

Program Year 2020 – 2022

Local Plan for the Greater Memphis Region

Serving the Counties of Fayette, Lauderdale, Shelby, and Tipton



Open for Public Comment June 12, 2020 – June 29, 2020

Submit comments or questions in writing to:

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Any comments received in relation to the content of the Program Year 2020 –2022 local plan will be addressed within the plan prior to submission to the TN Department of Labor and Workforce Development (TDLWD).

Table of Contents

I. Operating Systems and Strategies

A. <u>Introduction/The One-Stop System</u>	3
B. <u>Technology in One-Stop Centers</u>	10
C. <u>Coordination with Combined State Plan Objectives</u>	11
D. <u>Expand Access to Employment, Training, Education and Support Services</u>	12
E. <u>Adult, Dislocated Worker and Youth Employment and Training Activities</u>	14
F. <u>Youth Activities</u>	21
G. <u>Priority Populations</u>	24
H. <u>Training Policies and Activities</u>	24
I. <u>Business Services Initiatives</u>	27
J. <u>Business Services Structure</u>	27
K. <u>Programmatic Services to Rural Areas</u>	28
L. <u>Services to Justice-Involved Individuals (JII)</u>	29

II. Performance Goals and Evaluation

A. <u>Local Levels of Performance</u>	30
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III. Technical Requirements, Assurances, and Evaluation

A. <u>Physical and Programmatic Accessibility</u>	31
B. <u>Fiscal Management</u>	33
C. <u>Budget Information and Supporting Materials</u>	33
D. <u>Local Strategies Financed by the transfer of Title I Funds</u>	33
E. <u>Executed Cooperative Agreements</u>	34
F. <u>Title VI Training</u>	34

Required Attachments

- Narrative description of the manner in which the stakeholder involvement requirements were met for the local plan
- Local training provider approval policy and procedures
- Local Individual Training Account Policy
- Local supportive service policy
- Budget Narrative
- Executed cooperative agreements
- Local procurement policies and procedures
- Title VI training to all service providers, One-Stop Operators, and Board
- Organizational Chart with staff and titles

Additional Attachments: Labor Market Information

- GMLWDA In-Demand Occupations 2026
- Analysis of Regional Labor Force
- TN Substantial Barriers to Employment

I. Operating Systems and Strategies

Greater Memphis Introduction

As America moved from the high unemployment caused by the recession to nearly full employment and now to the uncertainty of a new COVID-19 reality, the workforce system continues to evolve. The Greater Memphis Local Area's commitment to its vision and mission remains focused on service to our community. The organization has adapted the way we conduct business and handle changes in the market. As the people part of economic development, we have developed three pillars for the region. We will provide services that are:

- Transformational
- Transactional
- Aspirational

Transformational: Changing the Workforce for Good

The Greater Memphis Local Region focuses on providing demand-driven services for regional employers. GMLWDA finds, trains, and develops the workforce that employers need for the future. To reflect that ongoing priority, we have revised our mission: Connection employers to talent. We will continue to orient our team towards fulfilling the needs of employers in targeted sectors as primary emphasis in our work.

Strategic Imperatives:

- Prioritize our service delivery around sector strategies that have growth opportunities throughout our region: healthcare, advanced manufacturing and logistics
- Provide services for employers and jobseekers that are stratified based on employer demand and federal requirements and we will be open and transparent about the differentiation in services
- Tell success stories even more prevalently about employers, jobseekers and partners in the effort to communicate to all constituencies
- Broadly distribute and communicate the availability of the regional workforce asset map to employers, jobseekers and the media

Transactional: Serving the Community

The Greater Memphis Workforce Development Area is required to deliver services to jobseekers that include an array of basic employment and reemployment activities. We will continue to focus on providing the highest quality delivery of all of those services so that every citizen has complete access to all that our workforce development system offers. Employers and jobseekers will be well-served by our team's to continuous improvement and focus on excellence. — "We don't need to focus on job creation, we need to focus on skills creation" — Workforce Board Partner

Strategic Imperatives:

- Remain laser-focused on our mission and vision, regardless of shifting government regulations and funding limitations
- Continue to develop staff and align training with requirements of the Workforce Innovation & Opportunity Act, focusing on strategic employer sectors and target jobseeker populations
- Increase the investment in and utilization of technology to deliver basic services while mobilizing our human resources for enhanced services to employers and jobseekers
- Advance partner relationships for the development and prioritization of new services to provide work-ready skills for jobseekers

- Bring partners into American Job Centers to provide additional basic jobseeker services on-site in addition to reaching out into the community (with services like Mobile Access Points)

Aspirational: Changing the Workforce for Good

Greater Memphis Local Workforce Development Area seeks to develop and implement innovative services by identifying, understanding and reporting on current and future trends, opportunities and revenue channels. Innovation is the ultimate key to our success. The expansion of our role as the regional thought leader and convener around workforce development issues will continue to support our efforts to be the people part of economic development.

Strategic Imperatives:

- Continue to recruit high-quality talent to the Board of Directors
- Step more actively into the role of regional convener of workforce development discussions
- Develop new regional committees, activities and events (regular partner groups, forums, summits, and more)
- Create an implementation plan to have senior staff and board leaders conduct more frequent meetings with regional opinion leaders, primarily those involved in target sectors
- Diversify revenue streams to support our mission and strategic priorities and create sustainability, including more aggressively pursuing grant opportunities and paid services

A. Description of the One-Stop Delivery System

The One-Stop delivery system is administered by Workforce MidSouth, Inc., designated by the Greater Memphis Local Elected Officials Consortium, as the grant recipient, administrative entity, and fiscal agent for GMLWDA. GMLWDA brings together required partners in a seamless customer-focused service delivery network designed to give job seekers access to programs, services and other resources to improve their prospects of long-term employment.

There are three (3) comprehensive centers in the local area:

Angelus Street
155 Angelus Street
Memphis, TN 38104

Hickory Hill
4240 Hickory Hill Road
Memphis, TN 38141

Walnut Grove
3040 Walnut Gove Road
Memphis, TN 38111

There are also three (3) affiliate centers:

Fayette County
6250 Highway 64, Suite 8 N
Oakland, TN 38068

Lauderdale County
301 – C Lake Drive
Ripley, TN 38063

Tipton County
877 C Highway 51
Covington, TN 38019

The Greater Memphis Region will establish a network of Neighborhood/Community Touchpoint locations, facilitated by an alternative Career Service Provider, throughout the four-county area. These access points are intended to better serve job seekers and employers by delivering Title I services or partner referrals through scheduled visits to community partner locations already frequented by the AJC customer base.

One-Stop partners work together to provide access to services. One-Stop partners are co-located in the AJCs or available through referral to administer their separately funded programs in an integrated and streamlined manner to individuals who frequent the AJCs. GMLWDA partners include: WOIA (Adult, Dislocated and Youth formula grants) Title I, Adult

Education Title II, Wagner-Peyser Title III, Vocational Rehabilitation Title IV, SCSEP, Jobs for Veterans, Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), Re-entry Programs, Career and Technical Education (CTE) and Economic and Community Development (ECD).

In coordination with the CLEO, the GMLWDB is responsible for the oversight and procurement of the One-Stop Operator through competitive bid process. The One-Stop operator does not provide any career services. All services within the GMLWDA system are provided directly or through our core and required partners.

Individual partner program staff will be supervised by their respective agency and will have supervisory authority over staff providing partner services within the GMLWDA. Each comprehensive center shall have team leads, as approved by the Regional Planning Council.

The OSO may assist in the creation of the MOU, explained below, as this is a functional activity. Furthermore, the OSO is tasked to monitor whether procedures and processes underlined in the MOU are followed. The OSO must coordinate service delivery of required partners.

The Greater Memphis Local Workforce Development Board (GMLWDB) entered into Memorandums of Understanding (MOUs) with the required American Job Center (AJC) partners to carry out the Service Integration Policy. An umbrella MOU is utilized to facilitate transparent and flexible agreements that are not burdensome and allow partners to focus on service delivery. The MOU identifies the roles and resource contributions of each partner, establishes a cooperative and mutually beneficial relationship among the parties, ensures that all customers are referred to unique services, and provides for a referral process between agencies. Referrals between the partners occur routinely by personal reference, telephone, electronic communication/technology, and/or through resource materials made available in the AJC. The use of e-mail, social media, and other technologies to convey information to partner staff and customers enhances service delivery and increases Center efficiency, thus potentially expanding the customer pool.

One-Stop Center Services and Customer-Centered Designed

All job seekers are offered basic career services in which they can access information using self-service modules and glean information without the requirement of registering for WIOA. WIOA basic career services represent "front end" services to job seekers and include the following services and activities:

- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs.
- Labor exchange services, including job search and placement assistance, and, when needed by an individual, career counseling, including— (1) Provision of information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA); and, (2) Provision of information on nontraditional employment (as defined in sec. 3(37) of WIOA).
- Outreach, intake (including identification through the state's Worker Profiling and Reemployment Services system of unemployment insurance (UI) claimants likely to exhaust benefits), and orientation to information and other services available through the one-stop delivery system.
- Appropriate recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery systems.
- Provision of performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical

education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation.

- Determinations of whether the individual is eligible to receive assistance from the Adult, Dislocated Worker, or Youth programs.
- Provision of referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs.
- Provision of information about how the area is performing on performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system.
- Provision of information relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program; benefits under the Supplemental Nutrition Assistance Program (SNAP); assistance through the earned income tax credit; housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban Development (HUD); and assistance under a State program for Temporary Assistance for Needy Families (TANF), and other supportive services and transportation provided through that program.
- Provision of information and assistance regarding filing claims under UI programs, including meaningful assistance to individuals seeking assistance in filing a claim. Meaningful assistance refers to:
 - On-site staff who are properly trained in UI claims, filing, and/or the acceptance of information necessary to file a claim, or
 - Staff available by phone or via other technology, as long as the assistance is provided by trained and available staff and within a reasonable time.
 - Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

Individualized Career Services

Individualized career services assist WIOA eligible adults and dislocated workers through the exploration of careers, training programs, and employment opportunities. The following individualized career services require registration and must be made available if determined to be appropriate for an individual to obtain or retain employment. These services may include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers including:
 - Diagnostic testing and use of other assessment tools;
 - In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
 - Group and/or individual counseling and mentoring.
- Internships and work experiences that are linked to careers.
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve employment goals, including the list of, and information about, eligible training providers.
- Career planning (e.g. case management)
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for a successful transition into and completion of postsecondary education, or training, or employment.
- Job Clubs

- Short-term pre-vocational services, including the development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training, in some instances pre-apprenticeship programs may be considered as short-term pre-vocational services.
- Financial literacy services.
- Out-of-area job search assistance and relocation assistance.
- English language acquisition and integrated education and training programs.

Training Services

Training services, when determined appropriate, must be provided either through an Individual Training Account (ITA) or through a training contract discussed in Section 10 of TEGL 3-15. Training services must be linked to in-demand employment opportunities in the local area or planning region or in a geographic area in which the Adult or Dislocated Worker is willing to commute or relocate. The selection of training services should be conducted in a manner that maximizes customer choice, is linked to in-demand occupations, informed by the performance of relevant training providers, and coordinated to the extent possible with other sources of assistance (see WIOA sec. 134(c)(3)).

Follow-Up Services

Follow-up services must be provided as appropriate for participants for up to 12 months after exit. Follow-up services do not extend the date of exit in performance reporting.

Collaboration and Coordination of Partners

Collaboration and coordination of partners ensure the AJC's are customer-focused, designed with an emphasis on the need for job seekers and employers.

The MOU outlines the role of the OSO and methods for coordinated service delivery. The Welcome Function is coordinated by the OSO, and those serving in this function warmly greet customers and offer an evaluation of service need to identify the services to offer customers to best meet their needs. All customer are encouraged to register for Jobs4TN.gov, which provides access to gain access to basic career services, labor exchange services, provision of labor market information, information about training providers, and employment opportunities, or other self-directed or minimally staff-involved services. Customers identified as needing eligibility determination or individualized career services are referred to on-site partners via a warm hand-off. All partners will provide on-demand career services in a professional setting. Under the MOU the OSO is charged with coordinating the "welcome" function.

An Outreach Coordinator actively meets with community groups and employers to promote the services and opportunities available at the AJCs. Upon completion of Jobs4tn registration and/or WIOA eligibility determination the individual will meet with a Career Advisor. The Career Advisor will make available to the customer various assessment tools such as the Test of Adult Education, KeyTrain, and National Career Readiness Certificate to aid in the selection of services. The following workshops are available to participants who want to enhance one or more of their skills.

- Job Search: Resume development/resume upgrade
- Resume Lab: Acing the interview
- Interview Lab (mock interviewing)
- Business communications

The Career Advisor will help the customer facilitate their goal of participating in a training program or refer the customer to a Business Services Team member. The Business Services Team leads the effort to establish and maintain a continuous open dialog

with the employer community. Other partner members who engage employers include Local Office Site Leads, Wagner-Peyser staff, Local Veteran's Employment Representatives, Disabled Veteran's Outreach Program Specialist, private sector Workforce Board, and senior Board staff members. All employer outreach partners will focus on demand industry clusters in the Greater Memphis Region. The high demand clusters include; Information Technology, Healthcare, Advanced Manufacturing, Construction, Transportation, Distribution & Logistics. Employer needs may include; labor market information, the identification of specific types of skilled workers, assistance with coordinating a hiring event, information on funds available for expansion, available tax credits, funds to assist with hiring veterans or ex-offenders, or funds to train new or existing workers.

All partners, when engaging the employer community, must listen to the employers' need(s) to better deliver on-demand service. Information on local training providers and programs is included on Jobs4TN.gov. Eligible training providers are listed on the Eligible Training Provider List (ETPL). All AJC customers may access this information, regardless of how training services are to be provided. The selection of training services should be conducted in a manner that maximizes customer choice, is linked to in-demand occupations, informed by the performance of relevant training providers, and coordinated to the extent possible with other sources of assistance (see WIOA sec. 134(c)(3)). In order to select a program of study and make a career decision, individuals will go through a series of assessments and career exploration exercises to establish the appropriateness of training. Career decision making should rely heavily on local Labor Market Information, focusing on future job growth. If there is no local demand, then a viable plan for relocation to an area where the occupation is in demand must be established. This plan must be documented within the case narrative section and on the Individual Service Strategy (ISS).

The One-Stop Operator

The procured One-Stop Operator is Grant Associates, Inc., a New York-based certified Women-Owned for-profit business that was established in 1997. Grant Associates is nationally recognized for delivering workforce services and collaborating successfully with government agencies. Prior to securing the OSO, The GMLWDB carried out the appropriate procurement and purchasing guidelines as defined in the attached Purchasing and Procurement Policy and as elected below in the Fiscal Management section. To conduct a competitive process for the selection of the OSO in accordance with 121(d)(2)(A), the Board, issued the Request for Proposal (RFP) via the Purchasing Department of the City of Memphis. The RFP was posted for thirty (30) days, with public notice being provided through print media and/or electronic means, and with potential bidders being notified of the release by email. Proposals received were reviewed by the Executive Committee of the GMLWDB, who made a recommendation to the Board for the selection of the OSO. The selected OSO then entered into a contract with the Board as developed by the fiscal agent. The contract outlines the scope of work of the OSO, including the methods for coordinator service delivery between the OSO and operators as: "The Grantee shall establish One-Stop Operator Services pursuant to 20 CFR 678.620(a), including at a minimum, the coordination of service delivery of the required One-Stop American Job Center (AJC) partners and service providers.

The role of the One-Stop Operator in the State of Tennessee AJCs is further defined through guidance provided in the State's Transitional Regional Plans and Transitional Local Plans policies including: oversee management of the One-Stop Career Centers and service delivery; evaluate performance and implement required actions to meet performance standards; evaluate various customer experiences (including but not limited to employers, jobseekers, and partner staff); ensure coordination of partner programs; act as a liaison with the LWDB and One-Stop Career Center; define and provide means to meet common operational needs (e.g., training, technical assistance, additional resources, etc.); oversee full implementation and use of all State systems by all Local Workforce Development Areas (LWDAs); design the system integration and service coordination for the site and partners; manage fiscal responsibility for the system or site; plan and report responsibilities; write and maintain business plan; market One-Stop Career Center services; facilitate the sharing and maintenance of data, primarily the site, with emphasis on the state system; and integration of available services and coordination of programs for the site with all partners. The LWDB may add further responsibilities to the One-Stop

Operator, per 20 CFR 678.620(a).” The OSO’s primary role is to coordinate multiple AJC partners and service providers to ensure functional alignment.

As listed in the MOU, methods for coordinated service delivery between the operator and partners include a single customer flow model based on customer need, to refer customers using agreed-upon referral methods, to share customer data and information to facilitate co-enrollment, and to participate in joint planning of the MOU and plan development.

The OSO must coordinate service delivery of required AJC partners including the maintenance of a list of partner programs and a description of the services provided. The OSO monitors adherence to the local MOU and provides integration of services under the direction of the Regional Planning Council. The OSO disseminates State and local policy and monitors providers for compliance with these policies. The OSO convenes regular meetings of system partners to address areas of concern, best practices and to provide technical assistance.

As the functional leader of the local system, the OSO ensures seamless service delivery within the AJC system, including the hire and management of the “welcome” function of the AJCs and ensures adequate staffing including cross training of partner staff. Under the supervision of the OSO, priority of services standards are monitored and basic career services are guaranteed within the AJC locations. The OSO must determine ways to continuously improve operation and consistency of customer experience in the AJCs. The OSO will track and report to the GMLWDB the health of the overall system and the performance toward regional goals.

One-Stop Operator and Coordination of Referrals

The local one-stop operator’s role and responsibilities for coordinating referrals among required partners (§678.500(b)(3)) include:

- Inspire others and lead change; demonstrate extremely high levels of professionalism, integrity, and collaboration; and enhance and develop partnerships.
- Further, the operator will be required to coordinate with the leadership of all required partners.
- Coordinate services with affiliate centers and/or identified access points to ensure that required partners are apprised of AJC and community services for the referral of customers.
- Maintain and update a digital and hard copy listing of all partner programs, including a brief description of service and contact information to ensure that all staff in the AJC have up-to-date information for the referral of customers.

In the Greater Memphis Region, the One-Stop Operator (OSO) and primary Career Services Provider (CSP) roles are both held by Grant Associates, Inc. In accordance with WIOA 361.620 (b) (2) and 679.430, a firewall has been established with each role reporting to separate units within the organization and each being maintained uniquely separated both locally and at the corporate levels. The role of the OSO is to oversee the operations of the AJCs, to maintain oversight, monitoring, and evaluation of the performance of the service providers, coordinate quality services, support communication within and across all sites and deliver staff training across all partner agencies. The OSO also receives both complaints and requests for outside referrals from AJC customers. The OSO helps to facilitate that referral by initiating either a paper handoff or electronic referral to the partner agency. The OSO also helps to maintain proper customer service by tracking the outcome of referrals between partners through monitoring of Jobs4TN or inquiries to partner agencies.

In onboarding sessions, customers are introduced to all AJC’s services and steps are taken to determine the desired individual client needs. The onboarding experience also is designed to explain how the WIOA system can support the

customer's goals, which are outlined in the individual employment plan. For customers who require more assistance in developing their marketability, workshops offering tips on job search, resume writing, interviewing skills, and basic business etiquette skills are offered. Wagner Peysers customers registered in Jobs4tn.gov and/or WIOA enrollees seeking direct job placement are referred to employer hiring events and job fairs.

The primary Career Services Provider, Grant Associates, facilitates WIOA Title I Adult and Dislocated Worker services in the American Job Centers. Youth services are provided through a contracted service provider, ROSS Employment Solutions. Supplemental Adult, Dislocated Worker and Youth services are available through a network of access points managed by ResCare Workforce Services. When appropriate, the OSO coordinates referrals between providers according to which CSP is best suited to the customer's needs. The OSO also coordinates the referrals from partners according to which provider can best meet the customer's goals.

B. Technology in the One-Stop Delivery System

The Greater Memphis Local Workforce Development Board (GMLWDB) supports an integrated information system at the state and local level that will allow entities to carry out core programs to better coordinate service delivery for mutual customers and cross-program referrals. Currently, all Tennessee Department of Labor and Workforce Development (TDLWD) funded partner programs utilize Jobs4TN.GOV also known as Virtual One Stop (VOS). [Jobs4TN/VOS](http://Jobs4TN.GOV/VOS) assists both job seeker and employer customers to remotely access secure web - based AJC services such as labor market information, unemployment insurance, job postings, resumes, mediated labor exchange, and virtual recruiter. The American Job Center staff maximizes the utilization of currently available technology to consolidate, streamline services, track case management, job seeker and employer activities, performance outcomes, enhancing the overall customer experience. Jobs4TN.GOV/VOS now has the functionality for virtual enrollments, this includes the capability allowing job seekers to sign the WIOA application as well as securely upload eligibility documents. Although [Jobs4TN/VOS](http://Jobs4TN.GOV/VOS) is the primary applicant tracking system, GMLWDB encourages the AJC partners to utilize other innovative technology platforms to meet the need of the AJC customers. Microsoft Teams, WebEx, Skype, and Zoom are being used to interact with job seekers, employers, and community partners. These various platforms allows for case management, recruitment, workshops and virtual jobs fairs/hiring events. Salesforce and Career Pathways Explorer are other secondary platforms used in conjunction with Jobs4TN.GOV/VOS.

Webcams, cameras, mobile laptops, projectors, tablets, cell phones, and other accessories are also available at the AJC's as needed.

The GMLWDB works closely with 'remote' service locations such as community-based organizations, Memphis Public libraries, and other social service agencies within the local region to identify opportunities for electronic access to be made available as widely as possible. The core remote areas in the Greater Memphis Region are Fayette, Lauderdale, Shelby and Tipton Counties. The Angelus Street AJC is strategically located to assist these remote locations. Targeted outreach through social media and the region's website (www.workforceinvestmentnetwork.com) is used to disseminate information in these areas. However, understanding many participants may be void of broadband/internet accessibility or technology challenged and need staff assistance, general outreach techniques such as the Mobile AJC, Touchpoint locations, flyers, brochures, and strategic partnerships will be deployed.

The GMLWDB does comply with WIOA section 188 by ensuring accessibility of facilities, programs and services, technology, and materials for individuals with disabilities by providing staff training and support by Vocational Rehabilitation Services and Department of Human Services, Division of Services for the Blind. The JAWS (Job Access With Speech) system is available at all AJCs as assistance for visually impaired customers. JAWS is a screen reader developed for computer users

whose vision loss prevents them from seeing output for the most popular computer applications. Zoom Text magnification is also available at all AJCs. The GMLWDB will provide training to staff on applicable provisions of the ADA using material jointly developed by the partners and State entities. The Greater Memphis Region will bring together core program partners to integrate services and supportive services and leverage resources to improve services to individuals with disabilities and other protected groups. The Greater Memphis Region will explore changes in service delivery and design and programs by establishing partnerships, alternate assessments, and programs that better connect education, training, workforce development, and supportive services to improve employment outcomes of individuals with disabilities. The Greater Memphis Region will encourage active engagement with the private sector to identify skills and support those workers with disabilities need and communicate those needs to the partners, education and training providers, as well as job seekers with disabilities. The Greater Memphis Region will assess the physical and programmatic accessibility of all AJCs and training facilities. Work with Vocational Rehabilitation to provide participants with disabilities and other protected groups who are unemployed, underemployed, or receiving Social Security Disability benefits, by utilizing services available through our local centers to connect them to existing successful career pathway programs.

C. Coordination with TN Combined State Plan Objectives

A. Strategic Goals:

- Clear Connection to Current Industry/Employers
- Clear Pipeline Development Infrastructure
- Clear Integration with Economic Development
- Outcome Visibility- Clear Data/Reporting and Predictive Analysis

B. Key Objectives

In order to achieve the State's vision, the following five (5) key objectives have been developed by the State Workforce Development Board:

- Create an Integrated Intake System to Efficiently Deliver Services
- Create a Shared Vision for Supporting Tennesseans with the Greatest Number of Barriers to Enter the Workforce
- Create a Trained Workforce to Meet Current Industry Needs
- Create New Dashboards to Measure the Effectiveness of the Integrated Workforce Strategy
- Create a Simple and Effective Engagement Experience for All Candidates

The Greater Memphis Region is committed to supporting the TN Combined State Plan in its vision to increase the competitive position of Tennessee through the development of a high skilled workforce. In doing so Greater Memphis will coordinate core services and the responsible entities to provide an integrated workforce ecosystem among all partners. GMLWDA has created a clear connection between services and current employers by crafting detailed alignment with training programs and employer partners. The region works diligently to continuously refine and improve services to multi-barrier individuals and those with significant challenges to success. Our training programs are routinely evaluated to ensure services provided are relevant to the local job market and able to produce hireable candidates. The overall goal for GMLWDA is always to provide the highest quality services and best overall experience for our system customers. Expansion of data measurement and dashboard creation will help to track our effectiveness in accomplishing the above tasks. GMLWDA will gather data points for monthly publication on our website listing: number of customers served, number of individuals in training, rolling number of job placements as well as total dollars spent to date on training and supportive

services. To support the Combined State Plan and seek transparency of services it becomes important to collect data both for historical evaluation of the workforce system but also to predict and plan for future improvements.

As required, Title I services are present in each AJC in the Greater Memphis region. Title II services are available through referral to one of the four Adult Education providers in the region. Title III staff are located in all comprehensive centers. Title III is provided by Title I team members in affiliate AJCs. Title IV services are available in all centers via referral. All core and required partners participate in quarterly partner meetings convened by the OSO and by the Regional Planning Council representing the West TN region.

D. Expand Access to Employment, Training, Education and Supportive Services

The Greater Memphis Local Workforce Development Board (GMLWDB) is committed to expanding access to services for eligible individuals. The GMLWDB foster an atmosphere of coordination and cooperation between all partner agencies to provide for and facilitate the co-enrollment of individuals, particularly individuals with disabilities and other barriers. The GMLWDB will establish specific goals for providing services to hard-to-reach populations, including veterans, returning citizens, homeless persons, and individuals with disabilities. *AJC staff will conduct an initial assessment to review the individual's needs to determine what programs may be able to provide the appropriate services and then refer that individual to the corresponding program, co-enrollment into core and non-core programs is encouraged by the GMLWDB. The GMLWDB will strive to leverage funds beyond WIOA to address the needs of other hard-to-reach populations concerning education, training, employment, career pathways, and supportive services.* For instance, funds obtained through a YouthBuild grant and the Ticket to Work program can continue to be used to assist older youth and adults. The GMLWDB will continue to enhance partnerships with community organizations like Goodwill Industries, MIFA, HopeWorks, Center of Employment Opportunities (CEO), Federal, and State Department of Correction, Shelby County Office of Re-entry, and the Mark Luttrell Center to obtain and use grant monies for adult re-entry programs serving returning citizens and homeless persons.

The GMLWDB will also continue to facilitate the engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies. The AJC uses a demand-driven concept, leveraging strategies like the Employer Tool Kit and Business Service Team, to enhance partnerships with and engagement of local employers. In particular, the Business Service Team will include individuals who are part of targeted business sectors and career pathways. *Specifically, the Business Services team will utilize Career Maps and outreach to businesses representing each step along a given career path to further assist individuals take each subsequent step down the path in a coordinated effort. As one step leads to the next there are already employer partners participating along the route. Co-enrollment with partner programs will serve to strengthen the process of pursuing a career pathway by allowing greater access to career path information and expanding relationships with both education, training and employer partners. Further, the GMLWDB approach to managing sector strategies is to ensure that workforce system activities and outcomes align with data-driven business needs and occupational projections.* The criteria for establishing high-priority sector levels include data-driven growth/demand and high wage, defined career pathways, stackable and transferrable credentials, and engaged local educational and employer partners.

To facilitate achievement of sector strategy objectives, the GMLWDB has established partnerships with multiple businesses, including:

- *Healthcare:* Methodist Hospital, Saint Francis Hospital, Southwest TN Community College School of Nursing, Career Academy, University of Memphis for Medical Sciences
- *Advanced Manufacturing:* Blues City Brewery, Nucor Steel, Marvin Windows and Doors, Kellogg's and J.M. Smucker Company

- *Construction:* A-I Electrical Contractors, Barnhart Crane and Rigging, Memphis Ironworkers JAC, Apprenticeship Programs
- *Transportation/Logistics:* Old Dominion Freight, Schneider Transportation, Swift Transportation

The chart below provides an overview of occupational growth in the Greater Memphis Region. Area Profile for Greater Memphis, TN.

Occupations by Projected Growth Table

Rank	Occupation	2016 Estimated Employment	2026 Projected Employment	2016-2026 Annual Avg. Percent Change	Annual Openings
1	Laborers and Freight, Stock, and Material Movers, Hand	35,830	43,050	1.85%	6,050
2	Combined Food Preparation and Serving Workers, Including Fast Food	10,850	12,910	1.76%	2,360
3	Cashiers	12,280	11,400	-0.74%	2,110
4	Retail Salespersons	15,660	13,550	-1.44%	1,870
5	Stock Clerks and Order Fillers	12,370	12,680	0.24%	1,610
6	Helpers--Production Workers	4,860	9,540	6.99%	1,540
7	Waiters and Waitresses	6,920	7,550	0.88%	1,420
8	Heavy and Tractor-Trailer Truck Drivers	12,420	13,130	0.56%	1,415
9	Customer Service Representatives	8,810	9,610	0.87%	1,240
10	Office Clerks, General	10,350	10,600	0.24%	1,240

Source: TN Dept of Labor & Workforce Dev, Div Emp Sec, LMI
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The GMLWDB supports a local workforce development system that meets the needs of businesses by continued outreach, participation in events such as career and education expo, continuous development of targeted sectors, apprenticeship opportunities, a robust eligible training providers list, and the availability of work-based training options. Specifically, the GMLWDB Business Service Team will customize solutions to employer’s needs in a broad array of employment-related activity areas (grants, LMI, job referrals, job fairs, interviews). **GMLWDB will prioritize activities leading to a recognized post-secondary credential. Targeted case management and assessment of skills and career objectives will help to guide customers in the selection of the most appropriate recognized post-secondary and industry recognized credential options. Using labor market analysis and monitoring of industry trends, GMLWDA will refine opportunities for credentials through the selection of the highest quality providers producing the highest quality credentials needed for sector based employment. Training providers are assessed for a year prior to being included as eligible for local ITA funds and each year subsequently to ensure quality and effectiveness is maintained for all post-secondary credential programs. If providers are not successfully training customers to not only finish internal courses but to pass objective outcome measures, like passage of licensing exams, those providers will not continue to receive ITA funding. The cost, completion, credential attainment and placement rates are made public and available to any customer when selecting to pursue a credential program. By**

utilizing Individual Training Accounts and supportive services, participants will be supported along their path to credential attainment. Specifically, the GMLWDB will leverage proven strategies like the Employer ToolKit and Business Service Team to customize solutions to an employer's needs in a broad array of employment-related areas (job referrals, job fairs, interviews). Targeting the following sectors will allow the GMLWDB to align stackable, portable credentials with the skill needs of local businesses, including:

- *Healthcare.* Certified Nursing Assistant (CNA), Emergency Medical Technician (EMT), Licensed Practical Nurse (LPN), Registered Nurse (RN)
- *Advanced Manufacturing.* Certified Production Technician (CPT), Certified Logistics Technician (CLT), Machinist (NIMS), Welder (AWS/CW)
- *Construction.* Refrigeration Mechanics and Installers (HVAC)

In all efforts, GMLWDB will coordinate workforce development programs and economic development with partners to leverage resources within the Greater Memphis Region, including:

- Tennessee Department of Economic and Community Development (ECD)
- Greater Memphis Chamber of Commerce
- Covington-Tipton County Chamber of Commerce
- Economic Development Growth Engine (EDGE)

The GMLWDB will participate in community outreach events and seek opportunities to execute sector strategies in partnership with these entities. By strengthening linkages between the one-stop delivery system and unemployment insurance programs. The local unemployment insurance division is a part of, one of the core partners in the center, and is an integral part of the efforts to reengage those who are unemployed and seeking opportunities for employment or retraining. Once identified customers are provided additional intensive and coordinated services to become engaged. This may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies that support the local board.

