unemployment claim.*
<table>
<thead>
<tr>
<th>LWDA</th>
<th>AJC Contact</th>
<th>Counties</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>LWDA 1</td>
<td>Steve Vinsant</td>
<td>Washington, Carter, Sullivan</td>
<td>(423) 610-0222</td>
</tr>
<tr>
<td></td>
<td>Steve Vinsant</td>
<td>Sullivan, Hawkins, Washington</td>
<td>(423) 224-1800</td>
</tr>
<tr>
<td>LWDA 2</td>
<td>Charlotte Dar Ely</td>
<td>Hamblen</td>
<td>(423) 317-1060</td>
</tr>
<tr>
<td></td>
<td>Charlotte Dar Ely</td>
<td>Sevier</td>
<td>(865) 453-4437</td>
</tr>
<tr>
<td>LWDA 3</td>
<td>Tim Witt</td>
<td>Knox</td>
<td>(865) 594-5500</td>
</tr>
<tr>
<td>LWDA 4</td>
<td>Tim Witt</td>
<td>Blount</td>
<td>(865) 379-5525</td>
</tr>
<tr>
<td></td>
<td>Tim Witt</td>
<td>Cumberland</td>
<td>(931) 484-7456</td>
</tr>
<tr>
<td>LWDA 5</td>
<td>Virginia Housely</td>
<td>Hamilton</td>
<td>(423) 894-5354</td>
</tr>
<tr>
<td></td>
<td>Virginia Housely</td>
<td>McMinn</td>
<td>(423) 745-2028</td>
</tr>
<tr>
<td>LWDA 6</td>
<td>Selina Moore</td>
<td>Coffee, Franklin</td>
<td>(931) 454-1905</td>
</tr>
<tr>
<td>LWDA 7</td>
<td>Tim Witt</td>
<td>Putnam</td>
<td>(931) 520-8733</td>
</tr>
<tr>
<td>LWDA 8</td>
<td>John Alexander</td>
<td>Montgomery</td>
<td>(931) 648-5530</td>
</tr>
<tr>
<td></td>
<td>John Alexander</td>
<td>Sumner</td>
<td>(615) 451-5800</td>
</tr>
<tr>
<td>LWDA 9</td>
<td>John Alexander</td>
<td>Davidson</td>
<td>(615) 253-8920</td>
</tr>
<tr>
<td></td>
<td>John Alexander</td>
<td>Rutherford</td>
<td>(615) 898-8050</td>
</tr>
<tr>
<td>LWDA 10</td>
<td>Selina Moore</td>
<td>Maury</td>
<td>(931) 490-3800</td>
</tr>
<tr>
<td></td>
<td>Selina Moore</td>
<td>Lawrence</td>
<td>(931) 766-1405</td>
</tr>
<tr>
<td>LWDA 11</td>
<td>Kristie Bennett</td>
<td>Madison</td>
<td>(731) 668-2040</td>
</tr>
<tr>
<td></td>
<td>Kristie Bennett</td>
<td>Hardin</td>
<td>(731) 925-5095</td>
</tr>
<tr>
<td>LWDA 12</td>
<td>Kristie Bennett</td>
<td>Dyer</td>
<td>(731) 286-8300</td>
</tr>
<tr>
<td></td>
<td>Kristie Bennett</td>
<td>Carroll</td>
<td>(731) 986-8217</td>
</tr>
<tr>
<td>LWDA 13</td>
<td>Darryl Causey</td>
<td>Shelby</td>
<td>(901) 543-7850</td>
</tr>
<tr>
<td></td>
<td>Darryl Causey</td>
<td>Shelby</td>
<td>(901) 636-7955</td>
</tr>
</tbody>
</table>
# LWDA Directors

<table>
<thead>
<tr>
<th>LWDA</th>
<th>Contact</th>
<th>Title</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>LWDA 1</td>
<td>Kathy Pierce</td>
<td>Executive Director</td>
<td>(423) 547-7515</td>
</tr>
<tr>
<td>LWDA 2</td>
<td>Donna Stansberry</td>