E. Adult, Dislocated Worker, and Youth Employment and Training activities

The GMLWDB follows the WIOA Act in determining the type of employment and training activities that may be provided to Adults, Dislocated Workers, and Youth. The GMLWDB has approved the following mix of services for adults and dislocated workers.

- Occupational skills training (individual training account)
- On-the-Job Training
- Incumbent Worker Training
- Transitional Jobs
- Customized Training

Adults and dislocated workers are offered direct employment and/or job training of their choice. Individuals seeking immediate employment are referred to the Business Services Team for job placement. Individuals seeking training to gain a skill are assessed and issued an Individual Training Account voucher to attend the provider of their choice. The provider must be on the Eligible Training Provider List. Participant training is one way to address the needs of local employers. Participants who participate in a training program are equipping themselves and enhancing life and wage sustainability. Through coordinated efforts of the area partner's business service team, college campuses, and other training providers listed on the Tennessee ETPL, the region has sufficient training programs available to meet the needs of the participants. Basic Career Services and Individualized Career Services, Work Experience, On-the-Job Training, Registered Apprenticeship, partnering with the schools for occupational skills, provide supportive services such as transportation, housing, and child care, Individual Training Account's, job search, labor market information, career counseling, etc. Sector partnerships will

continue to grow and establish a stronger bond within the region's businesses, which will impact the demand approach to help put more participants to work quickly while solidifying the economic base at the same time. Reference the attached Labor Market Information for additional details on the growth and in-demand occupations in the Greater Memphis Region.

In collaboration with statewide rapid response activities, a designated Staff member has been identified to coordinate the activities upon notice of pending reduction-in-force or plant closure. The Rapid Response Coordinator upon receipt of notice will enter case notes in VOS, conduct a site visit/ meeting with companies point of contact to identify a timeline for layoff, communicate information to the local partners, work with company and partners to determine services needed, create a calendar invite for all partners, work with employees to identify specific services needed, and ensure that providers enter notes in VOS, which identifies dislocated work activities and services offered.

Adult Education and Literacy

A function of the local workforce board, identified under section 107(d)(11) of the WIOA Act is to coordinate local workforce activities with education and training providers, including providers of adult education and literacy activities under Title II of WIOA. **The Greater Memphis Workforce Development Board reviews the local plan to assure the alignment of Core Partner programs and services.** Local board review of Title II applications is to ensure that applications for providing adult education and literacy activities are consistent with local workforce board plans (WIOA, 107(d)(11)(B)(i)). If a local workforce board determines that an application is not consistent with the local workforce board plan, the local workforce board shall make recommendations to the eligible provider that promote alignment of the application to the local plan (WIOA, 107(d)(11)(B)(i)). Local workforce boards are not responsible for approving or denying applications submitted under Title II of WIOA. They are, however, expected to evaluate the extent to which an application submitted under Title II addresses the requirements of the local plan developed in accordance with WIOA (WIOA, 108(b)(13)). The adult education committee reviews all applications.

The following criteria are proposed: Local boards will receive Requests for Proposals from Title II Adult Education and Literacy providers and should consider the extent to which the eligible applicant:

- Demonstrates its participation in carrying out activities related to the development and implementation of career pathways in the local area;
- Describes a plan for fulfilling its education and training and administrative responsibilities as a one-stop partner and for participating on the local workforce board;
- Aligns adult education and literacy activities with the education and training objectives and activities of the local workforce plan and the One-Stop Delivery System, including concurrent enrollment in Title I and Title II Programs under WIOA, as appropriate;
- Demonstrates a plan and strategies for effectively working with workforce partners identified by the local plan to share resources;
- Contributes to regional education and training efforts, including career pathways programs.

Adult Ed and CSP staff will hold coordinated orientations to avoid duplicating services, and will maintain communication on co-enrolled students. Adult Education providers will carry out coordination duties under WIOA Title II in much the same way as under other WIOA Titles. Providers of workforce investment activities under title I of WIOA, adult education and literacy activities under title II of WIOA, and career and technical education (as defined in section 3 of the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2302)) are members of the Workforce Development Board will be asked to report to the GMLWDB describing how their activities serve as a complement to one another and avoid duplication of services. If there appears there are gaps and/or overlaps in services, the providers will be asked to revise their current plans

Wagner-Peyser Services under WIOA Title III

The Employment Service, which is authorized by the Wagner-Peyser Act of 1933 (29 U.S.C. 49 et seq.) is universally accessible to job seekers and employers. As noted, the Employment Services is an essential partner in the One-Stop delivery system; its central mission is to facilitate the match between individuals seeking work and employers seeking workers, which make it critical to the functioning of the workforce development system under WIOA. Under Title III of WIOA, the One-Stop staff provides services to job seekers, including veterans, persons with disabilities, and service delivery to businesses. To ensure eligible persons receive the services necessary to obtain employment, AJC staff collaborates with partner staff, community service providers, and educational institutions for ongoing training services provided through VOS, labor market information, and presenting best practices. Title III services are directly accessible at all AJCs.

- Staff will register, conduct an intake process, and monitor progress by conducting monthly contact with the client and providing monthly feedback to the partnering agencies. A case note should be entered into VOS.
- labor exchange services (e.g., core and intensive employment services, job search and placement assistance, labor market information);
- evaluation of programs;
- recruitment and technical services for employers; and
- work tests for the state unemployment compensation system

Unemployment Insurance - Under the direction of the State of Tennessee provide Unemployment Insurance (UI) benefit assistance to individuals who meet the eligibility requirement under state law. AJC staff provides UI Meaning Assistance (MA) for UI Claimants, as well as employment assistance and training. AJC staff collaborates with community service providers, educational institutions, and employers to ensure individuals receive the services necessary to obtain. Re-Employment Services and Eligibility Assessment (RESEA) is a component under UI services and is directly accessible at all AJCs. UI Meaningful Assistance is directly accessible at all AJCs. Referrals to these activities can be made through emails and by phone with a case note should entered into VOS.

Vocational Rehabilitation Services under WIOA Title IV

Vocational Rehabilitation administers Title IV activities and is the state's lead agency serving individuals with disabilities. Resources contributed through Vocational Rehabilitation Services include pre-employment transition services, vocational assessments, job tryouts, community-based evaluations, job search assistance, job coaching, case management, tuition assistance, and supportive services. Vocational Rehabilitation works in partnership with individuals with disabilities and their families to assist them in making informed choices to achieve full community participation through employment, education, and independent living opportunities. The primary focus of Vocational Rehabilitation is to assist individuals with significant disabilities in obtaining and retaining competitive integrated employment. Vocational Rehabilitation services are designed to prepare an individual for employment through an individualized planning process.

Secondary and Post-Secondary Educational Programs

The secondary and post-secondary education systems are both represented on the GMLWDB. Such board representation provides opportunities for policy input by local educational institutions on GMLWDB programs, initiatives, and activities. The GMLWDB's education representatives also participates in workforce and economic forums receiving direct insight from employers regarding training needs and skills gaps. As a policy body, GMLWDB works to create better partnerships between the business community and education to ensure that businesses have the skilled, quality workforce they need to compete in a global economy. The Greater Memphis Region continues to build ties between industry and education (K-12) to help students understand the concept of career pathways and how current course work can impact future careers. For example, GMLWDB partnerships with the entities below:

- Community and Technical Colleges
- Apprenticeship and Pre-Apprenticeship programs
- Industry and Sector Councils

“Career Technical Education” and “College and Career Technical Education” is responsible for helping all students acquire challenging academic, technical, and employability skills to succeed in postsecondary education and in-demand careers. The Board understands the value of education and is addressing key issues which may prevent the successful transition from secondary education. The American Job Center staff and its partners are the safety net to ensure students transition from secondary to post-secondary education or employment and avoid becoming a “disconnected”/“opportunity” youth. There is also a collaboration between the board and secondary and postsecondary education programs providing services to the youth such as partnerships with The Collective, Ross, Communities in Schools, and with Shelby County Schools.

Service Alignment

The Greater Memphis Local Workforce Development Board (GMLWDB) includes the required core and other partners, at a minimum, Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser Program, Vocational Rehabilitation providers. The One-Stop Operator will be responsible for coordinating the efforts of partners for the Greater Memphis Region to support the alignment of services. Greater Memphis LWDB, through the OSO role, convenes quarterly partner roundtable meetings. In this forum, core, required and non-required partner agencies have an opportunity to discuss avenues for synergy around services. During these meetings partners talk through each program’s capacity, services and funding capabilities to identify items that may be duplicative and ways to streamline delivery. As an example, through conversation, it was learned that a Title II provider is performing work readiness preparation activities that would already be covered through WIOA Title I services to avoid outside referrals. Both agencies will work through the best way to maximize service to program participants while avoiding duplication to enrolled customers.

While the intent for post-secondary CTE is to provide students with the skills and knowledge necessary to excel in the global economy. Career and technical education equip students with foundational knowledge to explore a cluster of occupations and careers. As a student evolves through their educational experience, their focus is narrowed to a particular program. This process allows students to transition seamlessly while providing them with hands-on exploration, rigorous academics, and the support necessary to succeed.

The local board will coordinate work with the core programs through a referral process that ensures an individual seeking services is made aware of the available core program services. The GMLWDB will work with these entities through the development of the MOU to identify services provided by the partners. In developing the talent pipeline the Board and OSO are working closely with TN College of Applied Technology, Southwest TN Community College, and William R. Moore College of Technology.

Services to Veterans

Jobs for Veterans State Grants (JVSG) staff, DVOP’s and LVER’s are physically located in the Comprehensive AJC’s throughout Greater Memphis, serving Veteran jobseekers and employers seeking to hire Veterans. The JVSG funding supports the Disabled Veterans’ Outreach Program (DVOP) specialist position, Local Veterans Employment Representative (LVER) staff, and Consolidated Position staff. DVOP specialists provide individualized career services to veterans experiencing significant barriers to employment, with an emphasis on assisting veterans who are economically or educationally disadvantaged. Veterans facing these barriers include homeless veterans and vocational rehabilitation clients. LVER staff conduct outreach to employers and business associations and engage in advocacy efforts with hiring executives to increase employment opportunities for veterans and encourage the hiring of disabled veterans.

In GMLWDA veterans and eligible spouses identify themselves at the point of entry to the system and are explained the entitlement to priority services and the array of service available.

Supportive Services

In order to assist jobseekers in obtaining or retaining employment through career or training services, the AJC offers a variety of supportive services. The GMLWDB is responsible for establishing a supportive service policy that outlines types, eligibility, limits, etc. The Title I Supportive Services Policy adopted by the GMLWDB may be found in the Board Policy Manual and the website (www.workforceinvestmentnetwork.com). Examples of supportive services include child care; transportation; tools and equipment and uniforms.

In addition to WIOA-funded supportive services, The LWDA has developed relationships with community partners that assist with utility payments, food, shelter, and other basic needs. Department of Human Services administers Temporary Assistance for Needy Families (TANF) which may provide child care, transportation, vehicle down payment, sales tax, vehicle insurance, emergency rent and utility assistance, and relocation assistance to eligible clients. While some supports may seem duplicative in nature, like the multiple programs providing transportation assistance, it becomes most important that partners are actively involved in the coordination of services to each customer. Title I supportive services are considered funding of last resort so it becomes important that customers are utilizing all avenues of partner funding prior to utilization of WIOA Title I funds. This is true for services and support. Co-enrollment within programs is encouraged to truly assist customers in understanding and maximizing the community support available from a local, State and federal level. Vocational Rehabilitation Services and Services for the Blind provide items needed for the individual to participate in employment and training activities such as glasses, rehabilitative technology, personal care attendant services, transportation, and other supports as needs are determined. WIOA Title I programs are able to expand this service by offering work experiences, OJT opportunities and transitional jobs.

Local Referral Process

WIOA requires recipients of public assistance, other low-income individuals, unemployment claimants and individuals who are basic skills deficient to be given a priority of service for career and training services. The One Stop Operator coordinates the participant flow through a referral form to determine which program will be better suited for participants. As parties to the Memorandum of Understanding (MOU), required partners of the AJCs establish means of making and tracking referrals. As listed in the MOU, referrals are made by all partners based on the initial evaluation of each individual's service needs using methods such as written, electronic, or phone referrals. Methods of referrals strive towards a coordinated and integrated approach to common intake procedures, career services, business services, and data sharing among partners. Referrals to on-site partners will be made using a warm hand-off. In order to track the referrals made amongst partners, a referral form will be developed and all partners are encouraged by the One-Stop Operator to utilize the form. The form may be completed electronically and emailed to partners who are not available on-site at the AJC, and the receiving agency is asked to complete and return the form. The MOU also establishes how referrals will be tracked. Title I staff, for instance, track the referrals made by following-up with the customer and/or agency monthly if the form is not returned to ensure services are provided to the customer, if not provided while the customer is at the AJC.

Reasonable accommodations are provided for all aspects of a customer's experience in the AJCs, such as during referrals as well as during application/registration for, and provision of, aid, benefits, services, and training. Accommodations are made according to the individual's need in order to ensure that he/she receives equal benefits from the program or activity, will be able to compete fairly in educational work settings, and in general, to have an equal opportunity. To ensure that individuals with barriers

to employment, including individuals with disabilities, can access available services the required partners will, as established in the MOU:

- Ensure compliance with ADA requirements when locating to a new building or when repairs are needed;
- Maintain the above named accommodations, or ones similar, and others on an as-needed basis;
- Offer referrals to provide customers with a comprehensive set of services, including accommodations;
- Maintain an Equal Opportunity Officer for the LWDA to ensure compliance with all appropriate legislation and regulation; and
- Provide training to staff on a routine basis.

The Referral process including other Services Provided

Program	Program Authorization	Service Provider
Adult, Dislocated Worker & Youth	WIOA—Title I, Section 131, WIOA—Title I, Section 126	Grant Associates, OSO/CSP
Adult, Dislocated Worker & Youth	WIOA—Title I, Section 131, WIOA—Title I, Section 126	Rescare Workforce Services, Touchpoint Sites
Adult Education and Literacy	WIOA—Title II	Hopeworks, Shelby County
Adult Education and Literacy	WIOA—Title II	Henderson County Schools, Fayette County
Adult Education and Literacy	WIOA—Title II	Tipton County Schools, Tipton County
Adult Education and Literacy	WIOA—Title II	TCAT Ripley, Lauderdale County
Employment Services	Title III, Wagner Peyer Act of 1933	Department of Labor and Workforce Development
Unemployment Insurance	Title III, Wagner Peyer Act of 1933	Department of Labor and Workforce Development
Job Training & Placement for Veterans	WIOA—Title I, Section 131	Department of Labor and Workforce Development
Trade Readjustment Assistance	Title II of the Trade Act of 1974	Department of Labor and Workforce Development
Trade Adjustment Assistance	Title II of the Trade Act of 1974	Department of Labor and Workforce Development
Migrant & Seasonal Farmworkers	WIOA—Title I, Section 167	Tennessee Opportunity Program
National Farmwork Jobs Program	WIOA-Title I Section 167	Tennessee Opportunity Program
Community Service Block Grant	N/A	Department of Human Services
Senior Community Services Employment	Title V of the Older Americans Act of 1965	Meritan
Vocational Rehabilitation	WIOA- Title IV, Title I of the Rehabilitation Act of 1973	Department of Vocational Rehabilitation
Temporary Assistance for Needy Families	Title IV of the Social Security Act	Tennessee Department of Human Services
Second Chance Act	WIOA Section 169	Seedco
Job Corps	WIOA—Title I, Subtitle C	Benjamin L. Hooks Job Corps Center

Youth Build	WIOA—Title I, Section 171	LeMoyné-Owen Community Development Corporation
Perkins/Post-Secondary CTE	WIOA—Title II	TN College of Applied Technology and Southwest TN Community College

The MOU outlines that all partners are to ensure service availability to all individuals, including those with disabilities, who have experienced barriers to employment (homeless, ex-offenders, veterans, individuals without a high school diploma, foster youth, low-income, older individuals, individuals with English language barriers, long-term unemployed, and individuals with cultural barriers). Partners are encouraged to conduct outreach targeting such populations and actively refer customers to the most appropriate partner to provide services based on the individual’s needs and availability. Where partners are not located in the AJC, referrals are made via in-person or by electronic means. All AJC sites have ADA accommodations including technology, visually and hearing impaired, TTY, and ESL to connect clients to services. Partners will work together to assure all one-stop centers are accessible and that the facility layout supports a culture of inclusiveness. The exterior and interior of the AJC facilities (including the mobile AJC) are compliant with ADA standards. Ramps are available to assist individuals with disabilities to access the facilities. An adequate number of parking spaces that are closest to the door has been designated for individuals with disabilities. Entrance doors, water fountains, restroom facilities, and other interior amenities comply with ADA regulations. In addition, the following reasonable accommodations and assisted technology is available at the AJCs: Braille, TTY, relay, zoom, JAWS, talking and large number calculators, magnifying lenses, and wheelchairs. The GMLWDA also contracts with organizations to provide interpretive and translation services.

E. Youth Activities

WIOA section 129 (C) (2) provides guidance on youth services, which include education, skills, work experience, and support that youth need to successfully transition to careers and productive adulthood. The Greater Memphis Local Workforce Development Area provides high-quality access to WIOA youth services through contracted providers representing non-profit, for-profit, and public entities scattered throughout the service area. Through this collection of providers, the region provides services to both In-School Youth (ISY) and Out of School Youth (OSY) supporting success attainment and moving all young adults toward self-sufficiency through further education and training, and ultimately gainful employment. WIOA outlines a vision for supporting youth and young adults through an integrated service delivery system. The 14 Youth program elements are provided either directly by the Title I Youth Service Providers or by referral to other partner programs.

Increasing the exposure of ISY to potential career fields through job shadowing and career exploration activities is fundamental to all in-school youth work in the region. Activities such as National Manufacturing Day, High School Career Fairs, and Career and Technical Education programs offer students an opportunity to explore career options, meet professionals from different career paths, and foster the development of soft skills. Communities in Schools Memphis is co-located within seven high schools in Shelby County and provides intensive wrap around services to create a net of assistance around each student along the continuum toward graduation. ResCare Workforce Services will be contracted to provide ISY services to Fayette, Lauderdale and Tipton Counties due to a recognized deficiency in properly engaging young adults in the rural areas.

WIOA has shifted a more intense focus of WIOA youth services to OSY. Locally identified as “opportunity” youth, there young adults are present in staggering numbers with an estimated 30,000 in the Memphis MSA. This challenges the overall workforce system to re-engage those youth who have disconnected from secondary education or external supports and equip them with educational, occupational, other skills training and services that are in-demand in the local labor market.

Utilizing best practices gathered nationally, Greater Memphis will intensify activities for OSY in the region through identified youth providers specializing in this population. Enhanced work activities to fully prepare young adults to not only become employed but to best prepare this group for long term meaningful success within in-demand career paths utilizing the full complement of WIOA activities braided with partner initiatives. ROSS Employment Solutions has been contracted to provide OSY services in Shelby County while ResCare Workforce Services will be contracted to provide OSY services in Fayette, Lauderdale and Tipton Counties. It is the hope that dividing the territory of focus for each provider will lead to more tangible successes particularly in our rural counties.

We believe youth who access our career service system are best served when they receive the full array of opportunities that all our job seekers are provided. In addition, to ensure youth receive the support and services required to meet their unique needs and challenges and move them to economic self-sufficiency, both ISY and OSY programs are structured in nature with a prescribed flow of service. All young adults are taken into the system, once eligibility has been established, and assessed for individual need through both objective assessment and a physical intake assessment process. TABE is also used as a standardized assessment tool. Career exploration and planning are provided to young adults regardless of intake as ISY or OSY as is access to all required elements. Educational needs are addressed through traditional secondary institutions or through Title II referral. All young adults have access to a robust work experience opportunity and the quality of this element remains a high priority for youth services in the region. Employer partners agree to supervise, instruct and mentor young adults for up to 240 hours while, both ISY and OSY, gain hands-on exposure to real world employment and bank marketable job skills for future success. Upon successful employment placement, enrollment into post-secondary education, enrollment into Job Corps or the beginning of active service in the military, youth cases are followed for a minimum of 12 months to ensure continued and sustained success.

The Greater Memphis Region contracts with providers able to effectively demonstrate a commitment to quality service delivery and real tangible success outcomes. To assure each young adult has access to the 14 required youth elements as described in WIOA section 129 (c) (2) each youth provider must document their ability to effectively deliver the element(s) or have a formal agreement with an agency that can successfully deliver the elements. Greater Memphis has created for providers a detailed performance matrix to align with Youth Common Measures and State negotiated goals that raise the performance bar even higher for the local organizations contracted through our region by at least 5%.

Program Element	Provider responsible for providing program element
1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to the completion of the requirements for a secondary school diploma or its recognized equivalent	Secondary Schools, Contracted Youth Provider and/or Referral to Adult Education Title II Provider
2. Alternative secondary school services, or dropout recovery services, as appropriate	Referral to Adult Education Title II Provider and/or dropout credit recovery organizations
3. Paid and unpaid work experiences, that have an academic and occupational education component	Contracted Youth Providers
4. Occupational skills training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupation in the local area involved	Eligible Training Providers Funding for training through Individual Training Accounts (ITAs) for unmet need after other Federal and State financial aid such as TN Promise, TN Reconnect, Lottery, Pell, TSAC, etc.

5. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral (as appropriate)	Secondary Schools; and Referral to other community organizations, as appropriate.
6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors (as appropriate)	Contracted Youth Providers or Referral to other community organizations, as appropriate.
7. Supportive Services	Vocational Rehabilitation; Contracted Youth Providers, or Referral to other community organizations, as appropriate.
8. Adult mentoring for the period of participation and a subsequent period, for a minimum total of 12 months	Contracted Youth Providers or Referral to other community organizations, as appropriate.
9. Follow-up services, for a minimum of 12 months, after the completion of participation (as appropriate)	Contracted Youth Providers
10. Financial Literacy Education	Contracted Youth Providers
11. Entrepreneurial Skills Training	Referral to Small Business Development Centers, SCORE, University of Memphis Crews Center for Entrepreneurship or Chamber of Commerce Entrepreneurial Workshops
12. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services	Jobs4TN.gov; TN Pathways;
13. Activities that help youth prepare for and transition to postsecondary education and training	Secondary Schools; TN Pathways; TN SAILS; Vocational Rehabilitation; Contracted Youth Provider, or Referral to other community organizations, as appropriate, such as TN Promise or ReConnect.
14. Education offered concurrently with, and in the same context as, workforce preparation activities and training for a specific occupation or occupational cluster	Secondary Schools and eligible training partners
<i>YouthBuild</i>	<i>YouthBuild partnership with LeMoyne-Owen College Community Development Corporation</i>

There is a shared vision of collaboration embraced throughout the Greater Memphis Region. In that vein, the GMLWDB and staff will act as the regional convener for youth stakeholder organizations both contracted and those throughout the region who provide services similar to any of the 14 WIOA elements. There is a region-wide desire to formalize communication and sharing across entities to ensure as a local area we are best leveraging resources through braided funding, wrap-around supports, and increased information sharing. To prepare our local youth program for this dynamic change in focus we will conduct a region-wide assessment of entities that offer youth services, especially targeting those organizations working with the opportunity population and/or youth who have disabilities. Our assessment will include a survey of over 30 organizations and will be further refined through focus groups of providers and one-on-one interviews.

Beginning in 2021, Greater Memphis will launch custom youth curriculum for both ISY and OSY with the former being Career LEAP and the latter being Career Launch. This very detailed blueprint will take into account best practices and stakeholder input and seek to standardize youth services in the region leading to higher quality and more predictive successes.

Also in the summer of 2021, GMLWDA will re-launch a formalized Summer Earn & Learn model for ISY and three quarter-long Earn & Learn experiences (Fall, Spring and Summer) in addition to the individualized work experience opportunities offered currently. These larger and more formalized programs will better engage large to mid-size employers throughout the four county region in traditional semester type programs mirroring the internship programs for which they are already familiar. The Greater Memphis Chamber of Commerce will be a strategic partner in establishing a pipeline of employers to participate in the effort along with local Chambers of Commerce in Fayette, Lauderdale and Tipton Counties. Depending on the restrictions of the pandemic, large bi-annual youth opportunity fairs will help to engage and outreach to both young adults and community partners locally.

While all youth activities are available to youth with identified disabilities, the Greater Memphis region intends to contractually require providers to serve a minimum percentage of youth with disabilities to encourage thoughtful effort around the service provision to this population specifically. The same contractually required to focus on youth with justice interaction will also be required from providers.

G. Priority Populations / Priority of Service

The Greater Memphis Region utilizes the intake process at the AJC to identify job-seeking customers who are among priority populations, including individuals receiving public assistance, other low income (meeting 70% of the lower living standard) individuals who are basic skills deficient. In addition, veterans and individuals with disabilities are given priority access to services including funding for training. The priority of services is also extended to the long-term unemployed or those who have been out of work 27 weeks or longer. The Greater Memphis Region has sufficient resources to serve every person who enters the system and is determined eligible for individualized services and training. However, it is the Greater Memphis Region's goal to build partnerships and referral mechanisms with other organizations that serve these populations. As a result, an increase in services to these groups is anticipated over time. The GMLWDB adopted an updated enrollment policy to conform to WIOA section 121 and State guidelines, which includes provisions for serving priority populations accordingly:

- First Priority: Veterans and eligible spouses who are low-income, to include recipients of public assistance, or who are basic skills deficient.
- Second Priority: Individuals who are low-income, to include recipients of public assistance, or who are basic skills deficient
- Third Priority: Veterans and eligible spouses who are not low-income, or are not recipients of public assistance, and are not basic skills deficient.
- Last Priority: For all other persons not listed above; those who do not qualify as veterans, eligible spouses, recipients of public assistance, low-income individuals, or basic skills deficient individuals.

In order to maximize services to Priority Populations (Youth, Veterans, Justice-Involved Individuals, Persons with Disabilities, and residents of Rural Counties) as deemed by the Governor and supported by the GMLWDB, agencies serving these populations are targeted for outreach efforts such as the an introduction to the American Job Centers, distribution of marketing materials to include, notification of “hot jobs”, job fairs and hiring events, the availability of Individual Training Accounts, On the Job Training opportunities, and an invite to partner meetings. Such agencies may include Adult Education, Department of Human Services, and other community based organizations. The AJC displays marketing materials for core and community partners and provides materials to be displayed at the partners' sites. Social media accounts are also used to connect with customers and other agencies and inform them of the services available through the AJC. The Business Services Team conducts rapid response meetings to serve workers dislocated through closures or layoffs. Outreach to unemployment claimants regarding AJC services is also conducted during RESEA orientations as well as via email when contact information is available.

Reference Attachment: TN Substantial Barriers to Employment.

The Target Populations Committee, a standing committee of the board, has developed methods to identify, recruit, and provide outreach to priority populations. Examples of the focus populations for this Committee include strategies for Youth, Justice Involved Individuals and Persons in Rural Communities. The Committee also will develop plans to best serve the individual challenges of

low-income individuals and those transitioning from the military. The Target Population Committee also advises the GMLWDB in developing and implementing programs to provide postsecondary, work-based training, and employment opportunities for customers identified within these groups, ensuring Key Performance Indicators (KPIs) are met by serving Tennesseans who are most in need. Reference Attachment: TN Substantial Barriers to Employment. The Target Populations Committee is comprised of LWDB members specifically qualified to represent stakeholder agencies who serve the groups most in need of strategic focus.

H. Training Policies and Activities

Greater Memphis will continue to utilize Work-Based Learning strategies to engage job seekers and employers. Below is an overview of Work-Based Learning options:

- **On-the-job training** is offered to participants who may have little or no experience in an entry-level position. Employers may be reimbursed 50-75% of the entry-level wage. Employers may qualify to earn 75% of the entry-level wage for individuals who are long-term unemployed, low-income, veteran and/or spouse, and ex-offenders.
- **Incumbent Worker:** The term “incumbent worker training” means a training that is designed to meet the specific requirements of an employer (including a group of employers); and conducted with a commitment by the employer to continue to employ an individual upon successful completion of training.
- **Transitional Jobs:** Transitional jobs are time-limited, subsidized work opportunities, and maybe in the public, private, or nonprofit sectors. These jobs combined with comprehensive career and supportive services and are intended for individuals with barriers to employment, those who are chronically unemployed, or individuals with an inconsistent work history.
- **Registered Apprenticeships(RA):** Registered Apprenticeship is an "earn and learn" training model that combines structured learning with on-the-job training from an assigned mentor. The goal is to provide workers with advanced sets of skills that meet the specific needs of employers.
- **Work Experience:** Work experience is defined as paid (subsidized) or unpaid work experience that is a planned, structured learning experience in a workplace for a limited period of time. This experience provides participants with opportunities for career exploration and skill development.

Any member of the Business Services Team may introduce training grants, if an employer expresses interest, Title I or Board Staff will assist the employer with completion of the application, starting with:

1. Pre-Application
2. Notification to the Local Workforce Board
3. Board Evaluation and CSP Designation
4. CSP Contacts Employer
5. Site Visit & Pre-Award Contract
6. CSP Internal Review
7. Prepare Contract
8. Obtain Signatures
9. Notify employer of Executed Contract
10. Training Begins

Monthly Business Services Partner meetings are conducted to disseminate strategies and new initiatives of the GMLWDB as well as to discuss Job Seekers, "Hot Job" opportunities, hiring events, pending and ongoing OJT opportunities, Re-Entry efforts, Apprenticeships, and other Business Services activities.

Individual Training Accounts

All training providers who desire to be added to the Tennessee Eligible Training Providers List (ETPL) and become eligible to train students funded under WIOA must be approved by the Local Workforce Board for the Greater Memphis Region. **Eligible Training Programs must demonstrate through labor market data that an approved program meets the definition of "in-demand" for the local region and is targeting one of the priority industries in Greater Memphis.**

In order to become eligible to train students with Title I funding, the initial step is registration on: www.jobs4tn.gov as a (PROVIDER).

The next step in the application process, is to provide copies of the following items: *Copy of application and Verification of Approval* of the following that applies to your program:

1. Tennessee Higher Education Commission;
2. U.S. Department of Labor Office of Apprenticeships;
3. Other state governing or authorizing body;
4. Copy of organization's business license and authorization and;
5. Brief description of the training program(s) offered. The description should include the following:
 - a. How long the Program has been offered
 - b. Length of the training program(s).
8. Provide the national recognized Credentials/industry certifications for the program;
9. Job and occupational wage data associated with the program;
10. Prerequisites for admission into the program. I.e. high school diploma or equivalent, permits, etc.
11. List other sources of funding from federal, state, or local organizations (Pell, Hope/Lottery, company scholarships, company reimbursement, VA, etc.).
12. Qualifications of the instructor(s), including resume(s) and/or bio(s) and;
13. Curriculum and/or outline of soft skills/work readiness training provided.
14. Job placement assistance provided to students;
15. Description of the system used to track participants' progress through the program and 12 months after completion and include verification methods;
16. Performance data on all individuals enrolled in the training program(s) within the last 12 months of the last "class"..
17. Completion rate percentage;
18. Entered employment rate percentage, and;
19. The average wage at placement.

Potential providers present the above information both in written and in-person presentation to the GMLWDB's Career Services Committee for local approval.

The ITA program is made available at the point at which a customer's employment needs and goals cannot be met without the receipt of training services based on an assessment of their knowledge, skills, abilities, work history and employment barriers. Since access to the ITA Program can only occur following a customer's receipt of assessment services and determination of need, a strong case management and career counseling infrastructure must be present to support the overall goal of meaningful in-demand unsubsidized employment and recognized postsecondary credential attainment for the customer. Participants desiring to participate in a training service meet with a CSP Career Advisor or research JOBS4TN.GOV for eligible programs to determine which programs

lead to an in-demand occupational skill and best fit the customers overall career goal. The OSO maintains an objective list of each eligible provider program including the entry requirements, length of the program, cost, success rate, start dates, and wage information to assist the customer in selecting a program of study. Customer choice is maximized by both the diversity and sheer numbers of different programs and training opportunities that are available to meet the needs of WIOA eligible customers. Once it is determined the ITA Program is an appropriate service, the CSP Career Advisor completes a Determination of Needs (DN) Form and submits the form to the training provider selected by the participant. After the DN has been returned from the training institution and the Individual Service Strategy (ISS) is completed, the participant is issued an ITA voucher. The maximum value of the voucher is \$4,000.

Continuous Improvement

The Board staff monitors the OSO/CSP to ensure that oversight and management of the One-Stop centers and service delivery is on track. A survey will be done to determine if the coordination of programs is adequate. Customer experiences and OSO performance reports will be reviewed quarterly. Data outcomes will be reported to the Board to identify areas of continuous improvement. Performance reports from the OSO/CSP are reviewed at each Board meeting. These reports include participant data including, the number enrolled, number exited, number obtaining a credential, and number placed in employment. This information helps the Board track and/or compares actual performance metrics to the state's database to determine progress. Data reports aid the Board in making decisions for continuous improvement throughout the year.

Collaboration with area employers and education stakeholders is vital to the success of the local communities in this region. In order to prepare an educated and skilled workforce, schools, chambers of commerce, and economic development entities, along with workforce leaders must stay abreast of new emerging technologies in order to adjust curricula and create new pathways for students and current workers in the workforce.

Tennessee Pathways and Drive to 55 are examples of the type of collaboration that is needed to create pipelines of skilled workers. Students and parents are now able to see a clear path to educational attainment and employment. Career and Technical Education (CTE) pathways can begin as early as middle school. Career exploration will allow students to align their course work with a career.

To ensure there are enough eligible training providers to meet the demand of industry, the GMLWDB Board established the Career Services Committee to evaluate eligible training providers and programs and how the programs correlate to industry demand. The Career Services Committee meets on a monthly basis to review applications of potential training providers, receive updates on current providers to include enrollments, completions, training related placements, and wages. The committee also researches, identifies, and recommends appropriate occupational training programs which leads to high demand careers with self-sufficient wages. Labor Market Information, employer outreach, and feedback from participants and training providers assist the GMLWDB develop strategies to connect individuals to in demand industries.

In the Memphis area, a grant-funded effort by the Greater Memphis Alliance for a Competitive Workforce (GMACW) brought together several employer groups (transportation, steel fabricators, advanced manufacturing, and diesel mechanics) to find solutions to their challenges of recruiting skilled workers. Several post-secondary institutions offering technical skills training were also asked to participate. As a result, four (4) Sector Councils were formed and curricula developed to create a pipeline of skilled workers for the future. The four sector councils are Steel Fabrication, CDL/Logistics, Advanced Manufacturing, and Diesel Technology.

I. Business Services Initiatives

Greater Memphis Business Services Team will continue to build upon the framework established by the Workforce Board to effectively administer work-based learning initiatives such as On the Job Training, Incumbent Worker Training, Transitional Jobs, and

Apprenticeships. These initiatives are introduced to employers on various levels, often “one on one” during employer engagement, but also during economic/workforce events and forums throughout the area.

In addition to the promotion of work-based learning, the Business Services Team is partnered with local chambers, various state and local government agencies, K-12 and post-secondary educational institutions, and other community-based organizations to enhance the current and future workforce of the Greater Memphis area. Implementation of Industry and Sector strategies, building Career Pathways, and comprehensive employer engagement are key initiatives of this partnership.

J. Business Services Structure and Strategy

The Greater Memphis Region Business Services Team utilizes a collaborative approach in promoting services to local employers. The team is comprised of the American Job Center (AJC) Core Partners to include Wagner Peyser, Veterans Employment, and the Career Service Provider, along with Youth Services, the Workforce Board, and other Community Partners. Employer Engagement is one of the key functions of the Business Services Team, the team consistently engages with employers to:

- Build and maintain relationships
- Address human resource needs
- Introduce services and products to assist with recruitment and training
- Provide Labor Market Information and workforce data
- Serve as a conduit between job seekers

The Business Services Team engages employers on various levels providing access to multiple services available via the AJC Ecosystem. Primary focusing in industry sectors 1) Healthcare; 2) Transportation; 3) Advanced Manufacturing; and 4) Business Services; The Business Services Team assists employers to meet hiring needs by serving as a liaison between employers, job seekers, and training providers. Social Media, Board website, networking events, and other methods are used to promote services to employers in the Greater Memphis Region. During the initial assessment, employers are given an overview of services based on the specific need, as governed under *WIOA section 108(b)(4)(B)* such as:

- Introduction to the American Job Centers (AJC): AJC's can assist employers with Applicant Recruitment and Pre-Screening, Customized Hiring Events, Job Fairs, Mobile AJC, etc.
- Jobs4tn.gov: A virtual recruitment tool, which allows employers to post job openings, review resumes, and search candidates for available positions.
- Training Grants/Contracts
 - Apprenticeship Training Grant (ATG): Issued to any Tennessee employer interested in starting an apprenticeship program, or to employers authorized as a Registered Apprenticeship Program by the US Department of Labor.
 - Incumbent Worker Training (IWT): A competitive grant intended to upgrade and enhance the skills of current full-time employees.
 - On the Job Training (OJT): Encourages employers to hire individuals without prior experience by reimbursing up to 75% of wages during a specific training period.
 - Customized Training: Designated to meet the special requirements of an employer or group of employers.
 - Transitional Jobs: Time-Limited, subsidized work opportunities, used to establish a work history, and develop skills leading to entry into unsubsidized employment.
 - Work Experience: Paid (subsidized) or unpaid work experience that is a planned, structured learning experience in a workplace for a limited period.
- Work Opportunity Tax Credits (WOTC): A Federal program to incentivize

employers to hire specific target groups.

- Federal Bonding: Insurance offered to employers hesitant to hire individuals with criminal justice involvement and at-risk job applicants.
- Labor Market Information (LM/I): Reports generated at the request of employers to identify specific industry and occupational data and trends.
- Rapid Response and WARN: Provides transition services for employees affected by layoffs.

Greater Memphis utilizes Jobs4TN.gov as the primary source to post job openings. Employers seeking to post positions are required to post the positions via jobs4tn.gov; the employer or a member of the Business Services Team has the ability to create job orders, technical assistance is provided to employers as needed. Once job orders are created, the orders are later added to a job list to be distributed electronically. The job list includes job order number, company name, industry and occupation, pay rate, expiration date, required skills/education, and how to apply. Job Fair and Hiring event flyers are also distributed as well as posted to Jobs4tn.gov and Social Media platforms. Monthly Business Services Partner meetings are conducted to discuss Job Seekers, "Hot Job" opportunities, hiring events, pending and ongoing OJT opportunities, Re-Entry efforts, Apprenticeships, and other Business Services activities. Updates are provided on referrals regularly. Hiring Event and Job Fair information is also shared during the monthly meeting, followed-up by the electronic job list, to include event flyers. OJT, Apprenticeships, and Transitional Job opportunities are also presented and included on the job list. Team members are encouraged to share "Successes" and "Challenges" as well as result referrals in Jobs4tn.gov.

K. Programmatic Services to Rural Areas

Three rural areas, Fayette County, Lauderdale County, and Tipton County are housed within the Greater Memphis Local Workforce Development Area. There is an affiliate AJC in each county providing required AJC services such as Individual Training Accounts, Labor Market Exchange, Business Services, Youth Services, and Supportive Services. Referrals to partner programs such as Title II and Title IV are issued at these rural centers. To better encourage services in these areas, GMLWDB has set minimum dollar values for our contracted CSP to drive expenditures in the rural counties.

The GMLWDB will work strategically with HTL Advantage to better connect to economic development opportunities in both Tipton and Lauderdale Counties and more closely align services to the industry need in those areas. In Tipton County, board staff participate in Manufacturing Council events designed to create a roundtable forum for listening to the needs of that specific industry in Tipton County. GMLWDB staff attend quarterly partner meetings convened by TN Pathways to better understand the challenges of educational attainment in rural areas and collaborate on solutions to support, including the provision of additional supportive service dollars, and ideas around the particular transportation barriers in rural communities.

Our CSP works directly with Chambers of Commerce in Fayette, Lauderdale and Tipton Counties to build stronger relationships with businesses in rural counties as well as having dedicated CSP to serve Fayette, Lauderdale and Tipton Counties. In July 2020, GMLWDB is hosting a virtual Chamber of Commerce Forum for Chambers of Commerce in rural areas to better inform representatives on the available services through WIOA and the American Job Centers. This event is intended to not only be informational to the attending organizations but to also create a listening and planning opportunity for higher quality services Greater Memphis can provide and collaborate on special rural initiatives.

In March of 2020, GMLWDB collaborated with Tipton County Government and the Tipton County Literacy Council to fund a "Pathways to Possibilities" event serving all four counties of Greater Memphis but most specifically Tipton, Lauderdale and Fayette Counties of Greater Memphis. Through a Youth Demonstration Grant, Greater Memphis provided \$30,000 to assist with producing the event geared toward career exploration for young adults. The event included employer partners focused on careers in Manufacturing,

Healthcare and Distribution/Logistics. Agriculture, Information Technology, Finance, Construction, Energy, Education and Public Safety careers were also represented through employer exhibits. Employer outreach was conducted in partnership with TN Economic and Community Development partners, Chambers of Commerce and HTL Advantage. Grant Associates and ROSS were on hand to promote WIOA services and provide specific enrollment information to young adults in attendance.

A secondary CSP, ResCare, has been contracted to provide a more specific focus on rural WIOA services. While also managing access points in Shelby County, ResCare has been given a directive to seek out meaningful partnerships within the three rural counties to offer WIOA services where customers already go. This Network of Access Points is one way GMLWDA is seeking to alleviate the transportation barrier in traveling to the brick and mortar AJC locations. ResCare has also been contracted to serve both ISY and OSY in Fayette, Lauderdale and Tipton Counties recognizing these counties have been underserved through past efforts.

L. Services to Justice-Involved Individuals (JII)

GMLWDA supports the goal of improving labor market outcomes of the formerly-incarcerated population often known as justice-involved individuals. To do so, the GMLWDB will establish or enhance partnerships with re-entry service providers, parole and probation field offices, employers, community-based organizations, faith-based organizations, labor organizations, vocational training providers, and social enterprises that serve the formerly incarcerated and justice-involved individuals. The GMLWDB recognizes the value of all partners, especially community and faith-based organizations who have firsthand expertise in understanding and providing impactful services to the re-entry population. The One-Stop Operator (OSO), on behalf of all partners of the AJC, will reach out to the various organizations that can assist in this effort. The GMLWDB and AJC will expand our work with local Sheriff and county jails in the region to provide re-entry services for currently incarcerated inmates to ensure a smooth transition into the labor force upon release. The jails offer a network of community-based organizations already working with inmates for the transition into society. By coupling these efforts, justice-involved individuals will have a much better chance for success and reduce the recidivism rates for this population. The programs vary to meet the needs of the area and provide seamless, integrated and effective services to both current justice-involved individuals and those formerly incarcerated. Although the AJC OSO can arrange for partners to provide basic career services, including, but not limited to, labor market information, career pathway guidance, and job search assistance, etc., the GMLWDB also recognizes that justice-involved individuals may need mental health and faith-based programs. The OSO will seek to coordinate with community-based organizations currently working with justice-involved individuals to blend and braid services. Additionally, the OSO will seek out new community-based organizations to provide any void in services.

Greater Memphis has contracts in place with the Center for Economic Opportunities (CEO) and Hope Works to provide Transitional Jobs to recently released individuals. Greater Memphis is also partnered with the Shelby County Office of Re-Entry, giving participants full access to AJC services at the agency's office. Other Re-Entry partners includes: Seedco, Shelby County Department of Corrections, State of Tennessee Department of Correction, The Federal Bureau of Prisons, and Economic Opportunities.

II: Performance Goals and Evaluation

A. Local Levels of Performance

To ensure the performance and effectiveness of our service providers, one-stop delivery system, and fiscal responsibilities we use an oversight, monitoring, and system performance improvement evaluation process which includes:

- Periodic on-site monitoring visits to ensure programmatic and statutory compliance of all funded programs
- Ongoing reviews and assessments of service providers' performances
- Ongoing assessment of labor and economic data and trends

While these activities/services are required to fulfill GMLWDA's mandated oversight responsibilities, they also provide a means to respond to the labor market, economic and demographic conditions, and trends in our area.

The system improvement process serves as an outreach tool for both GMLWDA and its service providers to provide feedback to management, the board, and chief elected officials through findings and recommendations. The system improvement process will continue to allow the managers/program operators to know what is happening at any given time in the system. This process will also continue to provide "warning signals" of developing problems, allowing management to implement improvement measures or take corrective action in a timely manner. Greater Memphis performs system improvement as a regular and systematic review of program activities, administrative systems, and management practices. The goal is to determine appropriateness, effectiveness, and compliance with the terms of the contract, regulations/guidelines, and GMLWDA policies and procedures.

WIOA Common Measure

Section 116 of WIOA establishes performance accountability indicators and performance reporting requirements. These requirements assess the effectiveness of the state and local areas in achieving positive outcomes for the clients served by the WIOA core programs: Title I (Adult, Dislocated Worker and Youth), Title II, Title III, and Vocational Rehabilitation. The Core Program Measures establish performance accountability indicators and performance reporting requirements. Please refer to the below blank table in anticipation of providing targets after negotiations.

Program Measure	Negotiated Target
Employment rate 2 nd quarter after exit	
Employment rate 4 th quarter after exit	
Median earnings quarter after	
Measurable skills gain	
Credential Rate	
Effectiveness Serving employers	

Throughout the program year, the Program & Integrity staff will conduct three quarterly reviews; which can consist of an on-site visit or desktop review for all American Job Centers (AJC) & Training Providers in the Greater Memphis region. The quarterly visits are primarily intended to provide technical assistance to resolve issues found during the reviews.

In collaboration with the fiscal department; at least one Annual onsite visit is conducted for all Centers, Contractors, Training Providers and Employers with On-the-Job Training (OJT) and Incumbent Worker Training (IWT) contracts. This face to face meeting provides the opportunity to address areas of concern and to provide additional clarification of the LWDB programmatic and fiscal process. This process is also conducted in order to validate actual program performance against the required State performance standards. All visits can consist of a duration of three (3) business days and will conclude with a final meeting with management to discuss monthly reports, policies and contractual agreements as they relate to performance measures, etc. If existing or emerging problems exist, corrective and/or contract actions may occur as appropriate.

Report and Corrective Action

The monitoring report is issued within 30 days in order to make the information available for timely consideration and action by the management of both the administrative entity and its service providers. Providers have no more than 30 business days to respond with a formal Corrective Action Plan. GMLWDA monitoring staff provide follow-up on corrective action recommendations as well as the results of technical assistance which may not necessarily relate to the required corrective action. Upon receipt of the monitoring report the WIN Executive Director (or designee) reviews the corrective action plans and determines the

appropriateness of such plans to effectively correct discrepancies noted within reports. If the Service Provider and the Executive Director cannot resolve such issues, the Service Provider may request a hearing for final resolution. The Executive Committee will be the deciding body for all discrepancies, which cannot be resolved by the Executive Director and Service Providers.

If Greater Memphis determines the Service Providers performance to be unsatisfactory, GMLWDA may act in any of the following ways:

- Requiring corrective action within specific time frames;
- Withholding payment;
- Disallowing inappropriate claims, payments, or costs;
- Terminating or suspending the contract.

III: Technical Requirements, Assurances, and Evaluation

A. Physical and Programmatic Accessibility

The AJC use the Virtual One-Stop (VOS) as its primary source for tracking intake and case management records. AJCs are equipped with kiosks located in the intake area at which customers may login to their Jobs4TN account to track general center attendance. These kiosks are also instrumental in the scheduling and attendance tracking of participants for weekly center offerings such as Orientation and Employment Essentials workshops. All participant interactions are also captured in the form of detailed case notes using VOS. Additional technology-enabled methods are listed below:

- Seamless Referral Tracking System
- Seamless Invoice Submission for Service Providers
- Seamless Individual Training Account Creations
- Partner Referral Tracking System
- User Seminars to include:
 - Jobs for TN tutorials
 - Staff training
- Scheduling the mobile job coach rural community outreach, plant lay-off/closures, hiring events, and to offer emergency services.

GMLWDA intends to prohibit the exclusion of an individual from participation in, denial of the benefits of, discrimination in, or denial of employment in the administration of or in connection with, any programs and activities funded or otherwise financially assisted in whole or in part under Title I of WIOA because of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries, applicants, and participants only, citizenship status, or participation in a program or activity that receives financial assistance under Title I of WIOA. Our regional career centers will meet the needs of a diverse range of individuals including people with disabilities by enhancing accessibility through:

- Job Access With Speech (JAWS);
- Zoom Text;
- Staff trained to use Relay systems for Deaf, Hard of Hearing and job seeker with speech challenges;
- Video Relay Equipment;
- Wheelchair accessible facilities – adjustable table height;
- Sorenson Video Relay telephone;
- Language Assistance – Spoken word and Sign Language Interpreters;
- Document Translation;
- Alternate formats – i.e. large print;

- Reading assistance (staff reader) to help with forms when needed;
- Personalized assistance as needed to accommodate;
- Website accessibility project underway to meet Section 508 of the Rehabilitation Act and Web Content Accessibility Guidelines (WCAG) standards (a set of guidelines for making content accessible, primarily for people with disabilities);
- Additional time provided for Assessments and use of computer equipment;
- Providing services and programs specifically designed to address the special needs of disabled and other protected populations, i.e. Ticket to Work, The ARC Mid-South, Shelby Vocational, and Residential Services, Easter Seals of Tennessee, Adult Education and English as a second language provider, etc.
- Working actively with partners, such as Memphis Area Legal Services, to provide services to job seekers who feel they have been denied employment and training opportunities;
- Providing every job seeker a full orientation to the GMLWDA system which includes an overview of their rights under WIOA, and how they can receive redress through our complaint system;
- Providing direct services through our mobile access sites at homeless shelters;
- Collocating staff at organizations that serve the homeless;
- Actively partnering with programs such as Hope Works, the Department of Corrections and the Department of Juvenile Justice to provide career services to those who are re-entering the labor force; and
- Providing bonding services to offenders and others.

The Greater Memphis region will provide targeted services for Social Security Beneficiaries with Disabilities. The Ticket to Work program provides Social Security beneficiaries “real choice in obtaining the services and technology that they need to find, enter, and maintain employment” by expanding the universe of service providers. Many people receiving disability benefits from Social Security want to work and are able to work but face a number of significant barriers that prevent them from reaching their goals. Under the Ticket to Work program, the Social Security Administration issues a ticket to Social Security Disability Insurance (SSDI) or Supplemental Security Income (SSI) recipients.

As a voluntary program, each person who receives a Ticket to Work has the option of using his or her ticket to obtain services from a provider known as an employment network (EN). ENs provide, without charge, employment services, vocational rehabilitation services, and other support services to assist in obtaining and retaining self-supporting employment. Of course, all of our centers are fully ADA compliant and provide a wide array of assistive technologies. The Greater Memphis Local Workforce Development Area is an SSA approved Employment Network.

We partner with state-level groups and agencies to provide coordination and service to our disabled and protected job seekers. Our partnerships include:

- Tennessee Department of Intellectual and Developmental Disabilities
- The ARC of Tennessee
- Tennessee Vocational Rehabilitation (DHS)
- Services for the Blind and Visually-Impaired (DHS)
- Services for the Deaf, Deaf-Blind and Hard of Hearing (DHS)
- Tennessee Technology Access Program (DHS)

- Children’s Special Services (Department of Health)
- Tennessee Department of Education Special Populations and Student Support
- Tennessee Department of Children’s Services
- Tennessee Commission on Aging
- Tennessee Department of Mental Health and Substance Abuse Services

B. Fiscal Management

Shelby County Mayor Lee Harris was elected Chief Local Elected Official (CLEO) by the Mayors of Fayette, Lauderdale, and Tipton Counties. Shelby County Government was then selected to be the fiscal agent responsible for the disbursal of grant funds in the Greater Memphis Region. Currently, Greater Memphis follows the Shelby County Government Procurement Policy. Policies for the Region are currently being updated. As a comprehensive approach to the procurement process, all sub-grant and contracts for Title I activities are competitively procured. A copy of the procurement policy and procedures is attached.

To meet the 40 percent minimum participant cost rate, the Greater Memphis Region has participant-specific contracts in place for ITSs, OJTs, IWTs, Youth Services, and Youth Employment. Contracts are monitored monthly by WIN Board Staff to ensure that obligations are sufficient to meet the required MPCR. In cooperation with Shelby County Government, our local providers, OSO, and Career Services Provider we will monitor actual monthly expenses and projections for our participant expenses and adjust contracts accordingly to meet the required 40% rate.

C. Budget Information and Supporting Materials

The budget for the years FY 2021 includes projected carry-over of \$9.907M. The carry-over includes formula fund awards that expire in FY 2021. New awards for FY 2021 are expected to total \$9.239M, approximately 6% below FY 2020 amounts. Expenses related to providers are expected to total \$9,661M for the year. Expenditures for the Local Workforce Board are projected to total \$3,050M.

See Attachment: Budget Information and Supporting Materials

C. Local Strategies Financed by the transfer of Title I Funds

According to WIOA Section 133, a local board, with approval of the Governor, may transfer up to 100% of a program year and fiscal year allocations between Adult employment and training activities and Dislocated Worker employment and training activities. The GMLWDB may elect to request up to the maximum allowable amount, 100%, between the Adult and Dislocated Worker programs, based on a variety of factors which may include:

- Current labor market information (e.g. unemployment rates, demographic data, etc.);
- Performance data;
- Results of aggressive recruitment of the most in-need for the Adult population or recruitment of the long-term Dislocated Worker population;
- The adjusted average cost per participant (if applicable);
- Results of efforts to recruit and market the availability of services to participants; and
- Jobs4TN data and reports detailing the populations being reached and served.

When requesting fund transfer between programs, such as moving some funds from Adult to Dislocated worker or Youth to Adult, an application for this action is submitted through the Grant4TN system. This request shows the initial budget allocation, funds

used and the budget balance. It also outlines the proposed changes with the requested transfer of funds. TNDLWD replies with approval or disapproval. If approved, TNDLWD sends a new contract to GMLWDA for Executive Director and CLEO signatures. This signed document is then resubmitted to TNDLWD, who thereafter provides a copy back to GMLWDA. The fund transfer can only take place after the new signed contract is returned.

If approved, transfers of funding may be used to fund any new or existing strategies or services under the appropriate program (Adult or Dislocated Worker). Such strategies and services may include Individual Training Accounts, transportation stipends, work-related support payments, transitional jobs, On-the-Job Training, Incumbent Worker Training, and other services. In accordance with WIOA Sec.134(d)(4)(A)(i), the Greater Memphis Region will utilize up to 20% of Adult and Dislocated Worker funds to implement incumbent working training with the intent to enhance employees skills and increase employers competitiveness.

To use funds for transitional jobs as outlined in WIOA Sec. 134(d) (5), the Greater Memphis Region currently has a Transitional Jobs program in place utilizing specially requested funds from the state that are designated for this service. Current contracts will exceed this funding and regular formula funding of around 5% would be used to supplement the additional cost if needed. This falls within the allowed 10% maximum in WIOA guidelines.

Items Not Applicable to GMLWDA

- GMLWDA has no buildings or land; therefore, no appraisals are required.
- GMLWDA receives no in-kind resources.
- GMLWDA has no leveraged funds.
- GMLWDA receives no funding outside of TNDLWD pass through dollars to carry out WIOA activities.

F. Cooperative Agreements

The Greater Memphis Region has a standing cooperative agreement with the Tennessee Department of Vocational Rehabilitation and the mandated partners responsible for the delivery of services in the AJCs.

G. Title VI Training

The Greater Memphis Region provided Title VI training to all service providers, OSO, and Board staff from June 6, 2020 to June 26, 2020. Attached is a template of the communication informing partners of the Title VI training requirements.

GREATER MEMPHIS SIGNATURE PAGE

The Greater Memphis Local Plan and the Regional Plan for the West Tennessee region is submitted in accordance with the provisions of the Workforce Innovation and Opportunity Act. We further certify that we will operate our Workforce Development Act Program in accordance with the plans and applicable federal and state laws and regulations.

<p>Workforce Development Board Chair</p> <p><i>Deri Franklin</i></p> <hr/> <p>Signature</p> <p>Chair</p> <p><i>June 9, 2020</i></p> <hr/> <p>Date</p>
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<p>Chief Local Elected Official</p> <p><i>[Signature]</i></p> <hr/> <p>Signature</p> <p>Chief Local Elected Official</p> <p><i>6/18/2020</i></p> <hr/> <p>Date</p>

**MEMORANDUM OF UNDERSTANDING
BETWEEN**

**Workforce Investment Network/Greater Memphis Local Workforce Development Area
AND
One-Stop System Partners/Programs**

Kyla Guyette, Executive Director

Kyla.Guyette@workforceinvestmentnetwork.com

Individual designated by the Local Workforce Board Chair to lead MOU negotiations

Email address

Quintina Richmond

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Impartial individual designated by the Local Workforce Board Chair to lead annual budget negotiations

Email address

1. CONVENING OF THE PARTIES TO MOU (WIOA SEC. 121(C)(1)) (Tennessee MOU/IFA Instructions Page 4)	
<ul style="list-style-type: none"> List the required partner providing services in the local area List the partner agency providing services of each required partner 	
REQUIRED PARTNERS AS PARTIES TO MOU	ENTITY ADMINISTERING PROGRAM TYPED NAME
Title I: Adult, Dislocated Worker, Youth	The Workforce Investment Network (WIN)
Title II: Adult Education and Family Literacy	HopeWorks
Title III: Employment Programs under Wagner-Peyser	State of Tenn. Dept. of Labor & Workforce Development
Unemployment Insurance	State of Tenn. Dept. of Labor & Workforce Development
Trade Readjustment Assistance (TRA)	State of Tenn. Dept. of Labor & Workforce Development
Trade Adjustment Assistance (TAA)	State of Tenn. Dept. of Labor & Workforce Development
Job Counseling, Training, Placement Services for Veterans	State of Tenn. Dept. of Labor & Workforce Development
Migrant and Seasonal Farmworkers	State of Tenn. Dept. of Labor & Workforce Development
Community Services Block Grant (CSBG)	N/A
Senior Community Services Employment Program (SCSEP)	Meritan
Second Chance (Reentry)	Structured employment Economic Development Corp (SEEDCO)
Title IV: Rehabilitation Services	Tenn. Dept. of Human Services, VR
TANF	Tenn. Dept. of Human Services, Temporary Assistance for Needy Families
National Farmworker Jobs Program (NFJP)	Tennessee Opportunity Programs
Parties to the MOU	NAME
LWDB Chair	Desi Franklin
LWDA Chief Local Elected Official	Lee Harris, Shelby County Mayor

This MOU will ensure the implementation of the following principles of WIOA:

1. **Universal Eligibility:** All customers, including those with barriers to employment, will have access to job seeker services at each One Stop American Job Center designed to provide information to make career and labor market decisions. Career services, training, and support services will be made accessible on-site.
2. **One State System Approach:** All customers may explore work preparation and career development services and have access to information on a range of employment, training, adult and occupational education training programs. Services will be made available through the One Stop American Job Centers of WIOA Partner Programs.
3. **Individual Choice:** Customers will have access to a multitude of career, skill, employment, and training information to obtain the services and skills they need to enhance their employment opportunities based on their individual needs, building on the advice and counseling provided by the staff of the workforce centers.
4. **Regional Development:** To develop a workforce development system that upgrades the workplace skills within the regional area and enhances the economic development of the area.
5. **Cost Effectiveness:** All customers will have access to a system that minimizes costs, enhances the participation of employers and job seekers served through the system, and does not duplicate services.