<td>Executive Director</td>
<td>(423) 318-2709</td>
</tr>
<tr>
<td>LWDA 3</td>
<td>Windie Wilson</td>
<td>WIOA Director</td>
<td>(865) 544-5200</td>
</tr>
<tr>
<td>LWDA 4</td>
<td>Chris Tiller</td>
<td>WIOA Director</td>
<td>(865) 590-1052</td>
</tr>
<tr>
<td>LWDA 5</td>
<td>Rick Layne</td>
<td>WIOA Director</td>
<td>(423) 424-4212</td>
</tr>
<tr>
<td>LWDA 6</td>
<td>Jim Parks</td>
<td>Executive Director</td>
<td>(931) 455-9596</td>
</tr>
<tr>
<td>LWDA 7</td>
<td>Ron Basham</td>
<td>WIOA Director</td>
<td>(931) 520-9610</td>
</tr>
<tr>
<td>LWDA 8</td>
<td>Marla Rye</td>
<td>Executive Director</td>
<td>(931) 551-9110</td>
</tr>
<tr>
<td>LWDA 9</td>
<td>Patrick Combs</td>
<td>Executive Director</td>
<td>(615) 862-8890</td>
</tr>
<tr>
<td>LWDA 10</td>
<td>Jan O. McKeel</td>
<td>Executive Director</td>
<td>(931) 398-6000</td>
</tr>
<tr>
<td>LWDA 11</td>
<td>Jimmy Bell</td>
<td>WIOA Director</td>
<td>(731) 989-0533</td>
</tr>
<tr>
<td>LWDA 12</td>
<td>Margaret Prater</td>
<td>Executive Director</td>
<td>(731) 286-3585</td>
</tr>
<tr>
<td>LWDA 13</td>
<td>Kevin D. Woods</td>
<td>Executive Director</td>
<td>(901) 636-6811</td>
</tr>
<tr>
<td>LWDA</td>
<td>Contact</td>
<td>Phone</td>
<td>Email</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>-------------</td>
<td>--------------------------------------------</td>
</tr>
<tr>
<td>LWDA 1</td>
<td>Joseph Grills</td>
<td>(615) 207-0393</td>
<td><a href="mailto:JGrills@ab-t.org">JGrills@ab-t.org</a></td>
</tr>
<tr>
<td></td>
<td>Kathy Pierce</td>
<td>(423) 547-7515</td>
<td><a href="mailto:KPierce@ab-t.org">KPierce@ab-t.org</a></td>
</tr>
<tr>
<td>LWDA 2</td>
<td>Donna Stansberry</td>
<td>(423) 317-1062</td>
<td><a href="mailto:Donna.Stansberry@ws.edu">Donna.Stansberry@ws.edu</a></td>
</tr>
<tr>
<td></td>
<td>Bobby Williams</td>
<td>(423) 317-1069</td>
<td><a href="mailto:Bobby.Williams@ws.edu">Bobby.Williams@ws.edu</a></td>
</tr>
<tr>
<td></td>
<td>Connie O'vercum</td>
<td>(423) 317-1096</td>
<td><a href="mailto:Connie.Oveicum@ws.edu">Connie.Oveicum@ws.edu</a></td>
</tr>
<tr>
<td>LWDA 3</td>
<td>Windie Wilson</td>
<td>(865) 544-5200</td>
<td><a href="mailto:Windie.Wilson@knoxcac.org">Windie.Wilson@knoxcac.org</a></td>
</tr>
<tr>
<td></td>
<td>Judy Pate</td>
<td>(865) 594-6900</td>
<td>Judy.Pate@tncccc Knox.org</td>
</tr>
<tr>
<td></td>
<td>Ray Abbas</td>
<td>(865) 594-2772</td>
<td>Ray.Abbas@tncc Knox.org</td>
</tr>
<tr>
<td>LWDA 4</td>
<td>Tonya Randolph</td>
<td>(865) 813-0281</td>
<td>TRandolph@ethra. org</td>