3. VISION FOR THE SYSTEM (Tennessee Combined State Plan Section II(b)) (Tennessee MOU/IFA Instructions Page 5) If additional space is needed, please include an attachment referencing this section.

- *Describe the shared vision and commitment of the local board and required partners to a high-quality local workforce delivery system (vision must be consistent with Federal, State, regional, and local planning priorities, as well as the Governor's Guidelines)*
- *Describe which aspects of the vision are currently in place*
- *Outline the steps to be taken and the general timeline for how required partners will implement any aspects of the vision that are not yet in place*

In line with the Jobs4TN plan, the Greater Memphis LWDA is focused on prioritizing the strategic recruitment of target industries, assisting existing Tennessee business in expansions and remaining competitive, supporting regional and rural economic development strategies, and investing in innovation and reducing business regulation.

The Greater Memphis LWDA vision of being nationally recognized as the leader in workforce development helps further the goal of making Tennessee the number one location in the southeast for high-quality jobs.

The Greater Memphis LWDA works with employers and partners throughout the Shelby, Fayette, Tipton and Lauderdale Counties as well as the West Tennessee region to align services, leverage resources, and promote a seamless and integrated service delivery model. This ensures both employers and job seekers are served at a high level, creating the greatest community impact. By leveraging existing assets in the area/region, we will be able to attract new businesses to the region while helping existing businesses expand and remain competitive.

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4. MOU DEVELOPMENT (Tennessee MOU/IFA Instructions Page 5) If additional space is needed, please include an attachment referencing this section.

- *Fully describe the process and efforts of the Local Workforce Development Board and required partners to negotiate the MOU*
- *Confirm whether all required partners participated in negotiations*
- *Explain the process to be used if consensus on the MOU is not reached by partners*
- *Please provide dates of partner meetings that specifically discussed the MOU*

The One Stop Operator compiled a matrix of the required AJC partners and points of contact. LWDB staff along with the One Stop Operator met with each One Stop Partners to articulate the services provided by each partner organization and to address service coordination and collaboration amongst the partners. Thereafter, a draft MOU was completed and forwarded to each partner for review and further input. Due to social distancing we were not able to meet to discuss and negotiate the terms of the MOU. From April 21, 2020 till April 30, 2020 conference calls and emails were used to negotiate the terms of the contract. Upon completion of the negotiations, each partner signed the MOU.

5. NAME AND LOCATION OF COMPREHENSIVE ONE-STOP CENTER(S) (Tennessee MOU/IFA Instructions Page 5) If additional space is needed, please include an attachment referencing this section.

- *Provide the name and address of the comprehensive one-stop center(s) in the local service delivery system*
- *Where applicable list the designated affiliated sites or specialized centers*
- *Define any other operating titles that the local area assigns to each center*
- *Describe how outreach will be conducted in towns in the local area without an AJC*
- *Describe the local area's plans for the Mobile American Job Center*

Note: The information provided in this section must match the Tennessee Development of Labor and Workforce Development listings

The Greater Memphis LWDA operates three comprehensive one-stop centers, two affiliate centers, and a mobile coach. The Greater Memphis LWDA American Job Centers are located at:

155 Angelus St (Comprehensive)
Memphis, Tennessee 38104

3040 Walnut Grove (Comprehensive)
Memphis, Tennessee 38111

4240 Hickory Hill Rd (Comprehensive)
Memphis, Tennessee 38141

6250 US Hwy 64 (Affiliate)
Oakland, Tennessee 38060

877-B Highway 51 North (Affiliate)
Covington, TN 38019

301-B Lake Dr (Affiliate)
Ripley, TN 38063

This local plan represents the efforts of WIN to implement the Workforce Innovation and Opportunity Act throughout the Greater Memphis LWDA. However, for those participants who lack access to services from a comprehensive or affiliate office, a local access point can be established at the discretion of the Board.

The Network of Access Point will deliver the broad range of career, training and related services in close coordination with partner agencies established and required by WIOA through marketing and branding. The Network of Access Point Provider will establish open and closed partnerships with community partners to ensure all eligible community customers are being served through WIOA Title I.

Each Network of Access Points will provide Reasonable Accommodation as required under the Americans with Disabilities Act to those participants who have a disability. These reasonable accommodations may include but are not limited to the following:

- Access to applications that accommodate those who have vision and hearing impairments.
- Access to bariatric chairs in waiting and training areas.
- Access to alternative forms of communication whether verbal, written, or sign.
- Access to parking accommodations with signage verifying such.
- Access for service animals specifically trained for individuals with a disability.
- Access to simple equipment, training station, or computer station for an individual with a disability.
- Access to restrooms, classrooms, or entryways of the Network of Access Points.

The mobile American Job Center is also available for use throughout the Greater Memphis LWDA. The mobile AJC is available upon request, is dispatched to various locations throughout the Greater Memphis LWDA when it is more feasible to serve clients offsite. Requests for the mobile coach's services are completed and submitted on the TDLWD's website.

6. DESCRIPTION OF COMPREHENSIVE ONE-STOP SERVICES (WIOA Sec. 121(c)(2)(A)(i)) (Final Rules § 678.500(b)(1)) (Tennessee MOU/IFA Instructions Page 5) If additional space is needed, please include an attachment referencing this section.

- Complete a local service matrix (Attachment II) illustrating local methods of service delivery which includes:
 - Career services to be provided by each required partner in each comprehensive one-stop center
 - Other programs and activities to be provided by each required partner
 - Method of delivery for each service provided by each required partner (e.g., staff physically present, cross-trained staff, direct linkage technology)
- In the spaces provided below:
 - In the introductory paragraph of this section, describe the required partners' combined commitment to integration and "manner in which the services will be coordinated and delivered through the system" (§ 678.500(b)(1))
 - In the spaces below designated for each required partner, describe each partner's commitment to coordinated service delivery and explain how the local service matrices illustrate that commitment
 - For each required partner below, describe the location(s) at which services of each required partner will be accessible

The One-Stop Partners are committed to integrating and coordinating services that are provided through the one-stop delivery system. Partners will strive to provide services seamlessly and seek to prevent duplication, whenever possible. Basic Career Services will be made available to all clients, without eligibility determination. Assessments may necessitate the need for more one-on-one developing, planning, and/or training. Each partner is responsible for the provision of their services associated with the one-stop system and for determining eligibility for their program services.

Title I (Adult, Dislocated Worker and Youth) –

The Greater Memphis LWDA Career Service Provider, DB Grant Associates, provides a variety of services to individuals seeking employment in accordance with assessments, training and interests developed on the Individual Plan for Employment. The Career Service Provider, in partnership with WIN, collaborates with educational institutions, employers, adult education and community service partners in order to ensure services are rendered for individuals to obtain employment. The local service matrix illustrates the collaboration between Workforce Investment Network, DB Grant Associates and all partners ensures the best use of resources in providing services to customers. Title I services are directly accessible at all AJCs and local community access points (CAP).

Title II (Adult Education and Family Literacy) –

HopeWorks provides services to individuals in need of a high school equivalency diploma. HopeWorks collaborates with the local AJC partners, educational institutions, second chance programs and employers to ensure persons receive the services necessary to obtain employment in their communities. The local matrix illustrates the collaboration between HopeWorks and partners to ensure the best use of resources in providing services to customers. HopeWorks services are directly accessible at the Angelus AJC and from local HopeWork offices.

Title III (Employment Services under Wager-Peyser) –

One-Stop Staff provides services to job seekers, including veterans, persons with disabilities, and service delivery to businesses. To ensure eligible persons receive the services necessary to obtain employment, AJC staff collaborates with partner staff, community service providers, and educational institutions for ongoing training on services provided through VOS, labor market information, and presenting best practices. The local service matrix illustrates the collaboration between AJC and the partners to ensure the best use of resources in providing services to customers. Title III services are directly accessible at all AJCs.

Unemployment Insurance (UI) –

AJCs under the direction of the State of Tennessee provide Unemployment Insurance (UI) benefit assistance to individuals who meet the eligibility requirements under state laws. AJC staff provide UI Meaning Assistance for UI Claimants, as well as employment assistance and training. AJC staff collaborate with community service providers, educational institutions, and employers to ensure individuals receive the services necessary to obtain employment. Re-Employment Services and Eligibility Assessment (RESEA) is a component under UI services and directly accessible at all AJCs. The local matrix illustrates the collaboration between AJCs and partners to ensure the best use of resources in providing services to customers. UI Meaningful Assistance is directly accessible at all AJCs.

Job Counseling, Training and Placement Services for Veterans –

AJCs provide an array of services to veterans by first identifying veterans at the point of entry and making veterans and other eligible persons, defined as covered persons, who meet the requirements aware of the priority of services. AJCs collaborate with educational institutions, additional community service providers, and employers to ensure eligible persons receive the services necessary to obtain employment. The local service matrix illustrates the collaboration between the AJCs and partners to ensure the best use of resources in providing services to customers. Veteran services are directly accessible at all AJCs.

Trade Readjustment Assistance –

Trade Readjustment Assistance (TRA) provides services that are paramount to creating a seamless path from dislocation to gainful employment for trade-impacted workers. AJC staff collaborates with educational institutions, employers, and community service providers to ensure affected workers receive the services needed to obtain employment. The local service matrix illustrates the collaboration between the AJC and partners to ensure the best use of resources in providing services to individuals. TRA services are directly accessible at the following Walnut Grove AJC.

Trade Adjustment Assistance (TAA) –

Trade Adjustment Assistance (TAA) provides a full assessment of services to employees affected by the lay-offs/closings to ensure reemployment services for gainful employment. The TAA unit collaborates services with Rapid Response, AJCs for employment services, educational institutions, and employers. The local service matrix illustrates the collaboration between TAA and the partners to ensure the best use of resources in providing services to individuals. TAA services are directly accessible at the following Walnut Grove AJC.

Migrant & Seasonal Farmworkers –

AJCs provide assistance to Migrant Seasonal Farm Workers (MSFW) who are not reached through normal intake activities. AJC staff will provide registration assistance and provide the mobile career coach to bring services to MSFW in their home communities. AJCs will also collaborate with Tennessee Opportunity Programs (TOPS), agricultural employer organizations, local community organizations, and educational institutions to ensure the best use of resources in providing services to individuals.

National Farmworker Jobs Program (NFJP) –

AJCs collaborate with the Tennessee Opportunity Programs, Inc. (TOPS) that provides an opportunity for migrant and seasonal farm workers who are U.S. citizens to participant in education beyond high school or GED to secure employment in a more stable field of work.

Community Service Block Grant (CSBG) –

N/A (There is no employment and training program in the Greater Memphis LWDA.)

Senior Community Services Employment Program (SCSEP) –

Senior Community Services Employment Program (SCSEP/Meritan) provides community service and work based job training opportunities to low-income, older seniors. Eligible participants are placed in part-time community service position with a goal of transitioning to unsubsidized employment. Meritan partners with the AJCs, educational institutions, community based organizations, and employers to ensure the best resources to obtain employment in their communities. The local matrix illustrates the collaboration between Meritan and partners.

Title IV (Rehabilitation Services) –

The Vocational Rehabilitation Program (VR) provides a variety of services to prepare eligible individuals with disabilities for employment. Participants receive an Individual Plan for Employment that identifies the individual's rehabilitation needs based on his or her aptitudes, abilities, capabilities, and interests. The local service matrix illustrates the collaboration between VR and AJCs, community rehab service providers, educational institutions, and employers to ensure the best resources for services provided to customers. VR services are directly accessible at the Hickory Hill AJC and from local VR offices.

DHS/TANF –

TN Department of Human Services (DHS) provides a variety of services to individuals seeking eligibility for and receiving Supplemental Nutrition Assistance Program, Temporary Assistance for Needy Families (TANF). TANF provides temporary cash assistance, child care subsidies, and a variety of other support services available to help customers make the transition to self-sufficiency. DHS refers families in receipt of TANF to America Works of Tennessee, Inc. for Shelby County and Workforce Essentials in Fayette, Lauderdale, and Tipton counties to comply with the federally mandated work activity component of 30 hrs. weekly.

Second Chance (Reentry) –

Memphis & Shelby County Office of Reentry (MSCOR) provides an effective response to the needs of returning citizens for finding and maintaining employment. Data is used to organize, measure results, and identify which community resources are leveraged and aligned for maximum impact. MSCOR collaborates with the AJCs, Department of Corrections, community resources, educational institutions, and employers to ensure individuals receive the best use of resources. The local service matrix illustrates the collaboration between MSCOR and partners to ensure the best use of resources in providing services to customers.

Seedco is a national non-profit organization, and has served in the Memphis area that is dedicated to advancing economic opportunity for people, businesses, and communities in need. Seedco, via funding through the United States Department of Labor provides re-entry services to over 600 individuals annually. Using a long-term, intensive case management and career case management model, Seedco helps individuals with barriers to employment obtain, retain and advance in jobs. Through classroom, cohort training, Seedco empowers individuals to reach their education and employment goals via evidence based programming. The cohort model allows for detailed data tracking and maintenance. Seedco collaborates with multiple community organizations to ensure that individuals served received a holistic approach in the care continuum.

HUD Employment and Training Activities –

Housing & Urban Development is not a party to MOU in the Greater Memphis LWDA.

Job Corps –

Benjamin L. Hooks Job Corps provides a no-cost education and career technical training program that helps youths from ages 16 through 24 improve the quality of their lives through career technical and academic training in accordance with the individual's capabilities and interests as identified through an individual plan. Job Corps collaborates with AJC partners, community service providers, educational institutions, and employers to ensure that eligible persons receive the best use of resources in providing services and preparation for employment. The local service matrix illustrates the collaboration between Job Corp and partners.

YouthBuild –

YouthBuild is not a party to the MOU in the Greater Memphis LWDA. (There is no employment and training program in the Greater Memphis LWDA.)

Perkins/Post-Secondary Career & Technical Education–

The Perkins Career and Technical Education Program (CTE) is a federal program that funds secondary and post-secondary career and technical education at the U.S. Tennessee College of Applied Technology (TCAT). To prepare participants for integrated employment, CTE provides a variety of programs in accordance with the individual's abilities, aptitude assessments, and guidance activities, as identified on an Individual Employment Plan. TCAT collaborates with AJC partners, community service providers, and employers to ensure individuals receive the services necessary to obtain employment.

TCAT/Tennessee Reconnect–

Tennessee College of Applied Technology (TCAT) provide a variety of programs to eligible individuals based on the individual's aptitudes, assessments, and interests in accordance to the Individual Employment Plan to prepare an individual for competitive employment. TCAT collaborates with AJC partners, community service providers, and employers to ensure individuals receive the services necessary to obtain employment. The local service matrix illustrates the collaboration between TCAT and partners to ensure the best use of resources in providing services to customers.

7. PROCUREMENT OF ONE-STOP OPERATOR (Tennessee Memorandum Guidelines for One- Stop Operator Procurement) (Tennessee MOU/IFA Instructions Page 6) If additional space is needed, please include an attachment referencing this section.

- *Name the procured one-stop operator – (this information will be amended once the One-Stop Operators have been procured). The following bullet points should be explained in this section*
- *Describe the functions and scope of work of the one-stop operator as defined in the Request for Proposal or as planned for the competitive procurement process*
- *Assure that the one-stop operator will not perform any of the proscribed functions (§ 678.620(b)) to avoid a conflict of interest*

Note: One-stop operator designation takes effect July 1, 2017 (§ 678.635)

DB Grant Associates is the One-Stop Operator for the Greater Memphis LWDA and has been contracted to coordinate service delivery of the required American Job Center partners and service providers in the Comprehensive and Affiliate Center(s). The contract is effective July 1, 2018 through June 30, 2020 and thereafter to act as interim until further notice. The contractor will be required to coordinate with the leadership of all required partners. The required functions and scope of work for the OSO to coordinate service delivery include:

- Oversee management of One-Stop Centers and service delivery
- Evaluate performance (as indicated in the Incentives and Sanctions Policy) and implement required actions to meet performance standards.
- Evaluate various customer experiences (including but not limited to employer, job seekers, and partner staff)
- Ensure coordination of partner programs
- Act as liaison with the LWDB and One-Stop Center

- Define and provide means to meet common operational needs (e.g. training, technical assistance, additional resources, etc.)
- Oversee full implementation and usage of all State systems by the local area
- Design the integration of systems and coordination of services for the site and partners
- Manage fiscal responsibility for the system or site
- Plan and report responsibilities
- Write and maintain business plan
- Market One-Stop Career Center services
- Facilitate the sharing and maintenance of data; primarily the site, with emphasis on the state system
- Integration of available services and coordination of programs for the site with all partners

The One-Stop Operator has established sufficient firewalls and conflict of interest policies and procedures to assure, as a contractor, they will not perform any of the prescribed functions (§678.620 (b)) to avoid a conflict of interest. The agreement between the LWDB, Shelby County Government and the One-Stop Operator includes provision(s) that prohibition conflict of interests or the appearance of such in awarding and fulfilling the contractual obligations.

8. REFERRAL PROCESS (WIOA Sec. 121 (c)(2)(A)(iii)) (Tennessee MOU/IFA Instructions Page 6). If additional space is needed, please include an attachment referencing this section.

- *In the spaces provided below, address all of the following:*
 - *In the introductory paragraph of this section, describe local one-stop operator's role and responsibilities for coordinating referrals among required partners (§678.500(b)(3))*
 - *In the spaces below designated for each required partner, each partner must list the other programs to which it will make referrals and the method(s) of referral to each partner; for example, in the Title I box, Title I will list all other programs to which it will refer clients and the method(s) of referral for each*
 - *Identify the method of tracking referrals*

Note: Local areas must be as specific as possible when describing the differences in referral methods between partner programs. DOL has expressed concern about this area in the past.

Title I (Adult, Dislocated Worker and Youth) –

Staff will refer to partners by completing a seamless doc referral transmitting form. AJC staff and partners will be encouraged to utilize the referral form. Off-site partners will make referrals via electronically, by email, or fax process. Title I Staff will track all referrals by making monthly contact with the participants or the referring agency and provide progress of the customer.

Title II (Adult Education and Family Literacy) –

AJC staff will receive a referral transmittal form from partnering agencies via email, electronically, or through information provided during the operational hours of the AJCs. Staff will register, conduct an intake process, and monitor progress by conducting monthly contact with the client and providing monthly feedback to the partnering agencies.

Title III (Employment Services under Wager-Peyser) –

AJC staff will receive a referral transmittal form from partnering agencies via email, electronically, or through information provided during the operational hours of the AJCs. Staff will register, conduct an intake process, and monitor progress by conducting monthly contact with the client and providing monthly feedback to the partnering agencies.

Title IV (Rehabilitation Services) –

Vocational Rehabilitation (VR) will conduct and receive formal referrals to conduct services to eligible individuals with disabilities through on-site appointments, where applicable, or off-site referrals via email, electronically, or via phone. Tracking of progress will be conducted by VR to partnering agencies through email or written correspondence. VR is encouraged to send the referral form to AJC partners, educational institutions, community providers, and employers through email, electronically, or to make appointments by phone.

Unemployment Insurance (UI) –

AJC staff are trained to provide meaningful assistance for UI support. The AJC Resource Centers allow access for fax usage, phone, and email UI technical support and Jobs4tn.gov site for uploading of UI documents to the State of Tennessee. AJC staff collaborates with partnering agencies to assist off-site customers with UI Meaningful Assistance. Referrals can be made through emails and phone calls.

Job Counseling, Training and Placement Services for Veterans –

AJC staff and partnering agencies will provide a warm hand-off when referring Veterans to Veteran staff for additional assistance and employment guidance. On and Off-site referrals will be made through emails, electronic process, and phone calls.

AJC Veteran staff will make referrals to employers and educational institutions via emails, fax, and information provided during the intake process.

Trade Readjustment Assistance –

AJC staff will collaborate with State offices, educational institutions, and employers by making eligible referrals for Trade Program. Completed paperwork will be transmitted through VOS uploads, emails and fax process.

Trade Adjustment Assistance (TAA) –

AJC staff will collaborate with State offices, educational institutions, and employers by making eligible referrals for Trade Program. Completed paperwork will be transmitted through VOS uploads, emails and fax process.

Migrant & Seasonal Farmworkers –

AJC staff will receive and conduct services for eligible persons for the Program. Any referrals made through partnering agencies will be contacted, and services will be determined and tracked. Eligible persons will be monitored, tracked and communication will be made via email or by phone.

National Farmworker Jobs Program (NFJP) –

AJC staff will receive and conduct services for eligible persons for the Program. Any referrals made through partnering agencies will be contacted, and services will be determined and tracked. Eligible persons will be monitored and tracked, and communication will be made via email or by phone.

Community Service Block Grant (CSBG) –

N/A

Senior Community Services Employment Program (SCSEP) –

Meritan refers potential SCSEP applicants and/or SCSEP enrollees to the AJC's and receives referrals from the AJC's via phone, email or Meritan referral form. A completed referral form from an AJC staff indicates the referred client has met with and assigned to a Workforce Development Specialist (WDS) who provided an Assessment and will continue to assist the client with AJC services.

DHS/TANF –

DHS is committed to addressing poverty and creating cycles of success. The Two-Generation Approach requires intentional focus on the success of the children and adults in their lives simultaneously and places the family on a better path towards economic security when the needs of the family are addressed holistically. This approach includes an emphasis on education, economic supports, health and well-being, and social capital. This goal shall be achieved in the context of assisting individuals and families eligible for TANF ("Clients") in meeting program participation requirements. WorkForce Essentials, Inc. and America Works of Tennessee, Inc shall provide Employment and Case Management Services with a focus on empowering families eligible for TANF on a course to achieve economic stability based on the four (4) core component activities of the Two-Generation Approach, which focuses on the holistic success of the children and adults: (1) education, (2) economic supports, (3) health and well-being, and (4) social capital. TANF services are available through America Works of Tennessee, Inc. in Shelby County and WorkForce Essentials, Inc. in Tipton, Lauderdale and Fayette counties by either in-person referrals, direct linkage via phone or email, and TANF staff are able to meet with customers on-site at these offices if needed.

Reentry-

Both MSCOR and SEEDCO will refer clients to AJCs and partnering agencies through a formal referral form. The referral will be made through an email correspondence or electronic process. Local AJCs will process new enrollments for educational and training needs through client's interests. Monitoring will be conducted and progression will be made through email correspondence to partnering agency.

HUD Employment and Training Activities –

Not available in the Greater Memphis LWDA

Perkins/Post-Secondary Career & Technical Education–

Southwest Tennessee Community College & Tennessee College of Applied Technology will refer clients to local AJCs for educational assistance and supportive services. Partners will provide operational hours of the AJCs during the intake process. AJC staff will conduct monthly contact via email or phone call with partnering agency to verify education credential and potential employment.

Job Corps-

Job Corps will refer clients via referral form or providing operational hours through AJC website to local AJCs for employment assistance after clients have completed a career or technical path. Monitoring of Job Corps clients will be tracked through phone call or email process.

YouthBuild –

Not available in the Greater Memphis LWDA

TCAT/Tennessee Reconnect–

Tennessee College of Applied Technology (TCAT) will refer clients to local AJCs for educational and employment assistance via website of operational hours and phone calls.

AJC staff will refer individuals to TCAT via written correspondence and email process for training and educational assistance. AJC staff will conduct monthly contact with clients and training provider by email, fax process and phone calls. Tracking and progress will be logged through AJC database and communicated to partnering agency.

9. PHYSICAL ACCESSIBILITY (WIOA Sec. 121 (c)(2)(A)(iv)) (WIOA Final Rules §678.500(b) (4)) (Tennessee MOU/IFA Instructions Page 6) If additional space is needed, please include an attachment referencing this section.

Describe how—through specific examples and commitments—required partners will assure the physical accessibility of the comprehensive one-stop center(s), including the following:

- *The comprehensive one-stop center's layout supports a culture of inclusiveness*
- *Access to public transportation is available within reasonable walking distance*
- *The location of a dedicated parking lot, with parking lot spaces closest to the door designated for individuals with disabilities*

Partners will work together to assure comprehensive one-stop centers are accessible and that the layout supports a culture of inclusiveness. Public transportation is available within a reasonable walking distance of the AJCs. The exterior and interior of the AJC facilities (including the mobile AJC) are compliant with ADA standards. Ramps and automatic doors are available to assist individuals with disabilities access the facilities. An adequate number of parking spaces that are closest to the door has been designated for individuals with disabilities. Entrance doors, water fountains, restroom facilities and other interior amenities comply with ADA regulations. In addition, the following reasonable accommodations and assisted technology is available at the AJCs: Braille, TTY, relay, zoom, Jaws, talking and large number calculators, magnifying lenses and wheelchairs. The Greater Memphis LWDA also contracts with organizations to provide interpretive and translation services to engage and service individuals with a language barrier.

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10. PROGRAMMATIC ACCESSIBILITY (WIOA Sec. 121 (c)(2)(A)(iv)) (WIOA Final Rules §678.500(b)(4)) (Tennessee MOU/IFA Instructions Page 7) If additional space is needed, please include an attachment referencing this section.

- *Describe how the comprehensive one-stop center provides access to all required career services in the most inclusive and appropriate settings for each individual participant*
- *Describe specific arrangements and resources available to assure that individuals with barriers to employment, including individuals with disabilities, can access available services and how outreach will be conducted to these groups (§678.500(b)(4). Include Mobile American Job Center information.*
- *Explain how services will be provided using technology that is actually available and in accordance with the “direct linkage” requirement under WIOA*

Note: Provide as much specificity as possible for each partner program

Partners collaborate within AJCs to ensure services are available to all individuals, including those with barriers to employment, including but not limited to displaced homemakers, veterans, low-income individuals, Native Americans, individuals with disabilities, individuals without a high school diploma, older individuals, ex-offenders, homeless individuals, foster youth, individuals with cultural barriers, individuals with English language barriers, migrant and seasonal farmworkers, and long-term unemployed individuals. Partners will conduct outreach targeting such populations and actively refer customers to the most appropriate partner to provide services based on need and available service. Staff from partner programs work collaboratively and in a coordinated fashion to deliver career, training and supportive services to customers. Where partners are not co-located in the AJC, referrals are made via in-person or electronic means. The partners will use a "no wrong door approach" within the AJC to create a customer friendly seamless service delivery system.

One-Stop Partners will encourage, accommodate staff, and/or provide training and cross-training, as deemed appropriate, to ensure that all partner staff are familiar with all programs represented within the AJC in order integrate services, reduce duplication, and improve overall service delivery. One-Stop partners will work together to schedule trainings for staff.

11. DATA SHARING AND COLLECTION (Tennessee MOU/IFA Instructions Page 7) If additional space is needed, please include an attachment referencing this section.

- *Describe how core program partners will share data and information and will collaborate to assure that all common primary indicators of performance for the core program partners in the local area will be collectively achieved*
- *Provide assurances that participants' Personally Identifiable Information (PII) will be kept confidential*
- *In each description, cite specific examples of required partners demonstrating a commitment to integration in the local area*
- *Describe the collection of data across programs*
- *Describe how Jobs4TN will be utilized and incorporated*

NOTE: Partners are encouraged to seek clarification from their respective core partner state agency and/or data staff

One-Stop Partners agree to participate in an individual tracking system operating through the AJC. The management information system that will be used to case manage participants for the WIOA programs will be the Jobs4TN system. Using this system for the majority of WIOA programs will allow programs to share information and reduce duplication of data entry. Information needed to calculate all common indicators of performance will reside in this system. Reports can be generated and shared with program staff to ensure that performance targets will be met. The State has held core partner meetings where it established performance groups. These performance workgroups will routinely meet and report out all core partner performance. This approach will allow all partners to share concerns and keep a close eye on performance as a system. TANF and Vocational Rehabilitation will use other case management systems but all WIOA partners will work to share information across these systems in order to better serve participants.

Each employee is required to sign a user agreement stating that personally identifiable information is to be kept confidential and only used for the purpose of job duties. In addition we have memorandum of understandings with core partners in which we share participant information. We also have signed WRIS and FEDES agreements which govern participant wage records and their use. A signed confidentiality agreement is required by any employee or contractor stating they have read and acknowledge all protocols within the WRIS and FEDES agreement. The Tennessee Department of Labor will be maintaining written procedures detailing approaches for use of wage data to ensure that the information is only given to authorized personnel and used for only authorized purposes. We will also ensure that all wage data is maintained and destroyed in a timely manner using appropriate methodologies.

In addition, all partners agree to refer and/or enter job openings in jobs4TN.gov. One-Stop Partners will work together to meet and exceed the WIOA performance measures for the AJC.

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12. COST SHARING OF SERVICES (WIOA Sec. 121 (c)(2)(A)(ii) (WIOA Final Rules §678.755 and §678.760) (Tennessee MOU/IFA Instructions Page 7) If additional space is needed, please include an attachment referencing this section.

- *To complete this section, see the Individual AJC Budget Template instruction sheet – Attachment IV*
- *For the purposes of this section (12), only provide a narrative explanation of cost sharing services*

Each partner serves a specific segment of the population and provides services that benefit those individuals. Each partner is responsible for the funding of their direct program services. One-Stop Partners will share an equitable and proportionate responsibility for the costs of the operational expenses of the AJCs, if co-located. Shared costs are identified and proportionately distributed based on full-time equivalency (FTEs) or square footage. Actual costs are billed to partners on a monthly basis in the month following the actual expenditures. Space, FTEs and other cost allocation methodologies are reviewed periodically to determine if the cost sharing agreement needs to be modified or to reconcile projected costs to actual expenses. Minor adjustments of this type will not require a formal amendment to the MOU, but partners will be notified of any such modification(s) in writing.

The costs of operating the One-Stop service delivery system include non-personnel costs, such as facilities and technologies, in addition to personnel costs for those who deliver services directly to customers. Shared service costs may include funds authorized for, and may be commonly provided through, any of the One-Stop Partner programs: Initial intake; Assessment of needs; Evaluation of basic skills; Identification of appropriate services to meet needs; Referrals to other Partners; and Business Services.

In most cases partners will be expected to remit funds to cover their share of the costs of the AJCs. There will be some instances where partners will be able to contribute in-kind goods or services in lieu of remitting cash. In-kind goods/services will be valued at fair market value which will be agreed to by a majority of the partners and will be assessed on a regular basis.

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13. DURATION/AMENDMENT/APEAL PROCEDURES (WIOA Sec. 121 (c)(2)(A)(v)) (WIOA Final Rules §678.500(b) (5)) (Tennessee MOU/IFA Instructions Page 8) If additional space is needed, please include an attachment referencing this section.

Describe the duration of the MOU

Describe amendment procedures, including annual negotiation of infrastructure and shared system costs to address the following:

- *The amount of notice a partner agency must provide the other partners to make amendments*
- *The procedures for informing other partners of the pending amendment*
- *The circumstances under which the local partners agree the MOU must be amended*
- *The procedures for amending the MOU to incorporate the final approved budget on an annual basis*
- *The procedures for terminating the MOU or a specific partner's participation in the MOU*
- *The process for resolving any disputes that evolve after the agreement is reached*
- *The appeals process for any disputes that evolve after the agreement is reached*
- *Process must follow the directives in WIOA678.500(b)(5)*

NOTE: Ensure the MOU reflects the most recent date as amendments are approved

Term. The duration of the MOU agreement is for a period of one year commencing July 1, 2020 and ending June 30, 2021. The duration of the IFA budget agreement is July 1, 2020 until June 30, 2021. The IFA must be reviewed and reconciled, at minimum, quarterly. If a modification is required, all partners are notified, a negotiation is commenced, and a final agreement is reached. Consensus on the MOU agreement is reached by an initial partner meeting along with follow up emails with questions or concerns. A final meeting is reserved for receiving signatures for the final document.

Amendments. Any changes or amendments to this MOU shall be in writing and approved by all of the partner. A partner agency must provide at least a forty-five (45) day written notice of a request for an amendment. Such request must be submitted in writing, giving full details supporting the request and submitted to WIN's Executive Director.

Each partner will be notified by a written notice of a pending amendment. The circumstances under which the local partners agree the MOU must be amended are:

- Changes to negotiation of infrastructure
- Changes to shared system costs (Note: The annual final approved budget will be amended within forty-five (45) day written notice to all partners.)

Termination without Cause. A partner may terminate the MOU without cause for any reason. Excepting termination due to unavailability of funds, the partner shall give at least thirty (30) days written notice of such termination before the effective termination date.

Termination for Cause. If a partner fails to fulfill its obligations under this MOU in a timely or proper manner, or if a partner breaches any terms of this MOU, the remaining partners shall have the right to immediately terminate that partner.

The MOU is subject to the appropriation and availability of State and/or Federal funds. In the event the funds are not appropriated or are otherwise unavailable, a partner can terminate this MOU upon written notice to WIN's Executive Director.

Disputes. In the event of a dispute, controversy or claim arising out of or relating to this MOU, or the breach, termination or invalidity thereof (a "dispute"), the Parties will use their best efforts to settle promptly such dispute through direct negotiation/communication. Any dispute that is not settled within sixty (60) days from the date either party agency has notified the other parties of the nature of the dispute and of the measures that should be taken to rectify it will be resolved through consultation between the LWBD and all parties of the MOU. Each Party will give full and sympathetic consideration to any proposal advanced by the other to settle amicably any matter for which no provision has been made or any controversy as to the interpretation or application of this MOU.

Appeal. A one-stop partner may appeal to the State regarding infrastructure costs using the process described in §678.750.

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14. RENEWAL PROVISIONS (WIOA Sec. 121(c)(2)(A)(v)) (WIOA Final Rules §678.500(b)(6)) (Tennessee MOU/IFA Instructions Page 8) If additional space is needed, please include an attachment referencing this section.

Provide the process and timeline in which MOU will be reviewed, including:

- *Explain the renewal process, which must occur at a minimum of every three years*
- *Describe the required renewal process if substantial changes occur before the MOU's three-year expiration date*

NOTE: Ensure the MOU reflects the most recent date as renewals are approved

In accordance with §678.500 (b)(6), the MOU will be reviewed, and if substantial changes have occurred, renewed, not less than once every 3-year period. Any substantial changes/amendments to the MOU during the 3-year period will be reviewed by all partners and fully executed with signatures that include the LWDB, all partners, and the chief elected official(s).

15. ADDITIONAL LOCAL PROVISIONS (OPTIONAL) (WIOA Sec. 121(c)(2)(B)) (WIOA Final Rules §678.500(c)) (Tennessee MOU/IFA Instructions Page 8) If additional space is needed, please include an attachment referencing this section.

Co-Branding: Each One-Stop Partner will co-brand through inclusion of “AJC identified” or “American Job Center” on any joint products, programs, activities, services, facilities, and materials used by the combined partnership of the One-Stop Service Delivery system.

Supplemental Agreements: To ensure flexibility for all partners, it is understood that the Greater Memphis LWDA/WIN may enter into separate legally enforceable agreements with each partner, or a combination of partners, which will specify the rights and obligations of that particular partner and WIN/Greater Memphis LWDA.

Drug-Free Workplace: It is the policy of the Greater Memphis LWDA to provide and maintain a safe and drug-free workplace; therefore, all partners will have a written policy regarding a drug free workplace.

Mutual Respect of Organizational Practices: All One-Stop Partners will respect each other’s organizational practices and management structures in the provision of services hereunder.

Continuous Improvement: All One-Stop Partners will participate in a process of program review and continuous improvement to offer the best possible services and seize opportunities for further integration. All partners will participate in the ongoing development and improvement of the One Stop System/Center procedures, policies and operational management. All partners will be part of a process that will continuously review the needs of the jobseekers and business community and refine the services of the AJCs based upon those needs.

16. ADDITIONAL PARTNERS (WIOA Sec. 121 (b)(2)) (Tennessee MOU/IFA Instructions Page 8) If additional space is needed, please include an attachment referencing this section.

The Greater Memphis Alliance for a Competitive Workforce (GMACW) is a 501(c) 3 non-profit organization with a mission to solve the Greater Memphis region’s workforce skills gap. GMACW does this by: Aligning training and education programs with employer’s skills requirements and with each other; connecting employees to cost effective training and hiring support; and driving coordination and improved outcomes among providers that serve job candidates. The MOVE-HIRE (Medical device Occupations Value Education and Help In the Regional Economy) supported by the U.S. Department of Labor (DOL) America’s Promise Job Driven is a strategic partnership of manufacturing industry leaders, training providers, and workforce agencies to provide education, training, support services, and job placement assistance to meet the highly skilled needs for high-demand jobs in the regional medical device manufacturing sector.

ResCare Workforce Services (RWS) subcontracts with SNAP E&T Third-party providers (50/50) in our programs to expand program capacity, increase enrollments/participation and improvement outcomes for the individuals we serve. Staffing for the intermediary role includes a SNAP 50/50 Expansion Director, two SNAP 50/50 Expansion Managers and a part-time (.25) Project Accountant and the staff are funded by 100% funds. Staff will be based at the American Job Centers in the Western Tennessee Planning Region. We will collaborate with the workforce system partners to increase awareness of program activities, to encourage co-enrollments (as appropriate) and to improvement outcomes for job seekers and businesses.

Seedco is a national non-profit organization, founded in 1987, dedicated to advancing economic opportunity for people, businesses, and communities in need. We achieve our mission through two core program portfolios: Workforce development: Using our long-term career case management model, we help individuals with barriers to employment obtain, retain and advance in jobs. Work and family supports: Seedco helps low-income families successfully enroll in benefits and assistance programs and move towards self-sufficiency. Since 2004, Seedco’s Mid-South Regional Office in Memphis, Tennessee has served thousands of residents throughout the state of Tennessee. Our focus is to enhance opportunity for low-income Tennesseans by addressing their challenges and forging connections with skill development and employment. We have a strong network of local relationships to enhance access to additional resources and support. Seedco works with individuals, families, community-based organizations, and others seeking to enhance access to services and opportunities. Our approach is comprehensive and focused on long-term impact. We help individuals develop skills, find a job, acclimate to the workplace, and advance in a career path. We also integrate collaborations with employers, community partners, and healthcare providers to create economically stable homes.

17. OTHER CONTRIBUTIONS (TEGL 16-16) (Tennessee MOU/IFA Instructions Page 8) If additional space is needed, please include an attachment referencing this section.

- *Describe contributions made to the one-stop system through other avenues, such as donations made by a non-partner entity*
- *Document third party in kind contributions made to supplement the operation of the American Job Center*

Contributions have not been determined at this time. The Greater Memphis LWDA will negotiate shared costs/contributions with applicable partners.

18. NON-DISCRIMINATION & EQUAL OPPORTUNITY (WIOA Section 188) (Tennessee MOU/IFA Instructions Page 9) If additional space is needed, please include an attachment referencing this section

- *Describe how all partner staff will comply fully with all non-discrimination requirements*

The parties agree to comply fully with the nondiscrimination and equal opportunity provisions of the Workforce Innovation and Opportunity Act, Section 188; Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.); Nontraditional Employment for Women Act of 1991; Civil Rights Act of 1964, Title VI (as amended); Rehabilitation Act of 1973, Section 504 (as amended); Age Discrimination Act of 1967 (as amended); Education Amendments of 1972, Title IX (as amended). The parties agree to adhere to requirements imposed by, or pursuant to, regulations implementing the aforementioned laws, including but not limited to 29 CFR Parts 37-38.

Accordingly, each Partner understands that it is unlawful to discriminate against an individual on the following basis: race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against any beneficiary of programs financially assisted under Title I of the WIOA on the basis of the beneficiary's citizenship/participation status.

19. PRIORITY of SERVICE (TDLWD Veteran Priority of Service Policy) (WIOA Section 134 (c)(3)(E) (Tennessee MOU/IFA Instructions Page 9) If additional space is needed, please include an attachment referencing this section

- *Describe how each partner staff will comply with the priority of service requirements set forth in the Veteran Priority of Service Policy as well as priority of service outlined in WIOA section (c)(3)(E)*

The federally-funded AJC employment and training programs will include a system to provide priority to veterans and individuals receiving public assistance and other low-income individuals. Priority will be provided in the following order: (1) Veterans and eligible spouses who are low-income, recipients of public assistance and/or basic skills deficient; (2) Individuals who are not veterans or eligible spouses, but meet criteria to be considered a target population; (3) Veterans and eligible spouses who did not meet the first priority conditions; (4) Individuals who are not veterans and do not meet criteria to be considered a target population.

20. AUTHORITY AND SIGNATURES (WIOA Final Rules §678.500(d)) (Tennessee MOU/IFA Instructions Page 10) If additional space is needed, please include an attachment referencing this section.

- *Include a statement that the individuals signing the MOU have authority to represent and sign on behalf of their program under WIOA*

The individuals signing the MOU have the authority to represent and sign on behalf of their program under WIOA.

21. ATTACHMENTS (Tennessee MOU/IFA Instructions Page 11)

- **Services Matrix - Attachment II**
- **Individual AJC Budget Template – Attachment III**
- **Individual AJC Budget Instructions – Attachment IV**

CHIEF LOCAL ELECTED OFFICIAL

	Lee Harris	Lee Harris
Signature	Printed Name	
Mayor		
Title	Date	
	Shelby County Government	
Organization		

TITLE IB – ADULT, DISLOCATED WORKER, YOUTH


Signature

Kyla Guyette

Printed Name

Executive Director

Title

6-23-20

Date

Workforce Investment Network

Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU FOR TITLE IB
IF DIFFERENT THAN THE SIGNATORY ABOVE**

Signature

Printed Name

Title

Date

Organization

SECOND CHANCE PROGRAM

Signature

Executive Director

Title

Structured Employment Economic Decelopment Corp (SEEDCO)

Organization

Tara Colton

Printed Name

Date

INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU FOR SECOND CHANCE PROGRAM
IF DIFFERENT THAN THE SIGNATORY ABOVE

Signature

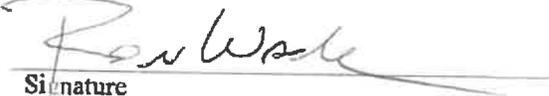
Printed Name

Title

Date

Organization

TITLE II – ADULT EDUCATION AND FAMILY LITERACY


Signature

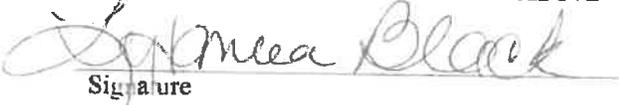
Ron Wade
Printed Name

Executive Director
Title

5/22/2020
Date

HopeWorks
Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU FOR TITLE II
IF DIFFERENT THAN THE SIGNATORY ABOVE**


Signature

Lytania Black
Printed Name

Director
Title

5/22/2020
Date

HopeWorks
Organization

TITLE IV—REHABILITATION SERVICES

Kevin R. Wright

Digitally signed by Kevin R. Wright
DN: cn=Kevin R. Wright, o=DHS, ou=Rehabilitation Services, email=Kevin.R.Wright@dhs.gov, c=US
Date: 2020.05.05 15:24:03 -0500

SIGNATURE

Kevin R. Wright

PRINTED NAME

Director of Operations

TITLE

5/05/2020

DATE

Tennessee Department of Human Services – Division of Rehabilitation Services

ORGANIZATION

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU FOR TITLE IV – REHABILITATION SERVICES
IF DIFFERENT THAN THE SIGNATORY ABOVE**

SIGNATURE

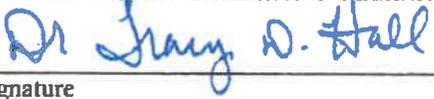
PRINTED NAME

TITLE

DATE

ORGANIZATION

POST-SECONDARY CAREER AND TECHNICAL EDUCATION UNDER PERKINS


Signature

Dr. Tracy Hall
Printed Name

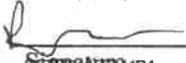
President
Title

6/11/2020
Date

Southwest Tennessee Community College
Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU FOR POST-SECONDARY PERKINS
IF DIFFERENT THAN THE SIGNATORY ABOVE**

DocuSigned by:


Signature

Robin Cole, Jr.
Printed Name

Dean of Career Studies
Title

6/11/2020
Date

Southwest Tennessee Community College
Organization

**Perkins/Post-Secondary Career &
Technical Education -**



Signature

Roland Rayner

Print Name

President

Title

5/28/2020

Date

Tennessee College of Applied Technology Memphis

Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU FOR Perkins/Post-Secondary Career &
Technical Education- IF DIFFERENT THAN THE SIGNATORY ABOVE**

Signature

Printed Name

Title

Date

Organization

JOB COUNSELING, TRAINING AND PLACEMENT SERVICES FOR VETERANS

Kristie Bennett

Kristie Bennett

Signature

Printed Name

Regional Director, Workforce Services

5/7/2020

Title

Date

State of Tennessee Dept. of Labor and Workforce Services

Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU FOR VETERANS ACTIVITIES
IF DIFFERENT THAN THE SIGNATORY ABOVE**

Signature

Printed Name

Title

Date

Organization

TRADE READJUSTMENT ALLOWANCE (TRA)

Kristie Bennett

Kristie Bennett

Signature

Printed Name

Regional Director, Workforce Services

5/7/2020

Title

Date

State of Tennessee Dept. of Labor and Workforce Services

Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU FOR TRADE READJUSTMENT ACT
IF DIFFERENT THAN THE SIGNATORY ABOVE**

Signature

Printed Name

Title

Date

Organization

TRADE ADJUSTMENT ASSISTANCE (TAA)

Kristie Bennett

Kristie Bennett

Signature

Printed Name

Regional Director, Workforce Services

5/7/2020

Title

Date

State of Tennessee Dept. of Labor and Workforce Services

Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU FOR TRADE ADJUSTMENT ASSISTANCE
IF DIFFERENT THAN THE SIGNATORY ABOVE**

Signature

Printed Name

Title

Date

Organization

NATIONAL FARMWORKER JOBS PROGRAM

Leecia F. Walker
Signature

Leecia Walker

Printed Name

Executive Director

Title

4-28-20

Date

Tennessee Opportunity Programs (TOPS)

Organization

INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU FOR NATIONAL FARMWORKER JOBS PROGRAM IF DIFFERENT THAN THE SIGNATORY ABOVE

Signature

Printed Name

Title

Date

Organization

COMMUNITY SERVICES BLOCK GRANT (CSBG) PROGRAM

N/A

Signature

Printed Name

Title

Date

Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU FOR CSBG PROGRAM
IF DIFFERENT THAN THE SIGNATORY ABOVE**

Signature

Printed Name

Title

Date

Organization

SENIOR COMMUNITY SERVICES EMPLOYMENT PROGRAM (SCSEP)


Signature

CaSondra Amos
Printed Name

Vice President
Title

06/15/2020
Date

Meritan
Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU FOR SCSEP
IF DIFFERENT THAN THE SIGNATORY ABOVE**

Signature

Printed Name

Title

Date

Organization

TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF)

Natalie McLimore
Signature

Natalie McLimore
Printed Name

Vice President of Family Sevices
Title

5/4/2020
Date

Workforce Essentials
Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU FOR TANF
IF DIFFERENT THAN THE SIGNATORY ABOVE**

Signature

Printed Name

Title

Date

Organization

TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF)



Lee Bowes

Signature

Printed Name

CEO

5/11/20

Title

Date

America Works of Tennessee, Inc

Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU FOR TANF
IF DIFFERENT THAN THE SIGNATORY ABOVE**

Signature

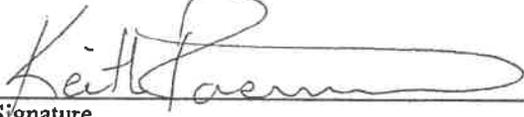
Printed Name

Title

Date

Organization

SECOND CHANCE PROGRAM



Signature

Keith Rasmussen

Printed Name

Executive Director

Title

6/29/2020

Date

Structured Employment Economic Development Corp (SEEDCO)

Organization

INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU FOR SECOND CHANCE PROGRAM
IF DIFFERENT THAN THE SIGNATORY ABOVE

Signature

Printed Name

Title

Date

Organization

SECOND CHANCE PROGRAM


Signature

Harold Collins

Printed Name

Executive Director

Title

05/01/2020
Date

Memphis & Shelby County Office of Reentry

Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU FOR SECOND CHANCE PROGRAM
IF DIFFERENT THAN THE SIGNATORY ABOVE**

Signature

Printed Name

Title

Date

Organization

HOUSING AND URBAN DEVELOPMENT EMPLOYMENT AND TRAINING ACTIVITIES

N/A

Signature

Printed Name

Title

Date

Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU FOR HUD EMPLOYMENT & TRAINING
IF DIFFERENT THAN THE SIGNATORY ABOVE**

Signature

Printed Name

Title

Date

Organization

JOB CORPS

Vanessa Williams
Signature

Vanessa Williams

Printed Name

Center Director

Title

Date

Benjamin L. Hooks Job Corps Center

Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU FOR JOB CORPS
IF DIFFERENT THAN THE SIGNATORY ABOVE**

Signature

Printed Name

Title

Date

Organization

YOUTHBUILD



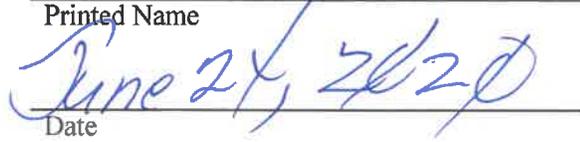
Signature

Malcom Wallace

Printed Name

Director

Title



Date

Youthbuild

Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU FOR YOUTHBUILD
IF DIFFERENT THAN THE SIGNATORY ABOVE**

Signature

Printed Name

Title

Date

Organization

**Perkins/Post-Secondary Career &
Technical Education -**



Signature

Roland Rayner

Print Name

President

Title

5/28/2020

Date

Tennessee College of Applied Technology Memphis

Organization

**INDIVIDUAL WHO NEGOTIATED THE LOCAL MOU FOR Perkins/Post-Secondary Career &
Technical Education- IF DIFFERENT THAN THE SIGNATORY ABOVE**

Signature

Printed Name

Title

Date

Organization

OTHER PARTY TO THE MOU:

Sara Dodeci
Signature

Sara Dodeci
Printed Name

Regional Director
Title

5/8/2020
Date

Rescare
Organization

OTHER PARTY TO THE MOU:

Alan A. Gumbel
Signature

Alan A. Gumbel
Printed Name

Executive Director
Title

June 9, 2020
Date

GMACW
Organization

Attachment II - CAREER SERVICES AVAILABLE THROUGH THE LOCAL COMPREHENSIVE ONE-STOP CENTER(S)

BASIC CAREER SERVICES											
REQUIRED PARTNERS	Eligible for Title IB	Outreach, intake, orientation	Initial Skills Assessment	Labor exchange services, including job search and placement assistance	Referral and coordination with other programs	Workforce and labor market information and statistics	Performance and cost information on providers of education, training and workforce services	Performance info for the local area as a whole	Information on the availability of supportive services	Information and meaningful assistance with UI claims	Assistance establishing eligibility for financial aid for non-WIOA training and education
Title I: Adult, Dislocated Worker, Youth	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Title II: Adult Education and Family Literacy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title III: Employment Programs under Wagner-Peyser	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title IV: Rehabilitation Services	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Post-secondary Career and Technical Education under Perkins	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Unemployment Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Job Counseling, Training and Placement Services for Veterans	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Trade Readjustment Allowance (TRA)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Trade Adjustment Assistance (TAA)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Migrant and Seasonal Farmworkers	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
National Farmworker Jobs Program	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Services Block Grant (CSBG)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior Community Services Employment Program (SCSEP)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TANF	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Second Chance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Housing and Urban Development Employment and	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

BASIC CAREER SERVICES

	Eligibility for Title IB	Outreach, intake, orientation	Initial Skills Assessment	Labor services, including job search and placement assistance	Referral and coordination with other programs	Workforce and labor market information and statistics	Performance and cost information on providers of education, training and workforce services	Performance info for the local area as a whole	Information on the availability of supportive services	Information and meaningful assistance with T-1 claims	Assistance establishing eligibility for financial and MOY training and education
REQUIRED PARTNERS											
Training Activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Corps	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
YouthBuild	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

INDIVIDUALIZED AND FOLLOW-UP CAREER SERVICES

	Comprehensive and specialized assessments	Development of an individual employment plan	Group counseling	Individual counseling	Career planning	Short-term pre-vocational services	Internships and work experience	Workforce preparation activities	Financial literacy services	Out-of-area job search assistance	English language acquisition	Follow-up services for participants in adult and dislocated worker programs
REQUIRED PARTNERS												
Title I: Adult, Dislocated Worker, Youth	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Title II: Adult Education and Family Literacy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Title III: Employment Programs under Wagner-Pepper	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title IV: Rehabilitation Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Post-secondary Career and Technical Education under Perkins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unemployment Insurance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Job Counseling, Training and Placement Services for Veterans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

INDIVIDUALIZED AND FOLLOW-UP CAREER SERVICES

REQUIRED PARTNERS	INDIVIDUALIZED AND FOLLOW-UP CAREER SERVICES											
	Comprehensive and specialized assessments	Development of an individual employment plan	Group counseling	Individual counseling	Career planning	Short-term pre-vocational services	Internships and work experience	Workforce preparation activities	Financial literacy services	Out-of-area job search assistance	English language acquisition	Follow-up services for participants in adult and disabled worker
Trade Readjustment Allowance (TRA)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Trade Adjustment Assistance (TAA)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Migrant and Seasonal Farmworkers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
National Farmworker Community Services Block Grant (CSBG)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior Community Services Employment Program (SCSEP)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TANF	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Second Chance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Housing and Urban Development Employment and Training Activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Corps	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
YouthBuild	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

OTHER PROGRAMS AND ACTIVITIES AVAILABLE THROUGH THE LOCAL COMPREHENSIVE ONE-STOP CENTER(S)

REQUIRED PARTNER	OTHER PROGRAMS AND ACTIVITIES PROVIDED
Title I (Adult, Dislocated Worker, Youth)	
Title II: Adult Education and Family Literacy	
Title III: Employment Programs under Wagner-Peyser	
Title IV: Rehabilitation Services	
Post-secondary Career and Technical Education under Perkins	
Unemployment Insurance	
Job Counseling, Training and Placement Services for Veterans	
Trade Readjustment Allowance (TRA)	
Trade Adjustment Assistance (TAA)	
Migrant and Seasonal Farmworkers	
National Farmworker Jobs Program	
Community Services Block Grant (CSBG)	
Senior Community Services Employment Program (SCSEP)	Referral of individuals 55 and older for placement in On-the-Job Experience opportunities
TANF	
Second Chance	
Housing and Urban Development Employment and Training Activities	
Job Corps	
YouthBuild	

SERVICE DELIVERY METHOD THROUGH THE LOCAL COMPREHENSIVE ONE-STOP CENTER(S)

PROGRAM	SERVICES PROVIDED THROUGH <i>OWN STAFF</i>	SERVICES PROVIDED THROUGH <i>CROSS-TRAINED PARTNER STAFF</i>	SERVICES PROVIDED THROUGH <i>CONTRACTOR PROVIDER</i>	SERVICES PROVIDED THROUGH <i>DIRECT LINKAGE</i>
Title I (Adult, Dislocated Worker, Youth)	X	Services:	Services:	Services:
		Partner:	Provider:	Method:
Title II: Adult Education and Family Literacy		Services: Adult Education	Services:	Services:
		Partner: Hopeworks	Provider:	Method:
Title III: Employment Programs under Wagner-Peyser		Services: Employment	Services:	Services:
		Partner: TDOL	Provider:	Method:
Title IV: Rehabilitation Services		Services:	Services:	Services: Disability
		Partner:	Provider:	Method: Email, phone, electronically
Post-secondary Career and Technical Education under Perkins		Services:	Services:	Services: Education/Training
		Partner:	Provider:	Method: Email, phone, electronically
Unemployment Insurance	X	Services: UI	Services:	Services:
		Partner: TDOL	Provider:	Method:
Job Counseling, Training and Placement Services for Veterans		Services: Veterans	Services:	Services:
		Partner: TDOL	Provider:	Method:
Trade Readjustment Allowance (TRA)		Services: Trade	Services:	Services:
		Partner: TDOL	Provider:	Method:
Trade Adjustment Assistance (TAA)		Services: Trade	Services:	Services:
		Partner: TDOL	Provider:	Method:
Migrant and Seasonal Farmworkers		Services:	Services:	Services:
		Partner:	Provider:	Method:
National Farmworker Jobs Program		Services:	Services:	Services:
		Partner:	Provider:	Method:
Community Services Block Grant (CSBG)		Services:	Services:	Services:
		Partner:	Provider:	Method:
Senior Community Services Employment Program (SCSEP)		Services: Senior Services	Services:	Services:
		Partner: Meritan	Provider:	Method:

PROGRAM	SERVICES PROVIDED THROUGH <i>OWN STAFF</i>	SERVICES PROVIDED THROUGH <i>CROSS-TRAINED PARTNER STAFF</i>		SERVICES PROVIDED THROUGH <i>CONTRACTOR PROVIDER</i>	SERVICES PROVIDED THROUGH <i>DIRECT LINKAGE</i>
		Services: DHS	Partner: Workforce Essentials		
TANF		Partner: Workforce Essentials	Services:	Provider:	Services:
Second Chance		Services: Reentry	Partner: MSCOR	Services:	Method:
Housing and Urban Development Employment and Training Activities		Services:	Partner:	Services:	Services:
Job Corps		Services:	Partner:	Provider:	Method:
YouthBuild		Partner:	Services:	Provider:	Services: Education/Training
Other (specify):		Services:	Partner:	Provider:	Method: Email, phone, electronically
Other (specify):		Partner:	Services:	Provider:	Services:
Other (specify):		Services:	Partner:	Provider:	Method:
Other (specify):		Partner:	Services:	Provider:	Services:
Other (specify):		Services:	Partner:	Provider:	Method:

Total Partner Contributions - By Cost Category

American Job Centers

Two Comprehensive Centers (Angelus & Walnut Grove) & Four Affiliate Centers

Partner Program	Infrastructure Costs		Shared/Direct Costs		Non-Shared Direct		Total	Billed Amount		
		Additional Costs								
WIOA Title I Adult, Dislocated Worker, Youth	\$	189,885.49	\$	5,570.82	\$	55,957.24	\$	130,542.53	\$	381,956.08
Veterans Programs	\$	6,573.56	\$	2,785.41	\$	203,505.37	\$	212,864.34	\$	9,358.97
WIOA Title III Wagner-Peyser Employment Services	\$	38,153.73	\$	6,469.29	\$	598,718.39	\$	611,371.41	\$	42,653.02
WIOA Title IV State Vocational Rehabilitation	\$	1,499.38	\$	557.08	\$	68,181.28	\$	2,485,845.00	\$	2,536,882.74
RESEA	\$	1,575.63	\$	928.47	\$	94,780.07	\$	97,284.17	\$	2,504.10
Unemployment Insurance	\$	-	\$	-	\$	-	\$	-	\$	-
TAA	\$	-	\$	-	\$	-	\$	-	\$	-
SNAP	\$	3,706.82	\$	1,895.94	\$	18,298.72	\$	23,898.48	\$	5,623.76
Rescare/SNAP E&T	\$	2,357.80	\$	928.47	\$	14,119.50	\$	17,405.77	\$	3,286.27
Title II Adult Education	\$	2,148.59	\$	371.39	\$	14,328.00	\$	16,847.98	\$	2,519.98
Available Space	\$	-	\$	-	\$	-	\$	-	\$	-
WIOA Title I Adult, Dislocated Worker, Youth	\$	280,120.44	\$	20,908.24	\$	415,924.20	\$	8,453.33	\$	706,406.22
Unemployment Insurance	\$	-	\$	-	\$	-	\$	-	\$	-
TAA	\$	-	\$	-	\$	-	\$	-	\$	-
WIOA Title III Wagner-Peyser Employment Services	\$	45,040.02	\$	21,829.22	\$	546,483.42	\$	613,132.66	\$	66,669.24
Veterans Programs	\$	4,807.70	\$	7,298.74	\$	126,916.30	\$	138,733.74	\$	11,817.44
RESEA	\$	6,973.02	\$	9,372.66	\$	184,721.51	\$	200,967.19	\$	16,245.68
SNAP	\$	1,737.69	\$	3,604.87	\$	118,125.98	\$	-	\$	5,342.56
CSFED	\$	4,676.08	\$	3,604.87	\$	59,198.88	\$	1,884.85	\$	8,280.95
Title II Adult Education	\$	1,737.89	\$	3,604.87	\$	38,435.15	\$	89,372.66	\$	5,342.56
WIOA Title IV State Vocational Rehabilitation	\$	347.54	\$	720.97	\$	14,328.00	\$	-	\$	1,068.51
Available Space	\$	1,264.81	\$	3,604.87	\$	14,328.00	\$	-	\$	4,899.68
WIOA Title I Adult, Dislocated Worker, Youth, Ticket	\$	357,218.24	\$	162,216.88	\$	1,565,273.50	\$	1,540,049.32	\$	3,564,758.04
SNAP	\$	2,874.38	\$	4,915.87	\$	31,480.00	\$	117,981.82	\$	157,211.84
Title II Adult Education	\$	-	\$	-	\$	14,119.50	\$	-	\$	14,119.50
Title III Wagner-Peyser Employment Services	\$	2,786.39	\$	4,915.87	\$	-	\$	-	\$	7,702.05
Veterans Programs	\$	1,095.70	\$	1,988.27	\$	-	\$	-	\$	3,061.96
Unemployment Insurance	\$	-	\$	-	\$	-	\$	-	\$	-
CSFED	\$	-	\$	-	\$	-	\$	-	\$	-
WIOA Title IV State Vocational Rehabilitation	\$	535.32	\$	883.13	\$	14,119.50	\$	-	\$	1,518.45
See/In	\$	-	\$	-	\$	-	\$	-	\$	-
WIOA Title I Adult, Dislocated Worker, Youth	\$	107,188.31	\$	80,073.45	\$	74,356.61	\$	180,675.00	\$	442,273.37
RESEA-Other Partner	\$	3,096.69	\$	9,490.19	\$	18,448.66	\$	-	\$	32,033.54
Temporary Assistance for Needy Families (TANF)	\$	-	\$	-	\$	22,797.76	\$	4,000.00	\$	26,797.76
Available Space	\$	-	\$	-	\$	-	\$	-	\$	-
WIOA Title I Adult, Dislocated Worker, Youth	\$	67,885.94	\$	97,705.45	\$	74,356.61	\$	180,675.00	\$	420,703.00
RESEA-Other Partner	\$	1,139.08	\$	6,519.03	\$	19,448.66	\$	-	\$	27,104.75
Temporary Assistance for Needy Families (TANF)	\$	-	\$	-	\$	22,797.76	\$	4,000.00	\$	26,797.76
Available Space	\$	-	\$	-	\$	-	\$	-	\$	-
WIOA Title I Adult, Dislocated Worker, Youth	\$	87,114.63	\$	93,183.21	\$	70,958.61	\$	180,675.00	\$	411,929.44
RESEA-Other Partner	\$	1,110.37	\$	6,626.36	\$	19,448.66	\$	-	\$	27,183.39
Temporary Assistance for Needy Families (TANF)	\$	-	\$	-	\$	22,797.76	\$	4,000.00	\$	26,797.76
Available Space	\$	-	\$	-	\$	-	\$	-	\$	-
Total	\$	1,182,411.00	\$	562,433.58	\$	4,467,671.58	\$	4,842,571.95	\$	11,055,088.11

\$ 11,055,088.11

Total by Partner-	
Title I A, DW, Y & S	\$ 1,509,131.19
Adult Ed. - HopeWk	\$ 3,588.49
Title III (all progra)	\$ 220,374.04
Vocational Rehabil	\$ 8,464.59
Partner Share-In-R	\$ 3,286.27
Total Shared Cost	\$ 1,744,844.58

Greater Memphis Local Workforce Development Area
ONE-STOP OPERATING BUDGET
American Job Centers

Location	Partner	Cost Category	Cost Pool	Cost Item	Allocation Base	Cost
Angelus	AE	Shared Direct	Salaries	AE Staff	Shared-Direct	\$ 11,745.00
Angelus	AE	Shared Direct	Benefits	AE Staff	Shared-Direct	\$ 1,174.50
Angelus	AE	Shared Direct	Travel	AE Staff	Shared-Direct	\$ 600.00
Angelus	AE	Shared Direct	Equipment	AE Staff	Shared-Direct	\$ 600.00
Angelus	CSPED	Shared Direct	Salaries	CSPED Staff	Shared-Direct	\$ -
Angelus	CSPED	Shared Direct	Benefits	CSPED Staff	Shared-Direct	\$ -
Angelus	CSPED	Shared Direct	Participant Costs	CSPED Staff	Shared-Direct	\$ -
Angelus	SNAP	Direct	Participant Costs	Direct Participant Costs	Direct	\$ 117,961.92
Angelus	SNAP	Shared Direct	Salaries	SNAP Staff	Shared-Direct	\$ 18,300.00
Angelus	SNAP	Shared Direct	Benefits	SNAP Staff	Shared-Direct	\$ 3,660.00
Angelus	SNAP	Shared Direct	Travel	SNAP Staff	Shared-Direct	\$ 5,500.00
Angelus	SNAP	Shared Direct	Materials	SNAP Staff	Shared-Direct	\$ 4,000.00
Angelus	SNAP	Shared Direct	Materials	SNAP Staff	Shared-Direct	\$ -
Angelus	Ticket to Work	Direct	Participant Costs	Direct Participant Costs	Direct	\$ -
Angelus	Ticket to Work	Direct	Participant Wages	Direct Participant Costs	Direct	\$ -
Angelus	VR	Shared Direct	Salaries	VR Staff	Shared-Direct	\$ 11,745.00
Angelus	VR	Shared Direct	Benefits	VR Staff	Shared-Direct	\$ 1,174.50
Angelus	VR	Shared Direct	Travel	VR Staff	Shared-Direct	\$ 600.00
Angelus	VR	Shared Direct	Equipment	VR Staff	Shared-Direct	\$ 600.00
Angelus	WIOA	Infrastructure Costs	Rent	Building Lease/Rent	Square Footage	\$ 600.00
Angelus	WIOA	Infrastructure Costs	Utilities and Fuel	Utilities and Fuel	Square Footage	\$ 178,200.00
Angelus	WIOA	Infrastructure Costs	Maintenance	Maintenance, Repairs, & Services	Square Footage	\$ 12,000.00
Angelus	WIOA	Infrastructure Costs	Maintenance	Maintenance, Repairs, & Services	Square Footage	\$ 20,000.00
Angelus	WIOA	Infrastructure Costs	Prof Svcs & 3rd Party	Signage	Square Footage	\$ 10,000.00
Angelus	WIOA	Infrastructure Costs	Professional & Admin. Services	Security	Square Footage	\$ 50,000.00
Angelus	WIOA	Infrastructure Costs	Professional & Admin. Services	Shred-it	FTE	\$ 13,000.00
Angelus	WIOA	Infrastructure Costs	Professional & Admin. Services	Copier Rental	FTE	\$ 5,400.00
Angelus	WIOA	Infrastructure Costs	Professional & Admin. Services	Advertising & Marketing	FTE	\$ 5,000.00
Angelus	WIOA	Infrastructure Costs	Supplies & Furniture	Advertising & Marketing	FTE	\$ 6,000.00
Angelus	WIOA	Infrastructure Costs	Supplies & Furniture	Furniture	FTE	\$ 10,000.00
Angelus	WIOA	Infrastructure Costs	Computers & Related Costs	Computers & Related Costs	FTE	\$ 16,350.00
Angelus	WIOA	Infrastructure Costs	Communications	Postage	FTE	\$ 500.00
Angelus	WIOA	Infrastructure Costs	Communications	Printing & Publications	FTE	\$ 5,000.00
Angelus	WIOA	Infrastructure Costs	Communications	Telephones, Fax, & Internet	FTE	\$ 5,000.00
Angelus	WIOA	Infrastructure Costs	Communications	Telephones, Fax, & Internet	FTE	\$ 23,060.00
Angelus	WIOA	Infrastructure Costs	Communications	Advertising & Marketing	FTE	\$ 10,000.00
Angelus	WIOA	Additional Costs	Professional & Admin. Services	Advertising & Marketing	FTE	\$ 10,000.00
Angelus	WIOA	Additional Costs	Professional & Admin. Services	One-Stop Operator	FTE	\$ 37,121.93
Angelus	WIOA	Additional Costs	Professional & Admin. Services	Career Services Director	FTE	\$ 64,249.50
Angelus	WIOA	Additional Costs	Professional & Admin. Services	Welcome Function	FTE	\$ -
Angelus	WIOA	Additional Costs	Professional & Admin. Services	Intro to Services	FTE	\$ 20,726.28
Angelus	WIOA	Additional Costs	Professional & Admin. Services	Intro to Services	FTE	\$ 10,000.00
Angelus	WIOA	Additional Costs	Professional & Admin. Services	Welcome Function	FTE	\$ 42,900.00
Angelus	WIOA	Additional Costs	Professional & Admin. Services	Welcome Function	FTE	\$ 571,089.40
Angelus	WIOA	Additional Costs	Professional & Admin. Services	Intro to Services	FTE	\$ 968,959.92
Angelus	WIOA	Additional Costs	Professional & Admin. Services	Intro to Services	FTE	\$ 1,317,127.18
Angelus	WIOA	Additional Costs	Professional & Admin. Services	Intro to Services	FTE	\$ 143,391.65
Angelus	WIOA	Additional Costs	Professional & Admin. Services	Intro to Services	FTE	\$ 42,000.00
Angelus	WIOA	Additional Costs	Professional & Admin. Services	Intro to Services	FTE	\$ 2,754.67
Angelus	WIOA	Additional Costs	Professional & Admin. Services	Intro to Services	FTE	\$ 17,575.83
Angelus	WIOA	Direct	Computers & Related Costs	IT Staff	Direct	\$ -
Angelus	WIOA	Direct	Participant Wages	Direct Participant Wages	Direct	\$ -
Angelus	WIOA	Shared Direct	Salaries	WIOA Staff	Shared-Direct	\$ 968,959.92
Angelus	WIOA	Shared Direct	Benefits	WIOA Staff	Shared-Direct	\$ 1,317,127.18
Angelus	WIOA	Shared Direct	Travel	WIOA Staff	Shared-Direct	\$ 143,391.65
Angelus	WIOA	Shared Direct	Travel	WIOA Staff	Shared-Direct	\$ 42,000.00
Angelus	WIOA	Shared Direct	Publications	WIOA Staff	Shared-Direct	\$ 2,754.67
Fayette County	RESEA	Shared Direct	Salaries	WIOA Staff	Shared-Direct	\$ 17,575.83

Greater Memphis Local Workforce Development Area
ONE-STOP OPERATING BUDGET

American Job Centers

Location	Partner	Cost Category	Cost Pool	Cost Item	Allocation Base	Cost
Fayette County	RESEA	Shared Direct		WIOA Staff	Shared-Direct	\$ 1,870.83
Fayette County	TANF	Direct		Direct Participant Costs	Direct	\$ 4,000.00
Fayette County	TANF	Shared Direct		TANF Staff	Shared-Direct	\$ 13,200.00
Fayette County	TANF	Shared Direct		TANF Staff	Shared-Direct	\$ 5,072.76
Fayette County	TANF	Shared Direct		TANF Staff	Shared-Direct	\$ 2,400.00
Fayette County	WIOA	Infrastructure Costs		Building Lease/Rent	Square Footage	\$ 2,125.00
Fayette County	WIOA	Infrastructure Costs		Utilities and Fuel	Square Footage	\$ 44,040.00
Fayette County	WIOA	Infrastructure Costs		Maintenance, Repairs, & Services	Square Footage	\$ 12,000.00
Fayette County	WIOA	Infrastructure Costs		Maintenance	Square Footage	\$ 15,000.00
Fayette County	WIOA	Infrastructure Costs		Signage	Square Footage	\$ 10,000.00
Fayette County	WIOA	Infrastructure Costs		Telephones, Fax, & Internet	FTE	\$ 6,000.00
Fayette County	WIOA	Infrastructure Costs		Advertising & Marketing	FTE	\$ 500.00
Fayette County	WIOA	Infrastructure Costs		Supplies & Furniture	FTE	\$ 20,000.00
Fayette County	WIOA	Infrastructure Costs		Computers & Related Costs	FTE	\$ 2,725.00
Fayette County	WIOA	Additional Costs		Computers & Related Costs	FTE	\$ 2,725.00
Fayette County	WIOA	Additional Costs		Professional & Admin. Services	FTE	\$ 5,368.40
Fayette County	WIOA	Additional Costs		Professional & Admin. Services	FTE	\$ 12,849.90
Fayette County	WIOA	Additional Costs		Professional & Admin. Services	FTE	\$ 47,901.98
Fayette County	WIOA	Additional Costs		Professional & Admin. Services	FTE	\$ 12,919.35
Fayette County	WIOA	Additional Costs		Copier Rental	FTE	\$ 4,320.00
Fayette County	WIOA	Additional Costs		Computers & Related Costs	FTE	\$ 6,204.00
Fayette County	WIOA	Direct		IT Staff	Direct	\$ 180,675.00
Fayette County	WIOA	Shared Direct		Participant Costs	Direct	\$ 2,583.77
Fayette County	WIOA	Shared Direct		Supplies	Shared-Direct	\$ 8,338.39
Fayette County	WIOA	Shared Direct		Communications	Shared-Direct	\$ 4,172.43
Fayette County	WIOA	Shared Direct		Copier Rental	Shared-Direct	\$ 6,453.83
Fayette County	WIOA	Shared Direct		Membership	Shared-Direct	\$ 610.00
Fayette County	WIOA	Shared Direct		Professional & Admin. Services	Shared-Direct	\$ 780.00
Fayette County	WIOA	Shared Direct		Furniture Storage	Shared-Direct	\$ 50,404.80
Fayette County	WIOA	Shared Direct		Salaries	Shared-Direct	\$ 1,013.39
Fayette County	WIOA	Shared Direct		Benefits	Shared-Direct	\$ 12,480.00
Hickory Hill	AE	Shared Direct		AE Staff	Shared-Direct	\$ 1,248.00
Hickory Hill	AE	Shared Direct		AE Staff	Shared-Direct	\$ 600.00
Hickory Hill	Rescare	Shared Direct		Equipment	Shared-Direct	\$ 11,745.00
Hickory Hill	Rescare	Shared Direct		Salaries	Shared-Direct	\$ 1,174.50
Hickory Hill	Rescare	Shared Direct		Benefits	Shared-Direct	\$ 600.00
Hickory Hill	Rescare	Shared Direct		Travel	Shared-Direct	\$ 600.00
Hickory Hill	Rescare	Shared Direct		Equipment	Shared-Direct	\$ 600.00
Hickory Hill	RESEA	Shared Direct		Rescare/SNAP E&T Staff	Shared-Direct	\$ 38,383.00
Hickory Hill	RESEA	Shared Direct		Salaries	Shared-Direct	\$ 17,924.74
Hickory Hill	RESEA	Shared Direct		Benefits	Shared-Direct	\$ 1,064.72
Hickory Hill	RESEA	Shared Direct		Travel	Shared-Direct	\$ 8,502.42
Hickory Hill	RESEA	Shared Direct		Indirect	Shared-Direct	\$ 385.37
Hickory Hill	RESEA	Shared Direct		Supplies & Materials	Shared-Direct	\$ 11,543.66
Hickory Hill	RESEA	Shared Direct		Rentals & Insurance	Shared-Direct	\$ 12,887.13
Hickory Hill	RESEA	Shared Direct		Professional Services - State	Shared-Direct	\$ 328.35
Hickory Hill	RESEA	Shared Direct		Professional & Admin. Services	Shared-Direct	\$ 2,106.04
Hickory Hill	RESEA	Shared Direct		Maintenance	Shared-Direct	\$ 311.07
Hickory Hill	RESEA	Shared Direct		Communications	Shared-Direct	\$ 311.07
Hickory Hill	RESEA	Shared Direct		IT / Data Processing	Shared-Direct	\$ 311.07

Greater Memphis Local Workforce Development Area
ONE-STOP OPERATING BUDGET
 American Job Centers

Location	Partner	Cost Category	Cost Pool	Cost Item	Allocation Base	Cost
Hickory Hill	RESEA	Shared Direct	Prof. Svcs & 3rd Party	Prof. Svcs & 3rd Party	Shared-Direct	\$ 539.79
Hickory Hill	RESEA	Shared Direct	Utilities and Fuel	Utilities and Fuel	Shared-Direct	\$ 803.78
Hickory Hill	SNAP	Shared Direct	Utilities and Fuel	Utilities and Fuel	Shared-Direct	\$ 194.69
Hickory Hill	SNAP	Shared Direct	Salaries	SNAP Staff	Shared-Direct	\$ 13,764.69
Hickory Hill	SNAP	Shared Direct	Travel	SNAP Staff	Shared-Direct	\$ 1,546.42
Hickory Hill	SNAP	Shared Direct	Rentals & Insurance	Rentals & Insurance	Shared-Direct	\$ 2,708.28
Hickory Hill	SNAP	Shared Direct	Supplies & Materials	Supplies & Materials	Shared-Direct	\$ 105.63
Hickory Hill	SNAP	Shared Direct	Prof. Svcs & 3rd Party	Prof. Svcs & 3rd Party	Shared-Direct	\$ (52.99)
Hickory Hill	TAA	Shared Direct	Shared Direct	Professional Services - State	Shared-Direct	\$ -
Hickory Hill	Vets	Shared Direct	Salaries	Vets Staff	Shared-Direct	\$ 92,178.05
Hickory Hill	Vets	Shared Direct	Benefits	Vets Staff	Shared-Direct	\$ 22,028.48
Hickory Hill	Vets	Shared Direct	Travel	Vets Staff	Shared-Direct	\$ 8,740.65
Hickory Hill	Vets	Shared Direct	Indirect	Vets Staff	Shared-Direct	\$ 17,245.21
Hickory Hill	Vets	Shared Direct	Professional & Admin. Services	Prof. Svcs & 3rd Party	Shared-Direct	\$ (1,474.54)
Hickory Hill	Vets	Shared Direct	Supplies & Materials	Supplies & Materials	Shared-Direct	\$ 1,034.74
Hickory Hill	Vets	Shared Direct	Rentals & Insurance	Rentals & Insurance	Shared-Direct	\$ 28,109.69
Hickory Hill	Vets	Shared Direct	IT / Data Processing	IT / Data Processing	Shared-Direct	\$ 666.18
Hickory Hill	Vets	Shared Direct	Professional & Admin. Services	Professional Services - State	Shared-Direct	\$ 29,599.39
Hickory Hill	Vets	Shared Direct	Communications	Communications	Shared-Direct	\$ 3,785.56
Hickory Hill	Vets	Shared Direct	Maintenance	Maintenance, Repairs, & Services	Shared-Direct	\$ (486.59)
Hickory Hill	Vets	Shared Direct	Utilities and Fuel	Utilities and Fuel	Shared-Direct	\$ 2,058.55
Hickory Hill	Vets	Direct	Participant Costs	Participant Costs	Direct	\$ 2,488,645.00
Hickory Hill	VR	Shared Direct	Salaries	VR Staff	Shared-Direct	\$ 38,800.00
Hickory Hill	VR	Shared Direct	Benefits	VR Staff	Shared-Direct	\$ 22,800.00
Hickory Hill	VR	Shared Direct	Travel	VR Staff	Shared-Direct	\$ 1,290.00
Hickory Hill	VR	Shared Direct	Equipment	Equipment	Shared-Direct	\$ 2,400.00
Hickory Hill	VR	Shared Direct	Indirect	Equipment	Shared-Direct	\$ 2,891.28
Hickory Hill	Wagner Peyser	Infrastructure Costs	Rent	RSA Administrative Rate	Square Footage	\$ 190,486.00
Hickory Hill	Wagner Peyser	Infrastructure Costs	Maintenance	Building Lease/Rent	Square Footage	\$ 16,850.00
Hickory Hill	Wagner Peyser	Infrastructure Costs	Supplies & Furniture	Maintenance, Repairs, & Services	\$	\$ 2,350.00
Hickory Hill	Wagner Peyser	Infrastructure Costs	Copier Rental	Supplies & Furniture	FTE	\$ 350.00
Hickory Hill	Wagner Peyser	Infrastructure Costs	Computers & Related Costs	Copier Rental	FTE	\$ 7,150.00
Hickory Hill	Wagner Peyser	Infrastructure Costs	Communications	Computers	FTE	\$ 11,250.00
Hickory Hill	Wagner Peyser	Shared Direct	Salaries	Telephones, Fax, & Internet	Shared-Direct	\$ 260,518.93
Hickory Hill	Wagner Peyser	Shared Direct	Benefits	Wagner Peyser Staff	Shared-Direct	\$ 97,897.34
Hickory Hill	Wagner Peyser	Shared Direct	Travel	Wagner Peyser Staff	Shared-Direct	\$ 8,767.96
Hickory Hill	Wagner Peyser	Shared Direct	Indirect	Wagner Peyser Staff	Shared-Direct	\$ 54,121.08
Hickory Hill	Wagner Peyser	Shared Direct	Communications	Communications	Shared-Direct	\$ 10,529.71
Hickory Hill	Wagner Peyser	Shared Direct	Prof. Svcs & 3rd Party	Prof. Svcs & 3rd Party	Shared-Direct	\$ (1,731.96)
Hickory Hill	Wagner Peyser	Shared Direct	Supplies & Materials	Prof. Svcs & 3rd Party	Shared-Direct	\$ 3,599.57
Hickory Hill	Wagner Peyser	Shared Direct	Rentals & Insurance	Supplies & Materials	Shared-Direct	\$ 60,887.91
Hickory Hill	Wagner Peyser	Shared Direct	IT / Data Processing	Rentals & Insurance	Shared-Direct	\$ 1,556.69
Hickory Hill	Wagner Peyser	Shared Direct	Professional & Admin. Services	IT / Data Processing	Shared-Direct	\$ 69,707.38
Hickory Hill	Wagner Peyser	Shared Direct	Maintenance	Professional Services - State	Shared-Direct	\$ (1,038.91)
Hickory Hill	Wagner Peyser	Shared Direct	Utilities and Fuel	Maintenance, Repairs, & Services	Shared-Direct	\$ 3,902.69

Greater Memphis Local Workforce Development Area
 ONE-STOP OPERATING BUDGET
 American Job Centers

Location	Partner	Cost Category	Cost Pool	Cost Item	Allocation Base	Cost
Hickory Hill	WIOA	Infrastructure Costs	Maintenance	Signage	Square Footage	\$ 10,000.00
Hickory Hill	WIOA	Infrastructure Costs	Communications	Telephones, Fax, & Internet	FTE	\$ 1,200.00
Hickory Hill	WIOA	Infrastructure Costs	Supplies	Advertising & Marketing	FTE	\$ 600.00
Hickory Hill	WIOA	Infrastructure Costs	Computers & Related Costs	Supplies & Furniture	FTE	\$ 1,000.00
Hickory Hill	WIOA	Additional Costs	Professional & Admin. Services	One-Stop Operator	FTE	\$ 2,725.00
Hickory Hill	WIOA	Additional Costs	Professional & Admin. Services	Career Services Director	FTE	\$ 3,083.98
Hickory Hill	WIOA	Additional Costs	Professional & Admin. Services	Welcome Function	FTE	\$ 12,849.90
Hickory Hill	WIOA	Direct	Computers & Related Costs	Intro to Services	FTE	\$ -
Hickory Hill	WIOA	Shared Direct	Participant Costs	IT Staff	FTE	\$ -
Hickory Hill	WIOA	Shared Direct	Salaries	Direct Participant Costs	Direct	\$ 3,564.00
Hickory Hill	WIOA	Shared Direct	Benefits	WIOA Staff	Shared-Direct	\$ 130,542.53
Hickory Hill	WIOA	Shared Direct	Travel	WIOA Staff	Shared-Direct	\$ 43,580.43
Hickory Hill	WIOA	Shared Direct	Travel	WIOA Staff	Shared-Direct	\$ 8,210.19
Hickory Hill	WIOA	Shared Direct	Indirect	RSA Administrative Rate	Shared-Direct	\$ 1,500.00
Lauderdale Coun RESEA	RESEA	Shared Direct	Salaries	WIOA Staff	Shared-Direct	\$ 2,666.62
Lauderdale Coun RESEA	RESEA	Shared Direct	Benefits	WIOA Staff	Shared-Direct	\$ 17,575.83
Lauderdale Coun TANF	TANF	Direct	Participant Costs	Direct Participant Costs	Shared-Direct	\$ 1,870.83
Lauderdale Coun TANF	TANF	Shared Direct	Salaries	TANF Staff	Direct	\$ 4,000.00
Lauderdale Coun TANF	TANF	Shared Direct	Travel	TANF Staff	Shared-Direct	\$ 13,200.00
Lauderdale Coun TANF	TANF	Shared Direct	Indirect	TANF Staff	Shared-Direct	\$ 5,072.76
Lauderdale Coun WIOA	WIOA	Infrastructure Costs	Rent	TANF Staff	Shared-Direct	\$ 2,400.00
Lauderdale Coun WIOA	WIOA	Infrastructure Costs	Utilities and Fuel	Building Lease/Rent	Shared-Direct	\$ 2,125.00
Lauderdale Coun WIOA	WIOA	Infrastructure Costs	Maintenance	Utilities and Fuel	Square Footage	\$ 12,000.00
Lauderdale Coun WIOA	WIOA	Infrastructure Costs	Maintenance	Maintenance, Repairs, & Services	Square Footage	\$ 17,500.00
Lauderdale Coun WIOA	WIOA	Infrastructure Costs	Communications	Signage	Square Footage	\$ 12,000.00
Lauderdale Coun WIOA	WIOA	Infrastructure Costs	Communications	Telephones, Fax, & Internet	FTE	\$ 10,000.00
Lauderdale Coun WIOA	WIOA	Infrastructure Costs	Supplies	Advertising & Marketing	FTE	\$ 3,500.00
Lauderdale Coun WIOA	WIOA	Infrastructure Costs	Supplies	Supplies & Furniture	FTE	\$ 500.00
Lauderdale Coun WIOA	WIOA	Infrastructure Costs	Computers & Related Costs	Computers & Related Costs	FTE	\$ 2,000.00
Lauderdale Coun WIOA	WIOA	Additional Costs	Professional & Admin. Services	One-Stop Operator	FTE	\$ 10,725.00
Lauderdale Coun WIOA	WIOA	Additional Costs	Professional & Admin. Services	Career Services Director	FTE	\$ 8,795.04
Lauderdale Coun WIOA	WIOA	Additional Costs	Professional & Admin. Services	Welcome Function	FTE	\$ 12,849.90
Lauderdale Coun WIOA	WIOA	Additional Costs	Professional & Admin. Services	Intro to Services	FTE	\$ 41,994.88
Lauderdale Coun WIOA	WIOA	Additional Costs	Computers & Related Costs	IT Staff	FTE	\$ 26,005.75
Lauderdale Coun WIOA	WIOA	Direct	Participant Costs	Direct Participant Costs	FTE	\$ 10,164.00
Lauderdale Coun WIOA	WIOA	Shared Direct	Supplies	Supplies	Direct	\$ 180,675.00
Lauderdale Coun WIOA	WIOA	Shared Direct	Communications	Advertising & Marketing	Shared-Direct	\$ 2,583.77
Lauderdale Coun WIOA	WIOA	Shared Direct	Copier Rental	Copier Rental	Shared-Direct	\$ 8,338.39
Lauderdale Coun WIOA	WIOA	Shared Direct	Membership	NAWB Membership	Shared-Direct	\$ 4,172.43
Lauderdale Coun WIOA	WIOA	Shared Direct	Professional & Admin. Services	Furniture Storage	Shared-Direct	\$ 6,453.83
Lauderdale Coun WIOA	WIOA	Shared Direct	Salaries	WIOA Staff	Shared-Direct	\$ 610.00
Lauderdale Coun WIOA	WIOA	Shared Direct	Benefits	WIOA Staff	Shared-Direct	\$ 780.00
Lauderdale Coun WIOA	WIOA	Shared Direct	Travel	WIOA Staff	Shared-Direct	\$ 47,004.80
Tipiton County RESEA	RESEA	Shared Direct	Salaries	WIOA Staff	Shared-Direct	\$ 1,013.39
Tipiton County RESEA	RESEA	Shared Direct	Benefits	WIOA Staff	Shared-Direct	\$ 17,575.83
Tipiton County TANF	TANF	Direct	Participant Costs	WIOA Staff	Shared-Direct	\$ 1,870.83
Tipiton County TANF	TANF	Shared Direct	Salaries	Direct Participant Costs	Direct	\$ 4,000.00
Tipiton County TANF	TANF	Shared Direct	Salaries	TANF Staff	Shared-Direct	\$ 13,200.00

Greater Memphis Local Workforce Development Area
ONE-STOP OPERATING BUDGET
American Job Centers