</tr>
<tr>
<td></td>
<td>Melinda Frost</td>
<td>(865) 813-0281</td>
<td><a href="mailto:MFrost@ethra.org">MFrost@ethra.org</a></td>
</tr>
<tr>
<td>LWDA 5</td>
<td>Anna Smith</td>
<td>(423) 424-4214</td>
<td><a href="mailto:AnnaS@sedev.org">AnnaS@sedev.org</a></td>
</tr>
<tr>
<td></td>
<td>Beth Keylon</td>
<td>(423) 643-2328</td>
<td><a href="mailto:BKeylon@sedev.org">BKeylon@sedev.org</a></td>
</tr>
<tr>
<td></td>
<td>Stephen Dunn</td>
<td>(423) 643-2320</td>
<td><a href="mailto:SDunn@sedev.org">SDunn@sedev.org</a></td>
</tr>
<tr>
<td>LWDA 6</td>
<td>Jim Parks</td>
<td>(931) 455-9596</td>
<td><a href="mailto:JParks@workforcesolutionstn.org">JParks@workforcesolutionstn.org</a></td>
</tr>
<tr>
<td></td>
<td>Lorraine Carter]</td>
<td>(931) 259-5521</td>
<td><a href="mailto:LCarter@workforcesolutionstn.org">LCarter@workforcesolutionstn.org</a></td>
</tr>
<tr>
<td>LWDA 7</td>
<td>Cindy Mabery</td>
<td>(931) 520-9593</td>
<td><a href="mailto:CMabery@uchra.com">CMabery@uchra.com</a></td>
</tr>
<tr>
<td></td>
<td>Doug Matthews</td>
<td>(931) 528-1127</td>
<td><a href="mailto:DMattthews@uchra.com">DMattthews@uchra.com</a></td>
</tr>
<tr>
<td>LWDA 8</td>
<td>John Watz</td>
<td>(931) 551-9110</td>
<td><a href="mailto:JWatz@workforceessentials.com">JWatz@workforceessentials.com</a></td>
</tr>
<tr>
<td>LWDA 9</td>
<td>Brian Clark</td>
<td>(615) 862-8890</td>
<td><a href="mailto:Brian.Clark@nashville.gov">Brian.Clark@nashville.gov</a></td>
</tr>
<tr>
<td></td>
<td>Tanya Evrenson</td>
<td>(615) 862-8890</td>
<td><a href="mailto:Tanya.Evrenson@nashville.gov">Tanya.Evrenson@nashville.gov</a></td>
</tr>
<tr>
<td></td>
<td>Jacki AkbarY</td>
<td>(615) 862-8890</td>
<td><a href="mailto:Jacky.Akbari@nashville.gov">Jacky.Akbari@nashville.gov</a></td>
</tr>
<tr>
<td></td>
<td>Kathy Parker</td>
<td>(615) 371-0292</td>
<td><a href="mailto:Kathy.Parker@nashville.gov">Kathy.Parker@nashville.gov</a></td>
</tr>
<tr>
<td></td>
<td>George Phillips</td>
<td>(615) 741-0861</td>
<td><a href="mailto:George.Phillips@nashville.gov">George.Phillips@nashville.gov</a></td>
</tr>
<tr>
<td></td>
<td>John McLallen</td>
<td>(615) 741-0825</td>
<td><a href="mailto:John.MClallen@nashville.gov">John.MClallen@nashville.gov</a></td>
</tr>
<tr>
<td></td>
<td>Rebecca Thomas</td>
<td>(615) 444-9355</td>
<td><a href="mailto:Rebecca.Thomas@nashville.gov">Rebecca.Thomas@nashville.gov</a></td>
</tr>
<tr>
<td></td>
<td>Jean Kash</td>
<td>(615) 494-4276</td>
<td><a href="mailto:Jean.Kash@nashville.gov">Jean.Kash@nashville.gov</a></td>