Location	Partner	Cost Category	Cost Pool	Cost Item	Allocation Base	Cost
Tipton County	TANF	Shared Direct		TANF Staff	Shared-Direct	\$ 5,072.76
Tipton County	TANF	Shared Direct	Benefits	TANF Staff	Shared-Direct	\$ 2,400.00
Tipton County	TANF	Shared Direct	Travel	TANF Staff	Shared-Direct	\$ 2,125.00
Tipton County	WIOA	Infrastructure Costs	Indirect	TANF Staff	Square Footage	\$ 21,000.00
Tipton County	WIOA	Infrastructure Costs	Rent	Building Lease/Rent	Square Footage	\$ 7,800.00
Tipton County	WIOA	Infrastructure Costs	Utilities and Fuel	Utilities and Fuel	Square Footage	\$ 12,000.00
Tipton County	WIOA	Infrastructure Costs	Maintenance	Maintenance, Repairs, & Services	Square Footage	\$ 10,000.00
Tipton County	WIOA	Infrastructure Costs	Maintenance	Signage	Square Footage	\$ 5,000.00
Tipton County	WIOA	Infrastructure Costs	Communications	Telephones, Fax, & Internet	FTE	\$ 500.00
Tipton County	WIOA	Infrastructure Costs	Communications	Advertising & Marketing	FTE	\$ 2,000.00
Tipton County	WIOA	Infrastructure Costs	Supplies	Supplies & Furniture	FTE	\$ 10,725.00
Tipton County	WIOA	Infrastructure Costs	Supplies	Computers & Related Costs	FTE	\$ 7,652.83
Tipton County	WIOA	Additional Costs	Computers & Related Costs	Computers & Related Costs	FTE	\$ 12,849.90
Tipton County	WIOA	Additional Costs	Professional & Admin. Services	One-Stop Operator	FTE	\$ 48,952.00
Tipton County	WIOA	Additional Costs	Professional & Admin. Services	Career Services Director	FTE	\$ 26,005.75
Tipton County	WIOA	Additional Costs	Professional & Admin. Services	Welcome Function	FTE	\$ 8,844.00
Tipton County	WIOA	Additional Costs	Computers & Related Costs	Intro to Services	FTE	\$ 180,675.00
Tipton County	WIOA	Additional Costs	Computers & Related Costs	IT Staff	FTE	\$ 2,583.77
Tipton County	WIOA	Direct	Participant Costs	Supplies	Direct	\$ 8,338.39
Tipton County	WIOA	Shared Direct	Supplies	Advertising & Marketing	Shared-Direct	\$ 4,172.43
Tipton County	WIOA	Shared Direct	Communications	Copier Rental	Shared-Direct	\$ 6,453.83
Tipton County	WIOA	Shared Direct	Copier Rental	NAWB Membership	Shared-Direct	\$ 610.00
Tipton County	WIOA	Shared Direct	Membership	Furniture Storage	Shared-Direct	\$ 780.00
Tipton County	WIOA	Shared Direct	Professional & Admin. Services	WIOA Staff	Shared-Direct	\$ 50,404.80
Tipton County	WIOA	Shared Direct	Salaries	WIOA Staff	Shared-Direct	\$ 1,013.39
Tipton County	WIOA	Shared Direct	Benefits	WIOA Staff	Shared-Direct	\$ 12,480.00
Tipton County	WIOA	Shared Direct	Travel	AE Staff	Shared-Direct	\$ 1,248.00
Walnut Grove	AE	Shared Direct	Salaries	AE Staff	Shared-Direct	\$ 600.00
Walnut Grove	AE	Shared Direct	Benefits	AE Staff	Shared-Direct	\$ 22,691.13
Walnut Grove	AE	Shared Direct	Equipment	AE Staff	Shared-Direct	\$ 10,592.76
Walnut Grove	CSPED	Shared Direct	Salaries	CSPED Staff	Shared-Direct	\$ 1,368.78
Walnut Grove	CSPED	Shared Direct	Benefits	CSPED Staff	Shared-Direct	\$ 26.91
Walnut Grove	CSPED	Shared Direct	Travel	CSPED Staff	Shared-Direct	\$ 357.92
Walnut Grove	CSPED	Shared Direct	Rentals & Insurance	Prof. Svcs State	Shared-Direct	\$ 3,397.65
Walnut Grove	CSPED	Shared Direct	Rentals & Insurance	Prof. Svcs State	Shared-Direct	\$ 55,380.82
Walnut Grove	CSPED	Shared Direct	Prof. Svcs State	Prof. Svcs State	Shared-Direct	\$ 31,733.15
Walnut Grove	CSPED	Shared Direct	Indirect	CSPED Staff	Shared-Direct	\$ 717.39
Walnut Grove	CSPED	Shared Direct	Salaries	RESEA Staff	Shared-Direct	\$ 13,154.24
Walnut Grove	CSPED	Shared Direct	Benefits	RESEA Staff	Shared-Direct	\$ 34.22
Walnut Grove	CSPED	Shared Direct	Travel	RESEA Staff	Shared-Direct	\$ 16,843.20
Walnut Grove	CSPED	Shared Direct	Rentals & Insurance	RESEA Staff	Shared-Direct	\$ (34.94)
Walnut Grove	CSPED	Shared Direct	Professional & Admin. Services	RESEA Staff	Shared-Direct	\$ 1,050.26
Walnut Grove	CSPED	Shared Direct	Professional & Admin. Services	RESEA Staff	Shared-Direct	\$ (752.36)
Walnut Grove	CSPED	Shared Direct	IT / Data Processing	RESEA Staff	Shared-Direct	\$ 1,894.85
Walnut Grove	CSPED	Shared Direct	IT / Data Processing	RESEA Staff	Shared-Direct	\$ 25,515.06
Walnut Grove	CSPED	Shared Direct	Communications	RESEA Staff	Shared-Direct	\$ 11,741.26
Walnut Grove	CSPED	Shared Direct	Communications	RESEA Staff	Shared-Direct	\$ 291.40
Walnut Grove	CSPED	Shared Direct	Participant Costs	RESEA Staff	Shared-Direct	\$ 3,029.65
Walnut Grove	CSPED	Shared Direct	Participant Costs	RESEA Staff	Shared-Direct	\$ 5,892.09
Walnut Grove	CSPED	Shared Direct	Participant Costs	RESEA Staff	Shared-Direct	\$

Greater Memphis Local Workforce Development Area
ONE-STOP OPERATING BUDGET

American Job Centers

Location	Partner	Cost Category	Cost Pool	Cost Item	Allocation Base	Cost
Walnut Grove	SNAP	Shared Direct	Rentals & Insurance	Rentals & Insurance	Shared-Direct	\$ 23.66
Walnut Grove	SNAP	Shared Direct	Professional & Admin. Services	Professional Services - State	Shared-Direct	\$ 12,088.53
Walnut Grove	SNAP	Shared Direct	Prof. Svcs & 3rd Party	Prof. Svcs & 3rd Party	Shared-Direct	\$ 57.74
Walnut Grove	TAA	Shared Direct	IT / Data Processing	IT / Data Processing	Shared-Direct	\$ 557.47
Walnut Grove	TAA	Shared Direct	Salaries	TAA Staff	Shared-Direct	\$ 65,839.11
Walnut Grove	TAA	Shared Direct	Benefits	TAA Staff	Shared-Direct	\$ 27,709.56
Walnut Grove	TAA	Shared Direct	Travel	TAA Staff	Shared-Direct	\$ 2,120.15
Walnut Grove	TAA	Shared Direct	Indirect	TAA Staff	Shared-Direct	\$ 14,125.81
Walnut Grove	TAA	Shared Direct	Professional & Admin. Services	Professional Services - State	Shared-Direct	\$ 17,090.71
Walnut Grove	TAA	Shared Direct	Rentals & Insurance	Rentals & Insurance	Shared-Direct	\$ 14,125.81
Walnut Grove	TAA	Shared Direct	Prof. Svcs & 3rd Party	Prof. Svcs & 3rd Party	Shared-Direct	\$ 30.51
Walnut Grove	TAA	Shared Direct	IT / Data Processing	IT / Data Processing	Shared-Direct	\$ (172.95)
Walnut Grove	TAA	Shared Direct	Communications	Communications	Shared-Direct	\$ 1,090.85
Walnut Grove	Vets	Shared Direct	Salaries	Vets Staff	Shared-Direct	\$ (917.45)
Walnut Grove	Vets	Shared Direct	Benefits	Vets Staff	Shared-Direct	\$ 101,314.91
Walnut Grove	Vets	Shared Direct	Travel	Vets Staff	Shared-Direct	\$ 22,591.89
Walnut Grove	Vets	Shared Direct	Indirect	Vets Staff	Shared-Direct	\$ 8,089.05
Walnut Grove	Vets	Shared Direct	Rentals & Insurance	Vets Staff	Shared-Direct	\$ 18,709.82
Walnut Grove	Vets	Shared Direct	Professional & Admin. Services	Rentals & Insurance	Shared-Direct	\$ 287.60
Walnut Grove	Vets	Shared Direct	Prof. Svcs & 3rd Party	Professional Services - State	Shared-Direct	\$ 34,288.42
Walnut Grove	Vets	Shared Direct	IT / Data Processing	Prof. Svcs & 3rd Party	Shared-Direct	\$ (265.01)
Walnut Grove	Vets	Shared Direct	Communications	IT / Data Processing	Shared-Direct	\$ 2,083.08
Walnut Grove	VR	Shared Direct	Salaries	Communications	Shared-Direct	\$ (2,378.25)
Walnut Grove	VR	Shared Direct	Benefits	AE Staff	Shared-Direct	\$ 12,480.00
Walnut Grove	VR	Shared Direct	Equipment	AE Staff	Shared-Direct	\$ 1,248.00
Walnut Grove	VR	Shared Direct	Maintenance	AE Staff	Shared-Direct	\$ 600.00
Walnut Grove	Wagner Peysner	Infrastructure Costs	Infrastructure Costs	Maintenance, Repairs, & Services	Square Footage	\$ 27,000.00
Walnut Grove	Wagner Peysner	Infrastructure Costs	Computers & Related Costs	Computers	FTE	\$ 6,860.00
Walnut Grove	Wagner Peysner	Infrastructure Costs	Communications	706, Communication	FTE	\$ 3,800.00
Walnut Grove	Wagner Peysner	Infrastructure Costs	Rent	Telephones, Fax, & Internet	FTE	\$ 1,350.00
Walnut Grove	Wagner Peysner	Infrastructure Costs	Copier Rental	Building Lease/Rent	Square Footage	\$ 265,290.00
Walnut Grove	Wagner Peysner	Infrastructure Costs	Supplies & Office Furniture	Copier Rental	FTE	\$ 825.00
Walnut Grove	Wagner Peysner	Shared Direct	Salaries	Supplies & Office Furniture	Shared-Direct	\$ 2,550.00
Walnut Grove	Wagner Peysner	Shared Direct	Benefits	Wagner Peysner Staff	Shared-Direct	\$ 259,335.80
Walnut Grove	Wagner Peysner	Shared Direct	Travel	Wagner Peysner Staff	Shared-Direct	\$ 131,739.49
Walnut Grove	Wagner Peysner	Shared Direct	Indirect	Wagner Peysner Staff	Shared-Direct	\$ 9,340.05
Walnut Grove	Wagner Peysner	Shared Direct	Communications	WP Staff	Shared-Direct	\$ 59,052.45
Walnut Grove	Wagner Peysner	Shared Direct	Rentals & Insurance	Communications	Shared-Direct	\$ (2,465.04)
Walnut Grove	Wagner Peysner	Shared Direct	Professional & Admin. Services	Rentals & Insurance	Shared-Direct	\$ 152.49
Walnut Grove	Wagner Peysner	Shared Direct	Prof. Svcs & 3rd Party	Professional Services - State	Shared-Direct	\$ 73,583.28
Walnut Grove	Wagner Peysner	Shared Direct	IT / Data Processing	Prof. Svcs & 3rd Party	Shared-Direct	\$ 363.55
Walnut Grove	Wagner Peysner	Shared Direct	Salaries	IT / Data Processing	Shared-Direct	\$ 4,299.41
Walnut Grove	Wagner Peysner	Shared Direct	Benefits	16.7% West TN Mobile ALC Salary	Shared-Direct	\$ 8,641.58
Walnut Grove	WIOA	Infrastructure Costs	Communications	16.7% West TN Mobile ALC Benefits	Shared-Direct	\$ 2,420.36
Walnut Grove	WIOA	Infrastructure Costs	Maintenance	Telephones, Fax, & Internet	FTE	\$ 1,200.00
Walnut Grove	WIOA	Infrastructure Costs	Supplies	Advertising & Marketing	FTE	\$ 600.00
Walnut Grove	WIOA	Infrastructure Costs	Computers & Related Costs	Signage	Square Footage	\$ 10,000.00
Walnut Grove	WIOA	Additional Costs	Professional & Admin. Services	Supplies & Furniture	FTE	\$ 1,500.00
Walnut Grove	WIOA	Additional Costs	Professional & Admin. Services	Computers & Related Costs	FTE	\$ 5,450.00
Walnut Grove	WIOA	Additional Costs	Professional & Admin. Services	One-Stop Operator	FTE	\$ 10,508.36

Greater Memphis Local Workforce Development Area
ONE-STOP OPERATING BUDGET
 American Job Centers

Location	Partner	Cost Category	Cost Pool	Cost Item	Allocation Base	Cost
Walnut Grove	WIOA	Additional Costs	Professional & Admin. Services	Career Services Director	FTE	\$ 12,849.90
Walnut Grove	WIOA	Additional Costs	Professional & Admin. Services	Welcome Function	FTE	\$ -
Walnut Grove	WIOA	Additional Costs	Professional & Admin. Services	Intro to Services	FTE	\$ 38,758.05
Walnut Grove	WIOA	Additional Costs	Computers & Related Costs	IT Staff	FTE	\$ 12,144.00
Walnut Grove	WIOA	Direct	Participant Costs	Direct Participant Costs	Direct	\$ 9,453.33
Walnut Grove	WIOA	Shared Direct	Salaries	WIOA Staff	Shared-Direct	\$ 108,878.73
Walnut Grove	WIOA	Shared Direct	Benefits	WIOA Staff	Shared-Direct	\$ 288,896.52
Walnut Grove	WIOA	Shared Direct	Travel	WIOA Staff	Shared-Direct	\$ 17,024.52
Walnut Grove	WIOA	Shared Direct	Indirect	WIOA Staff	Shared-Direct	\$ 1,124.43
TOTAL						\$ 11,055,088.11

Line Item Instructions for the WIOA One-Stop Operating Budget

Note: Each American Job Center Partner will be required to complete a budget sheet individual budgets for each site they have a presence in. These budgets will be consolidated into a master budget indicative of the One-Stop Operating Budget and Costs (TEGL 17-16).

SECTION A - BUDGET SUMMARY	
Line Item	Instructions
Office (Site) Location	Enter name of the AJC (i.e., AJC Nashville)
Total Infrastructure Costs	Sum of all line item Infrastructure Cost indicated in Section B-Budget Categories. As provided in TEGL 17-16 Infrastructure costs of AJCs are defined as non-personnel costs that are necessary for the general operation of the one-stop center, including: rental of the facilities; utilities and maintenance; equipment (including assessment-related and assistive technology for individuals with disabilities); and technology to facilitate access to the one-stop center, including technology used for the center's planning and outreach activities (WIOA sec. 121(h)(4), 20 CFR 678.700(a), 34 CFR 361.700(a), and 34 CFR 463.700(a)). This list is not exhaustive.
Total Additional Costs	Sum of all line item Additional Cost indicated in Section B-Budget Categories. As provided in TEGL 17-16 One-stop partners must share in additional costs, which must include applicable career services, and may include shared operating costs and shared services that are necessary for the general operation of the one-stop center. <i>Career Services</i> . One-stop partners must ensure that at least some career services, described in WIOA sec. 134(c)(2), are provided at the one-stop center. Shared Operating Costs and Shared Services. One-stop partners also may share other costs that support the operations of the one-stop centers, as well as the costs of shared services. The costs of shared services may include initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, referrals to other one-stop partners, and business services (WIOA sec. 121(i)(2), 20 CFR 678.760, 34 CFR 361.760, and 34 CFR 463.760).
Total Direct Costs	Sum of all line item Direct Cost indicated in Section B-Budget Categories. Direct Costs are attributable to a single grant program or partner (i.e., WIOA staff providing ITA assistance only). These are non-shared costs.
SECTION B - BUDGET CATEGORIES	
Line Item	Instructions
a. Personnel	This amount will be the combined total of Administrative and Program wages. As infrastructure costs are non-personnel costs. This line item for infrastructure should be blank.
- Administrative	Enter the amount of wages for Administrative staff only
- Program	Enter the amount of wages of Program staff only
b. Fringe Benefits	This amount will be the combined total of Administrative and Program fringe benefits. As infrastructure costs are non-personnel costs, This line item for infrastructure should be blank.
- Administrative	Enter the amount of Fringe benefits for Administrative staff only
- Program	Enter the amount of Fringe benefits for Program staff only
c. Travel	Enter the amount for staff related travel.
d. Equipment	Enter the amount of funds expended on equipment. Expenditures must meet the prescribed threshold outlined in 2 CFR 200.33
e. Supplies	Enter the amount of funds expended on supplies. Expenditures must met the prescribed threshold outlined in 2 CFR 200.94
f. Contractual	Enter the amount of contractual obligations. For example One-Stop Operator costs would be an Additional Costs contractual item.
g. Other	Subrecipients are required to submit supporting documentation detailing the amount reflected here as Other Costs.
h. Sub-Total	This amount is the total of line items a. through g.
i. Indirect Charges	Provide Indirect Costs. Indirect costs are attributable to an organization or entity and would not be reflected as shared costs, nor would they be allocated.
j. TOTALS	Amount reflects the total line item costs by cost category
SECTION C - BUDGET NARRATIVE	
Budget Narrative	Provide brief narrative in support of the One-Stop Operating budget

Workforce Midsouth, Inc.

Workforce Midsouth, Inc.
Greater Memphis Local Workforce Development Area

DATE:	June 22, 2020
POLICY NUMBER:	2020:04
SUBJECT:	ELIGIBLE TRAINING PROVIDER POLICY (ETPL)
PURPOSE:	To provide comprehensive guidance that ensures compliance for the Eligible Training Provider process, application process, training provider eligibility, the appeal process and reporting requirements based on the Workforce Innovation and Opportunity Act (WIOA).

I. PURPOSE

In order to maximize customer choice and assure that all significant population groups are served, an Eligible Training Provider process must assure that significant numbers of competent Eligible Training Providers (ETPs), offering a wide variety of training programs and occupational choices, are available to customers. Eligible participants who need training use the Eligible Training Provider List (ETPL) to make an informed choice. In this way, the ETPL helps to provide consumer choice, while also supporting increased performance accountability. Only those programs that are approved/listed on the State's ETPL are eligible for referral and enrollment of a Workforce Innovation and Opportunity Act (WIOA) customer.

II. BACKGROUND

In accordance with WIOA sec. 122, this guidance explains the requirements and timelines for determining appropriate training providers; that are qualified to receive WIOA Title I-B training funds and for publicly disseminating the eligible training provider list to ensure core principles are met through customer choice, job-driven training, provider performance, and continued improvement. Only the programs approved and listed on the States ETPL and approved by the Greater Memphis Local Workforce Development Board (GMLWDB) Committee; are eligible for referrals and enrollments.

III. ELIGIBLE TRAINING PROVIDER PROCESS

A. How to become an Eligible Training Provider (ETP)

Pursuant to WIOA, section 122[d] [1] and [d] [3], Eligible Training Providers must submit eligibility criteria to the Greater Memphis Local Workforce Development Board (GMLWDB) / Workforce Midsouth (WMS). The criteria must include:

1. The Program of Training Services
 - a. Training services should consist of one (1) or more courses/classes that upon successful completion leads to:
 - i. A nationally recognized credential and/or certification.
 - ii. An Associate/Baccalaureate Degree
 - iii. Competency or Skill recognized by employers
 - iv. A training regimen that leads to competitive integrated employment for individuals with disabilities and provides additional occupational skills generally recognized by employers
 - v. Information that addresses the alignment of the training services (i.e. in-demand industry sectors and occupations associated with the training)
 - vi. Cost information (i.e. books, uniforms, certifications, testing fees, etc.)
 - vii. Annually met performance levels (i.e. credentials, certifications, training-related employment, etc.)
 - viii. Entrance testing and the acceptable performance level

Participants must have the opportunity to select any of the approved ETPs and Title I programs on the Eligible Training Provider List (ETPL). WIOA Section 122 [d].

Identical programs offered in different local locations by the same provider will be considered one program and will not require a separate application unless the provider uses a different location as a unique program.

2. While participants have the opportunity to select from the complete ETPL. The GMLWDB/WMS policy determines the funding amount for each program; not to exceed four thousand dollars (\$4,000.00) for an Individual Training Account (ITA) / Occupational Skills Training (OST).
 - a. GMLWDB/WMS may choose not to disburse Title I funding for certain categories of training programs based on, but not limited to:
 - i. A training program that creates a financial barrier to the participant (i.e. tuition that exceeds the allotted amount for an Individual Training Account).
 - ii. High Tuition Cost in comparison to comparable programs
 - iii. Lack of occupational demand for the GMLWDA.
 - iv. Lack of livable wage upon completion of the Program
 - v. Programs not associated with an Authorizing Agency (i.e. Tennessee Higher Education Commission (THEC), U.S. Department of Labor (DOL); Office of Apprenticeships, or other State governing or authorizing body)

B. Training Provider Eligibility

Pursuant to TEGL 41-14, to be eligible to receive funds, the training provider must meet at least one (1) of the following requirements:

- a. A post-secondary educational institution that is eligible to receive Federal funds under Title IV of the Higher Education Act of 1965 and provides a program that leads to an associate degree, baccalaureate degree, credential, or nationally recognized certification.
- b. An entity that carries out programs under the National Apprenticeship Act of August 16, 1937; 50 Stat. 664, Chapter 663; 29 U.S.C 50 et.seq.
- c. Another public or private provider of a program for the public or specialized training for participant populations that face multiple barriers to employment such as the Division of Rehabilitation Services, the TN Department of Human Services. These populations include the following categories: low-income individuals with barriers to employment and people with disabilities.
- d. LWDBs if they meet the conditions of WIOA Section 107(g)(1).
- e. Another public or private provider with demonstrated effectiveness providing training to a population that faces multiple barriers to employment. These populations include:
 - i. Displaced Homemakers
 - ii. Low-Income Individuals
 - iii. Indians, Alaskan & Hawaiian Natives as defined in WIOA Section 166(b)
 - iv. Individuals with disabilities, including youth with disabilities
 - v. Older Individuals
 - vi. Ex-Offenders
 - vii. Homeless Individuals
 - viii. Youth who are in or have aged out
 - ix. Individuals who are English language learners, including individuals who have low levels of literacy and individuals facing substantial cultural barriers
 - x. Eligible migrant farmworkers, as defined in WIOA Section 167(i), and services to other low-income individuals

C. ETPL Exceptions

The following training activities are exempt from utilizing the Eligible Training Provider List process.

- a. **On-the-Job and Customized Training** (as defined by WIOA).
- b. **Short Term Pre-Vocational Services** that; are not tied to a specific occupation and include course like services such as Literacy and Adult Basic Education, Introductory Computer Classes as well as Communication, Interviewing, and Maintenance Skills.

D. Registered Apprenticeship Programs (TEGL 41-14)

- a. Registered Apprenticeship programs are not subject to the same application and performance information requirements; however, the GMLWDB/WMS will request performance measures when Title I funds are disbursed.
 - b. Minimal information is required for Registered Apprenticeship programs for ETPL placement:
 - i. Occupation(s) included with the registered program
 - ii. Name and address of the Registered Apprenticeship Sponsor
 - iii. Name and address of the provider of related instruction, including the location of the instruction if it is different from the Sponsor's address
 - iv. Method and length of instruction and
 - v. Number of the active apprentices
-

IV. Initial Eligibility and Application Procedures

All Training Providers are required to complete the online application in order to be included on the Statewide Eligible Training Provider List.

A. ETPL Application Procedure for Prospective Eligible Training Providers; this excludes Registered Apprenticeship Programs.

- a.** Applications for initial eligibility will be initiated by the prospective Training Provider by completing the New Provider Application online; www.Jobs4TN.gov (WIOA section 122[b][4][C-E]).
- b.** The GMLWDB/WMS will review the online application through the statewide Registration Notification and verify the completeness of the application.
- c.** The GMLWDB/WMS will verify that all training providers and programs are in compliance with all Tennessee regulations pertaining to training authorization (i.e. Tennessee Higher Education Commission, TN Board of Regents, or other states governing body).
- d.** The GMLWDB/WMS is required to verify all data submitted in Jobs4TN and the registration of the authorizing body; is correct before submitting the application for consideration to the Career Services Board.
- e.** If the application is not complete, the GMLWDB/WMS will notify the training provider within fifteen (15) business days of receiving the application of the necessary changes.
 - i.** If the application is complete and in compliance, the training provider and GMLWDB/WMS will schedule an on-site visit within five (5) days. During the on-site visit, the provider will submit all documentation needed for the next GMLWDB/WMS committee meeting i.e. curriculum, the credentials earned, current performance status, etc.
 - ii.** WIOA participants cannot attend new training provider programs until they are approved by the GMLWDB/WMS and the State in notified of the approval.
- f.** GMLWDB/WMS will ensure that all local eligibility criteria are met before a vote is decided by the Career Services Committee.
 - i.** Any supplemental information needed for committee decisions; must be submitted by the training provider
 - ii.** The ETPL Coordinator will conduct the formal presentation on behalf of the training provider i.e. curriculum, current or previous performance status, authorizing agent, etc.
 - iii.** The Committee will vote on the ETP application and determine an approval/denial within 5 days
 - iv.** The ETP will receive a decision on the application via USPS certified mail within fifteen (15) business days of the decision. (Any denials must be appealed)

B. Out of State Providers; Excluding Apprenticeship Programs

- a. Eligible Training Providers that are headquartered outside of Tennessee and do not have in-state training facilities may apply to any LWDB where they wish to provide services. Applications must include all information required by the GMLWDB.
 - i. When training providers do not have a permanent training structure in Tennessee; providers will be serviced as; an out-of-state training providers

C. Out-of-Area Providers; Excluding Apprenticeship Programs

- a. If an Eligible Training Provider has a physical presence in the State of Tennessee, the ETPL application must be submitted to the LWDB; covering the area where the training provider is headquartered or has a main campus.
- b. Any LWDB can approve a satellite site for a training program; as long as the Training Provider and the program(s) are approved by the LWDB; in which the provider is headquartered.

D. Making Changes to Program Information

- a. Any revisions for approved and existing program curriculums; must be approved by the authorizing agent and the GMLWDB/WMS.
- b. The proper forms must be submitted to the authorizing agent and the GMLWDB/WMS All changes submitted by the eligible training provider (ETP) are subject to review by GMLWDB/WMS and the State.
- c. Any changes to the length and cost of the program; that are beyond twenty-five percent (25%) of the original cost of the program; will be submitted to the GMLWDB/WMS for approval as a new program.
 - i. It is the responsibility of the ETP to ensure all information displayed on the training provider list is accurate. Providers with inaccurate information on the eligible training provider list; as discovered through the State's Annual Data Validation review and/or Data Accuracy Report are subject to removal from the ETPL; for a set suspension period or until corrections are made.

E. Removing Programs from the ETPL

- a. Any time after the initial program approval by the GMLWDB/WMS, the Eligible Training Provider and Registered Apprenticeship Programs can request to have a program(s) removed from the eligible training provider list.
 - b. If a program(s) is removed from the ETPL, excluding Registered Apprenticeship programs, the ETP is still required to submit performance reports until the last WIOA training participant withdraws or completes the program. Reports also include the monthly reports required for the GMLWDB/WMS.
 - c. Failure to submit required performance reports to the State will subject the eligible training provider to penalties.
 - d. If a program is temporarily or permanently not offered after the initial approval; the program must be removed from the ETPL within thirty (30) days of the institution's decision.
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F. Appeal of Local Workforce Development Board Denial

Please see [ATTACHMENT A](#) for the process when filing an appeal locally and with the State.

V. Accuracy of Information & Monitoring

A. Data Validation

- a. To ensure the accuracy and validity of the information supplied by the ETP, the GMLWDB/WMS conducts visits at least once a year for all eligible training providers. Additional visits will take place when the American Job Center (AJC) staff and/or participants submit complaints. Visits will also take place when eligible training providers receive a Corrective Action Plan (CAP).
- b. During data validation visits, the GMLWDB/WMS audits ETP files via the local board checklist (Please see [ATTACHMENT B](#)) to verify previously enrolled participants, programs, and provider information.
- c. Eligible training providers must meet the minimum threshold of enrollment of fifteen (15) WIOA participants within a one (1) year period.
- d. When performing the annual monitoring, the GMLWDB/WMS (Program & Integrity Department) will notify the ETP via fifteen (15) days prior to the visit. Notification excludes complaints and CAPs.
- e. The GMLWDB/WMS has the right to audit files from the ETP; covering the three (3) most recent program years.
- f. Each participant's file must include the documents from the local board checklist (Please see [ATTACHMENT B](#)).
- g. ETPs must also provide program name, cost, program length, and credentials offered for each program. Fiscal documents are also required during annual visits.
- h. If the GMLWDB/WMS discovers evidence of intentionally misleading performance information by the Authorizing Agent, the ETP will be removed from the ETPL for a minimum of one (1) year. The GMLWDB/WMS will notify the State and Authorizing Agent within ten (10) days of all Audit findings.

B. Eligible Training Provider Penalties

The GMLWDB may remove an ETP for the following reasons:

- a. If an ETP fails to notify the GMLWDB/WMS of any program changes, including but not limited to costs, location(s) of training, and/or change in the Authorizing Agent status, Jobs4TN (VOS).
 - b. An ETP has lost accreditation per WIOA section 122[b](1)[E]; where it is determined the program does not meet the minimum criteria. This includes losing accreditation after an appeal process.
 - c. If it determined the eligible training provider; provided inaccurate information for the enrolled participant(s) in a program(s)
 - d. The eligible training provider has substantially violated any WIOA
-

requirements.

The State may remove a program or ETP; at the request of the GMLWDB/WMS for any of the following reasons:

- a. Unethical/Illegal billing information i.e. falsifying attendance records for payment, coordinating Title I funds and other sources of funding for business gain, falsification of Needs Assessment forms, etc.
- b. Violations of Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973; or the Discrimination Act of 1975.
- c. Lack of qualified training personnel or building infrastructure.
- d. The ETP may be removed at the request of the institution. If an ETP requests removal for a particular program or for the institution as a whole, it can be reactivated on the ETPL within one (1) year assuming the provider was in good standing and no changes occurred in the program demographics during the removal period.
 - i. If an ETP whose self - requested removal is off the ETPL for a time greater than one (1) year, the Training Provider must reapply for placement on the ETPL through the GMLWDB

C. Suspension from the Eligible Training Provider List

- A. An eligible training provider may be suspended from the ETPL for any of the following actions:
 - a. Failure to submit monthly reports to GMLWDB and performance reports or the exemption claim sheet by the State's deadlines.
 - b. Failure to keep the eligible training provider and program demographics current as displayed on the ETPL.
 - c. Failure to respond to an LWDB request for a data validation visit
 - d. Poor performance during a data validation visit.
 - e. Failure to submit corrections needed following annual visits, monthly reports, etc.
 - f. Failure to comply with State requests for required information.
- B. During any Local, State, or Federal investigation against the ETP and/or personnel at the institution, the ETP may be removed from the ETPL until a resolution is rendered.

D. Financial Reimbursement

- A. An eligible training provider whose eligibility is terminated, as a result of the reasons specified above, shall be liable for repayment of all funds received during any period of noncompliance. WIOA section 122[f][1][C].
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VI. **INQUIRIES**

Please contact Brandee Davis, WMS Director of WIOA Programs @ BDavis@workforcemidsouth.com with any questions or concerns regarding this policy.