</tr>
<tr>
<td>LWDA 10</td>
<td>Stephen Webb</td>
<td>(931) 490-3809</td>
<td><a href="mailto:Stephen.Webb@ctworkforce.org">Stephen.Webb@ctworkforce.org</a></td>
</tr>
<tr>
<td>LWDA 11</td>
<td>Jimmy Bell</td>
<td>(731) 983-3688</td>
<td><a href="mailto:JBell@swhra.org">JBell@swhra.org</a></td>
</tr>
<tr>
<td></td>
<td>April Brown</td>
<td>(731) 983-3689</td>
<td><a href="mailto:AprilB@swhra.org">AprilB@swhra.org</a></td>
</tr>
<tr>
<td>LWDA 12</td>
<td>Lori Kelley</td>
<td>(731) 286-3585</td>
<td><a href="mailto:Kelley@nwtnworks.org">Kelley@nwtnworks.org</a></td>
</tr>
<tr>
<td></td>
<td>Ginger Powell</td>
<td>(731) 784-5221</td>
<td><a href="mailto:Powell@nwtnwork.org">Powell@nwtnwork.org</a></td>
</tr>
<tr>
<td>LWDA 13</td>
<td>Pat Myers</td>
<td>(901) 636-7957</td>
<td><a href="mailto:Patricia.Myers@workforceinvestmentnetwork.com">Patricia.Myers@workforceinvestmentnetwork.com</a></td>
</tr>
<tr>
<td></td>
<td>Margie Lawson</td>
<td>(901) 636-7938</td>
<td><a href="mailto:Margie.Lawson@workforceinvestmentnetwork.com">Margie.Lawson@workforceinvestmentnetwork.com</a></td>
</tr>
<tr>
<td></td>
<td>Michael Edwards</td>
<td>(901) 636-7987</td>
<td><a href="mailto:Michael.Edwards@workforceinvestmentnetwork.com">Michael.Edwards@workforceinvestmentnetwork.com</a></td>
</tr>
<tr>
<td></td>
<td>Davida Cruthird</td>
<td>(901) 636-6228</td>
<td><a href="mailto:Davida.Cruthird@workforceinvestmentnetwork.com">Davida.Cruthird@workforceinvestmentnetwork.com</a></td>
</tr>
</tbody>
</table>
# Business Services Team Leads by LWDA

<table>
<thead>
<tr>
<th>LWDA</th>
<th>Contact</th>
<th>Affiliate</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>LWDA 1</td>
<td>Joe Grills</td>
<td>WIOA</td>
<td><a href="mailto:JGrills@ab-t.org">JGrills@ab-t.org</a></td>
</tr>
<tr>
<td></td>
<td>Brian Decker</td>
<td>TDLWD</td>
<td><a href="mailto:Brian.Decker@tn.gov">Brian.Decker@tn.gov</a></td>
</tr>
<tr>
<td>LWDA 2</td>
<td>Bobby Williams</td>
<td>WIOA</td>
<td><a href="mailto:Bobby.Williams@ws.edu">Bobby.Williams@ws.edu</a></td>
</tr>
<tr>
<td>LWDA 3</td>
<td>Judy Pate</td>
<td>WIOA</td>
<td><a href="mailto:Judy.Pate@tncknox.org">Judy.Pate@tncknox.org</a></td>
</tr>
<tr>
<td></td>
<td>Ginger Armstrong</td>
<td>TDLWD</td>
<td><a href="mailto:Ginger.Armstrong@tn.gov">Ginger.Armstrong@tn.gov</a></td>
</tr>
<tr>
<td>LWDA 4</td>
<td>Elaine Shank</td>
<td>TDLWD</td>
<td><a href="mailto:Elaine.Shank@tn.gov">Elaine.Shank@tn.gov</a></td>
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