(On behalf of Desi Frankln.)

06/29/20

Adopted Date

Chair
Workforce Midsouth, Inc. Board

The Workforce Midsouth, Inc. is a proud partner of the American Job Center network. This agency is a recipient of taxpayer funding and serves Shelby County, Fayette and Tipton, and Lauderdale Counties. The Career Center System is an Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. TTY: 1-800-848-0299

Workforce Midsouth, Inc.

Workforce Midsouth, Inc.
Greater Memphis Local Workforce Development Area

ATTACHMENT A

In accordance with CFR 683.630(b), WIOA section 122 [c] [1]. The Local Workforce Development Board must respond thirty (30) days from the date of determination from the Board of Directors meeting. The training provider will be notified in writing, including the detailed reason(s) for the denial and complete information on the appeal process.

The Local Workforce Development Board (LWDB) for Greater Memphis; on behalf of the governments of Shelby, Fayette, Tipton, and Lauderdale counties, provides Equal Opportunity and training services regardless of race, sex, religion, age, disability, gender, political affiliation or belief, color, creed or national origin.

Appeal Process to the Local Workforce Development Board

- I. This procedure applies to appeals by the Training Provider to the LWDB based on the denial of the application for the initial listing on The Eligible Training Provider List (ETPL).
 - a. The training provider wishing to appeal a decision by the LWDB must submit an appeal to the LWDB within thirty (30) days of the date of the issuance of the denial letter (certified letter date).
 - i. Workforce Midsouth, Inc.
Attn: Executive Director
80 Monroe, Ste. 300
Memphis, TN 38103
 - b. The appeal must be in writing; with a statement of the desire to appeal including:
 - i. The specific program(s) in question
 - ii. The grounds for the denial
 - iii. Signature of the appropriate provider official who will represent the appeal
 - c. The LWDB will grant the training provider the opportunity to address the appeal either in writing or through an appeal hearing.
 - i. The local appeal hearing or review of the denial appeal will take place within ten (10) business days from the LWDB.
 - ii. The LWDB will notify the provider of the final decision made by the LWDB on an appeal within thirty (30) days of the receipt of the appeal.
 - iii. In the event, the provider is not satisfied with the outcome of the local decision, information is included for the Appeal to the State.

Appeal Process to the State

- II. This process applies to Training Providers who have exhausted the appeal process with the LWDB and are dissatisfied with the outcome of the local appeal.
 - a. The training provider wishing to appeal the LWDB's final decision to the State; must submit an appeal request to the State within thirty (30) days from the LWDB's notification of the final decision on the appeal.
 - i. TN Department of Labor & Workforce Development
Grants Program Manager – Eligible Training Provider List
Division of Workforce Services
220 French Landing Drive
Nashville, TN 37243
 - b. The appeal must be in writing; with a statement of the desire to appeal including:
 - i. The specific program(s) in question
 - ii. The grounds for the denial
 - iii. Signature of the appropriate provider official who will represent the appeal
 - c. The State will notify the appropriate LWDB when the appeal is received. When the State makes a final decision; the LWDB will also be notified of the decision.
 - d. The State will afford the opportunity for the provider to have a hearing
 - i. The Hearing Officer will notify both parties of the date, time, and place of the hearing within ten (10) calendar days before the scheduled hearing. Both parties will have the opportunity to:
 - 1. Present oral and written testimony under oath
 - 2. Call and question witnesses
 - 3. Present oral and written arguments
 - 4. Request documents relevant to the issue(s)
 - 5. To be represented i.e. attorney, etc.
 - e. The State appeals committee, chaired by the hearing officer, will review the appeal, make a preliminary decision, and notify the provider and the LWDB. The State Committee may either uphold or reverse the LWDB decision.
 - f. The State appeals committee will render a decision within sixty (60) days from receiving the training provider's initial state-appeal request.

WORKFORCE MIDSOUTH (WMS) ETPL PROVIDER FILE REVIEW CHECKLIST

Please place a copy of all the following documents in a folder for each student receiving WIOA funds...

1. STUDENT IDENTIFICATION

- State issued ID; State-issued Driver's License
- PassPort

2. ATTENDANCE SHEETS

- Program attendance sheets
- Clinical attendance sheets if applicable (Facility name and location)
- Program withdrawal documents if applicable

3. PROGRAM

- Program Name/Program Cost and Length
- Program Scholarships
- Student's Financials (Pell grant, Loans, In-house scholarships)
- School Application/Voucher from WMS
- School Acceptance Letter; School Grievance Policy and Reimbursement Policy

4. COMPLETION

- Certificate of Completion
- Credentials/License (if applicable)
- Statement from Provider concerning credentials





Where Jobs and People Connect

Dear Prospective Training Provider:

Thank you so much for your interest in becoming a training provider and placed on Tennessee's Eligible Training Provider List. In order to become eligible to train students with Title I funding, the **Initial step is registration on: www.jobs4tn.gov as a PROVIDER)**

The next step in the application process, we ask you to provide copies of the the following items:

- **Copy of your application and verification of approval** of the following that are applicable to your program
 - Tennessee Higher Education Commission
 - U.S. Department of Labor Office of Apprenticeships
 - Other state governing or authorizing body.
- Copy of your organization's business license and authorization.
- Brief description of training program(s) offered. The description should include the following:
 - How long the Program has been offered
 - Length of training program(s).
 - Provide the national recognized Credentials/industry certifications for the program.
 - Jobs and occupational wage data associated with the program.
 - Prerequisites for admission into the program. I.e. high school diploma or equivalent permits, etc.
- List of other sources of funding from federal, state, or local organizations (Pell, Hope/Lottery, company scholarships, company reimbursement, VA, etc.).
- Qualifications of the instructor(s), including resume(s) and/or bio(s).
- Curriculum and/or outline of soft skills/work readiness training provided
- Job placement assistance provided to students.
- Description of the system used to track participants' progress through the program and 12 months after completion (include verification methods).
- Performance data on all individuals enrolled in the training program(s) within the last 12 months of the last class.
 - Completion rate ___%;
 - Entered employment rate ___%;
 - Average wage at placement.

Please submit requested documentation/information by mail or scanned PDF format to:

Lee Graham
Workforce Investment Network
80 Monroe Avenue – Suite 300
Memphis, TN 38103
Arthur.Graham@shelbycountyttn.gov

If you have any questions, you may contact Lee Graham at (901) 222-1829.

WORKFORCE INVESTMENT NETWORK



GREATER MEMPHIS LOCAL WORKFORCE DEVELOPMENT AREA

Effective Date: September 12, 2019

Duration: Indefinite

Policy: Individual Training Account (ITA) Policy

Purpose:

To provide a uniform procedure and guidance for determining eligibility and issuing training vouchers to WIOA participants who seek training services via informed consumer choice to receive an Individual Training Account.

Replaces: 2014:09

Reference(s)

20 CFR 683.510; 20 CFR 680.340(f); WIOA Section 3(5); WIOA Section 107(g) (1) (B); WIOA Section 134(c) (3) (B) (ii); WIOA Section 134(c) (3) (G).

Background of Policy:

Individual Training Accounts have previously been used to support the training services of individuals under the Workforce Investment Act (WIA). The Workforce Innovation Opportunity Act (WIOA) provides more flexibility for American Job Center (AJC) staff to issue ITAs for apprenticeship programs. An ITA is used by a participant to access training services from an entity on the State's approved Eligible Training Provider List (ETPL) and the local High Priority Occupation (HPO) List. Under WIOA, the priority of service must be provided regardless of the level of funds. WIOA also expands the priority to include individuals who are basic skills deficient, as defined in WIOA Section 3(5). The LWDB may contract training services in some circumstances involving work-based training; some work-based training consists of on-the-job training (OJT), customized training, registered apprenticeship, incumbent worker training, and transitional jobs. In rare circumstances, WIOA also allows a Local Workforce Development Board (LWDB) to provide the training services if it receives a waiver from the Governor (WIOA Section 107(g) (1) (B)). In an instance where a waiver is granted, all WIOA firewall and State conflict of interest policy requirements must be satisfied and strictly adhered to. LWDBs must use WIOA funds for support and other needs of the individual while coordinating funding for ITAs with funding from other Federal, State, local, or private job training programs or resources to assist individuals in obtaining training services.



GREATER MEMPHIS LOCAL WORKFORCE DEVELOPMENT AREA

Who Receives Training Services?

After conducting an interview, evaluation, assessment, or career planning a One-Stop Center/Partner determines the participant is:

- Unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to, or higher than, wages from previous employment through career services.
- In need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to, or higher than, wages from previous employment through career services.
- To have the skills and qualifications to participate successfully in training services

I. Training Requirements:

The selected training program must be approved by GMLWDA and appear on the State of Tennessee Eligible Training Provider List (ETPL), which can be found at www.Jobs4TN.gov. Training providers outside of the State of Tennessee must be on the eligible training provider list for that state. Additionally, the career field and associated training course must be included on the local High Priority Occupations (HPO) list.

- a. ITAs are restricted to programs that address the skills needed for occupations in demand (20 CFR 680.340 (f)). This is **HIGH** priority as defined by the LWDB.

II. Participants Eligibility Requirements:

The participant must meet the following requirements:

1. Meet the WIOA eligibility criteria provided in GMLWDA Program and Service Eligibility Document.
 - a. WIOA Eligibility Documentation
 - i. Date of birth (e.g., State-Issued Photo ID, birth certificate)
 - ii. Proof of eligibility to work in the U.S. (e.g., social security card)
 - iii. Selective Service documentation (applicable to adult males)
 - iv. Proof of Citizenship and Family size (e.g., birth certificate)
 - v. Proof of Address (e.g., State-Issued Photo ID, lease agreement)
 - b. High School Diploma or Equivalency
 - i. Or participant must be dual-enrolled in an Adult Education program;
 - ii. excludes participants in an OJT or an Apprenticeship Program
 - c. Post-secondary Transcripts/Records, if applicable
 - d. Proof of Income (Earned or Unearned) Updated Resume
 - e. Cost of Program and class schedule from Provider



GREATER MEMPHIS LOCAL WORKFORCE DEVELOPMENT AREA

- f. Financial Aid Awards/Need Assessment Form Completed by Provider
 - g. Completed Job Search Logs
 - h. Be in good academic standing, if he/she is currently enrolled in school with a current grade not lower than a "C" average.
 - i. If a participant has signed a loan agreement prior to WIOA approval with an ETPL approved provider he/she is not eligible for WIOA funding.
 - j. No funding to a provider whose program creates a financial barrier to the participant.
2. Have completed career services and be unable to obtain or retain employment leading to a self-sufficient wage.
 3. Complete assessment(s) required for the specific training program (e.g., Initial Assessment, Holland or Interest profile, TABE and Key Train/Career Readiness Certificate (CRC)).
 4. TABE assessment should be administered to individuals that meet what has the minimum academic level established by the chosen industry to be successful.
 5. Complete any prerequisites required by the Training Provider for training program specifics.
 6. Complete an Individual Employment Plan (IEP) and Objective Assessment Summary (OAS) to identify the participant's needs and plans for addressing such needs
 7. Choose a training program that is consistent with his/her skills, interests and abilities as evidenced by the assessments referenced above under Eligibility Requirements.
 8. Be unable to receive assistance from other sources to pay the costs of training, pursuant to Section IV below
The participant has completed an official ITA request form, application, etc to officially to officially request ITAs.

III. **Coordinating Non-WIOA Funds:**

WIOA Section 134(b)(3)(B)(i) requires that WIOA training funds be coordinated with other grant sources for training, e.g., Pell grant. WIOA limits funding for training to individuals who are unable to obtain grant assistance from other sources to pay the costs of their training, or require assistance beyond the assistance made available under other grant assistance programs.

Accordingly, One-Stop staff will coordinate funds available with the financial aid office of the training provider. Training Providers must complete a Financial Aid Award/Need Assessment Form for participants as a means to determine a shortage/surplus of resources. All available sources of grant



GREATER MEMPHIS LOCAL WORKFORCE DEVELOPMENT AREA

funds (excluding an application or offer for a loan)(e.g., Federal Pell grant, lottery scholarship, Wilder-Naifeh, Tennessee Promise, loan that the client has taken out¹) should be considered in determining an individual's overall need for WIOA funds.

IV. ITA Limitations:

1. The maximum, lifetime ITA amount is \$4000.00 per person ("Maximum ITA Amount") and can cover tuition and the costs of applicable training-related supportive services (e.g., uniforms, books, supplies, tools) pursuant to GMLWDA Supportive Services Policy (2014:06)
 - a. Exceptions can be granted on a case by case basis up to \$7,000 by WIN Executive Director. Any formal request must be submitted in writing.
2. An ITA is not limited to programs that can be completed in twelve (12) months or less. For programs two years or less it can be in the last year. For programs longer than 2 years, especially apprenticeships the Executive Director can waive the requirement or determine another spending window. .
 - a. The training provider must submit documentation of the participant's expected graduation date on the letterhead. The beginning and ending dates must be included in the letter.
3. An ITA can be used to cover the costs of one training program per person. Exceptions will be determined on a case by case basis, by WIN Executive Director in writing, primarily when a participant is attempting to earn stackable credentials within the same industry.
4. Certain classes of individuals (i.e., Veterans, recipients of public assistance and other low-income individuals) will receive priority for individualized career services and training services. *(Please refer to Priority of Service Policy)*

V. Effective Dates:

This policy shall be effective upon the date indicated on the first page of this document, and remain in effect until further notice.



GREATER MEMPHIS LOCAL WORKFORCE DEVELOPMENT AREA

VI. Exceptions:

The Executive Director may make exceptions to the requirements herein. Moreover, ITAs should comply with the applicable requirements and/or terms of any special grants issued by the Tennessee Department of Labor and Workforce Development (e.g., SNAP, RESEA).

Inquiries:

Please contact Brandee Davis, WIN Deputy Director of Programs, Policy, and Performance @ Brandee.Davis@workforceinvestmentnetwork.com regarding any questions related to this policy.

X 

Desi Franklin
Board Chairman

The Workforce Investment Network is a proud partner of the American Job Center network. This agency is a recipient of taxpayer funding and serves Shelby County, Fayette and Tipton, and Lauderdale Counties. The Career Center System is an Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. TTY: 1-800-848-0299



GREATER MEMPHIS LOCAL WORKFORCE DEVELOPMENT AREA

Effective Date: September 12, 2019

Duration: Indefinite

Policy: Supportive Service Policy

Purpose: The purpose of this policy is to address the use of Workforce Innovation and Opportunity Act (WIOA) funds for supportive services to eligible participants enrolled in WIOA Title I Adult, Dislocated Worker and Youth programs.

Replaces: 2014:09

Reference(s)

WIOA Section 3(59), WIOA Section 133(b)(2)(A) or WIOA Section 133(b)(2)(B), 20 CFR 681.570, WIOA Section 134(d)(3)

Background of Policy:

It is the Greater Memphis Local Workforce Development Area policy to provide support to all adult, dislocated worker, or youth who fall under WIOA Title I funding. This support shall be given to the participants on an as-needed basis. Procedures include documentation requirements to show that the supportive service is allowable, reasonable, and not otherwise available to the participant. This only means that support will be distributed on an as-needed basis with priority given to those most in need. This is done to maintain the balance as defined by the WIOA Act.

The following Supportive Services may be provided to Adult and Dislocated Workers in WIOA Individualized Career and Training Services. Youth Supportive Services should enable an individual to participate in WIOA Activities:

- Linkages to Community Services
- Assistance with Transportation (See Guidance Attachment A)
- Assistance with Child Care and Dependent care (See Guidance Attachment B)
- Assistance with Housing (rent only, no mortgage payments)
- Needs related Payments (to include the temporary/short-term payment of electrical and internet services)*.
- Assistance with Educational Testing
- Reasonable accommodations for individuals with disabilities
- Legal Aid Services
- Referrals to Health Care
- Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear



GREATER MEMPHIS LOCAL WORKFORCE DEVELOPMENT AREA

- Assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes. A one-time purchase of a laptop (not to exceed \$400.00) for a student beginning or currently on an ITA program impacted by the transition of classes to a virtual setting*.
- Payments and fees for employment and training-related applications, test, and certifications
- Other Supportive Services that have not been described in this policy may be considered on a case-by-case basis when presented in a written statement of need.

*These services are allowable; however are temporary due to the State of TN and/or Greater Memphis Local Workforce Development Area – GMLWDA Declaration of Emergency Interventions.

Needs Related Payments:

One-Stop centers provide financial assistance as a supportive service for the purpose of enabling participants to engage in training. Funds allocated to the local area for adults and Out of School Youth may be used to provide needs-related payments to adults, dislocated workers, and Out-of-School Youth respectively, who are unemployed and do not qualify for (or have ceased to qualify for) unemployment compensation.

Documentation Requirements:

Eligible participants must provide a written statement of need along with any requested supporting documentation for supportive services to be paid directly to the participant. All documentation requirements must be kept in accordance with the LWDBs Electronic Case Files Guidance.

Unallowable Support Services:

Support services may not be used to pay for expenses incurred prior to the participant's enrollment into the WIOA program. Advances against future payments are not allowed. Examples of unallowable services include, but are not limited to:

- Fines and penalties such as traffic violations, late finance charges, and interest payments
- Entertainment, including tips
- Contributions and donations
- Vehicle or mortgage payments
- Refund deposits
- Alcohol or tobacco products
- Pet food



GREATER MEMPHIS LOCAL WORKFORCE DEVELOPMENT AREA

- Items to be purchased for family or friends
- Out-of-state job search and relocation expenses that will be paid by the prospective employer

Funding Limits:

Total Supportive Services awarded per participant shall not exceed \$3,000.00 annually for Adults/Dislocated Workers. Youth participants will refer to the youth service provider for the total supportive services awarded per participant based upon the contractual agreement between the Service Provider and Workforce Investment Network Greater Memphis Local Workforce Development Area for In-School and Out-of-School Youth participants.

Duration Limits:

Participants in training services may receive supportive services on a weekly, semester-by-semester basis, through the completion of training or at the point they are no longer attending. Participants receiving supportive services in coordination with career and employment-related activities are eligible for up to six months, at which time a review of individual needs may result in services for an additional six-month period. Justification and need must be clearly documented in the participant's case file and uploaded in VOS.

Availability of Funds:

All services under WIOA are subject to change due to the availability of funding, and/or Local Board policy and directives.

Priority of Service:

Participants in WIOA programs who face significant barriers to employment - such as recipients of public assistance, low-income individuals, or individuals who are basic skills deficient - should be given service according to their level of need. Please refer to the GMLWDA Priority of Service Guidance concerning the order of service delivery.

Duplication of Services:

Funds for supportive services should be utilized in a manner that avoids redundancy and leverages funding from all available resources, including funding from private, community and faith-based organizations.

Effective Date:

This Policy shall be effective upon the date referenced above and remain in effect until further notice.

Exceptions:



GREATER MEMPHIS LOCAL WORKFORCE DEVELOPMENT AREA

The Executive Director (or his/her designee) may make exceptions to the requirements herein.

INQUIRIES:

Please contact Brandee Davis, WIN Deputy Director of Programs, Policy, and Performance @ Brandee.Davis@workforceinvestmentnetwork.com with any questions or concerns regarding this Policy.

(On behalf of Desi Franklin)

X 

Desi Franklin
Board Chairman

The Workforce Investment Network is a proud partner of the American Job Center network. This agency is a recipient of taxpayer funding and serves Shelby County, Fayette and Tipton, and Lauderdale Counties. The Career Center System is an Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. TTY: 1-800-848-0299



GREATER MEMPHIS LOCAL WORKFORCE DEVELOPMENT AREA

Supportive Services Policy - Attachment A Transportation Assistance Guidelines

Transportation Assistance may be provided to participants who:

- Demonstrate the need to receive such services by providing a written statement for the file AND
- Who are entering WIOA sponsored training services or who are actively participating in WIOA approved services

Expectations of WIOA Participants:

Participant must submit an Attendance Verification Form on a weekly basis:

Attendance Verification Forms must be submitted to the American Job Center by Friday of each week.

- Participants must complete Attendance Verification Forms in blue ink only.
- Participants must maintain satisfactory progress while in training to remain eligible for all WIOA services including transportation.
- Non-training participants must be actively participating in an approved WIOA activity.
- Participants must maintain monthly contact with the Title I Career Services Provider Staff to remain eligible for all WIOA services including transportation.

The following restrictions shall apply to transportation assistance:

- Title I Career Services Provider Staff will determine eligibility to receive transportation assistance on a semester-by-semester basis for individuals enrolled in an approved training program or post-secondary education. For participants not enrolled in training, eligibility will be reviewed quarterly. Eligibility is based on the participant's status at the time of the request as well as the availability of funds. Therefore, eligibility to receive transportation assistance for a particular semester or quarter does not guarantee eligibility to receive transportation assistance for future semesters or quarters.
- For adult/dislocated workers not enrolled in training, participants must be actively engaged in job search activities which require them to travel from home to a place of business to submit an application, attend and interview or provide any required information for a potential job placement (drug screens, background checks, etc.). This can include daily visits to the Resource Room for internet based job search activity.
- For participants enrolled in training, Title I Career Services Provider Staff will update and assess the participant's residency, training site, financial need and academic status each semester in order to verify continued eligibility to receive transportation assistance. For individuals not enrolled in training, Title 1 Career Services Provider Staff must document active and consistent participation in an approved WIOA activity and complete compliance with all requested participation.



GREATER MEMPHIS LOCAL WORKFORCE DEVELOPMENT AREA

Additionally, Title I Career Services Provider Staff will update and assess the participant's residency and financial need each quarter in order to verify continued eligibility to receive transportation assistance.

- Title I Career Services Provider Staff will verify the participants current address prior to submitting a Supportive Service Request for approval by collecting two forms of identification (Driver's License or State Issued ID and Utility Bill, Voters Registration Card or Documentation from a State/Federal agency validating the address). Both forms of ID should have the same address and match the address in VOS. Both forms of ID should be attached to the approved copy of the Supportive Service Request in the file.
 - Title I Career Services Provider Staff must submit a Supportive Service Request each semester/quarter to request continuation of transportation assistance.
 - Payments will be made based on a weekly Attendance Verification Form submitted by the participant and approved by the appropriate authorized staff. Job search participants will be required to provide a job search log form to the Title I Career Services Provider Staff.
 - Payments will be terminated for participants upon completion of training or at the point they are no longer attending. For participants not enrolled in training, payments will be terminated when there is no longer a demonstrated need for assistance or at six months of payments.
 - Payments will not be made to participants who fail to reply to requests for communication from Title I Career Services Provider Staff.
 - Payments may be terminated if the participant fails to follow the proper procedures for submitting the Attendance Form or any requested documentation.
 - Transportation payments can be disbursed in the form of gas cards, bus passes, or pre-paid cards in lieu of reimbursement.
 - All supportive services offered through WIOA are contingent upon the availability of funds and may be discontinued at any point.
- I have read the Transportation Assistance Guidelines and understand the expectations required of me in order to receive this service.

Participant Signature: _____

Date: _____



GREATER MEMPHIS LOCAL WORKFORCE DEVELOPMENT AREA

Supportive Services Policy – Attachment B Childcare Assistance Guidelines

Child Care Assistance is a Supportive Service. In addition to the current Supportive Service policy, the following conditions apply:

Child Care Assistance may be provided to customers who:

- Have dependent children in need of child care AND
- Are actively participating in training services and do not qualify for assistance through other funding agencies OR
- Have secured documented full-time employment and can demonstrate a need based on losing state subsidized childcare due to change in employment status or other financial need for transitional childcare assistance for the first 30 days of employment.

Expectations of WIOA Adult/dislocated workers:

- Adult/dislocated workers must submit a receipt of childcare payment on a monthly basis. Receipts must be submitted to the Career services staff within 3 business days of the time period end date. Receipts for payment received after the 3rd business day may not be paid.
- Adult/dislocated workers must maintain satisfactory progress in an approved WIOA activity to remain eligible for all WIOA services including childcare.
- Adult/dislocated workers must maintain monthly contact with their Career Service Coordinators to remain eligible for all WIOA services including child care.

The following restrictions shall apply to childcare assistance:

- Career Services Provider staff will determine the amount of time that the participant will receive childcare assistance.
- Career Services Provider staff will periodically review the participant's financial and academic status in order to verify customers continued eligibility to receive childcare assistance.
- Career Services Provider staff must submit a new SSR each semester/quarter to request reimbursement for childcare assistance for participants enrolled in an approved training program. All other childcare assistance shall be for one month.
- Payments will be made based on receipts submitted by the participant and approved by the appropriate authorized staff.
- Career Services Provider staff reserves the right to terminate childcare payments to participants who fail to follow requirements of the WIOA program.
- Child care payments will be terminated when a participant stops attending training as outlined in the WIOA Individual Employment Plan. (Participant drops out of training).
- Child care payments will not be made to participants who fail to reply to requests for communication from WIOA staff.
- All supportive services offered through WIOA are contingent upon the availability of funds and may be discontinued at any point.



GREATER MEMPHIS LOCAL WORKFORCE DEVELOPMENT AREA

- Any child care service not outlined in this document must receive WIOA Assistant Director's approval.

- I have read the Child Care Assistance Guidelines and I understand the consequences of failing to abide by the statements listed above.

Participant Signature: _____ Date: _____

Greater Memphis TN LWDB WORKFORCE MIDSOUTH INC. FY 20-21 BUDGET NARRATIVE



Prior Year Brought Forward - \$9,906,834

These are grant award funds remaining from fiscal year ending June 30th, 2020. These are for programs and projects that are to be completed in September 2020 to June 2021.

Current Year Awards - \$9,239,462

The United States Department of Labor has earmarked this value under the Workforce Innovation and Opportunity Act (WIOA) program for the Youth, Adult, and Dislocated Worker program for PY20/FY21. These awards were based on formula provisions defined in WIOA.

Salaries - \$854,878

Costs include personnel costs of Greater Memphis region staff which are directly attributable to one identifiable grant, or those benefitting program activities of more than one program and which are not indirect in nature.

Fringe - \$222,268

Fringe benefits are computed on an individual basis for staff included under salaries (personnel) costs. Items included in fringe benefits consist of health, dental, and vision insurance, disability insurance, unemployment and worker's compensation and mandatory employer match on federal employment taxes, and retirement costs.

Travel \$40,000

Travel includes direct travel costs for staff and is reimbursed in accordance with amounts and limitations specified in the Tennessee "State Comprehensive Travel Regulations," as they are amended from time to time.

Contractual \$9,661,200

Career Service Provider - \$3,144,871

Competitively procured Career Service Provider expenses incurred in the delivery of all assigned duties as they relate to the delivery of services to the Greater Memphis region LWDA. These expenses include services for operational costs, adult and dislocated worker ITA's, incumbent worker training, on the job training and others

One-Stop Operator - \$305,500

Competitively procured One-Stop Operator expenses incurred in the delivery of all assigned duties as they relate to the delivery of services within the One-Stop System of the Greater Memphis region LWDA to include coordinating services, performance and targeting populations. These expenses include direct staffing costs, communication, program expense and indirect operator costs.

Youth Providers - \$1,750,001

Competitively procured Career Service Provider expenses incurred in the delivery of all assigned duties as they relate to the delivery of services to the Greater Memphis region LWDA. These expenses include programs for the youths in school, out of school and work experiences to better equip them for employment.

Access Sites - \$1,596,439

Competitively procured Career Service Provider expenses incurred in the delivery of all assigned duties as they relate to the delivery of services to the Greater Memphis region LWDA. Cost associated with these sites are staffing expense, on the job training, transportation, supportive services, rent and indirect services.

Participants costs - \$2,867,389

Competitively procured Career Service Provider expenses incurred in the delivery of all assigned duties as they relate to the delivery of services to the Greater Memphis region LWDA. These are primarily transitional job cost that is market driven to prepare jobseekers to meet the changing needs of employers.

Computer equipment/Laptops \$115,000

Costs including, but not limited to, Computer equipment/Laptops etc. list necessary to carry out the direct activities and responsibilities of one identifiable grant, or those costs benefitting program activities of more than one program and which are not indirect in nature.

Indirect - \$1,879,835

Administrative costs directly associated with each grant, as well as administrative expenses which are pooled and allocated according to the cost allocation plan to include, but not limited to, , supplies, contractual services, accounting and auditing, supplies, rent, utilities, computer and related costs of an administrative nature. Costs in this category do not exceed 10% administrative cap.

**GREATER MEMPHIS LOCAL WORKFORCE DEVELOPMENT AREA
BUDGET FY 2021 - TNDLWD FUNDS**

**Budget
FY 2021**

AWARDS AVAILABLE	
Prior Year Carry-Over	\$ 9,906,834
Current Year Awards	9,239,462
TOTAL AWARDS AVAILABLE	\$ 19,146,296

EXPENSES - PROVIDERS	
CAREER SERVICES PROVIDER	\$ 3,144,871
ONE STOP OPERATOR	302,500
YOUTH PROVIDERS	1,750,001
ACCESS SITES	1,596,439
PARTICIPANT COSTS	2,867,389
TOTAL PROVIDER COSTS	\$ 9,661,200

EXPENSES - LWDB	
SALARIES	\$ 854,878
FRINGE BENEFITS	222,268
OUTREACH/MARKETING	85,000
AJC SIGNAGE	16,000
COMMUNICATION- PHONE/INTERNET	87,300
COMPUTER EQUIP/LAPTOPS/IPADS	115,000
COMPUTER SOFTWARE	-
DOCUMENT REPRODUCTION/PRINTING	2,000
DUES, MEMBERSHIPS, PERIODICALS	20,000
EMPLOYEE TRAINING (SEMINARS/CONFERENCES)	65,000
EMPLOYEE TRAVEL (TRANSPORTATION)	40,000
EXPENSE RECOVERY PERSONNEL	80,000
FLEET PETROLEUM	12,000
FOOD EXPENSE	5,000
FURNISHING AND EQUIPMENT	81,439
MAINTENANCE/REPAIRS	20,000
MILEAGE	25,000
MISCELLANEOUS EXPENSE	20,000
OFFICE SUPPLIES	56,971
POSTAGE/COURIER	2,000
PROFESSIONAL SERVICES	210,000
RENT	927,016
SECURITY	60,000
UTILITIES	43,080
TOTAL LWDB EXPENDITURES	\$ 3,049,952

TOTAL EXPENSES	\$ 12,711,152
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CARRYOVER AWARDS	\$ 6,435,145
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**COOPERATIVE AGREEMENT
BETWEEN
LOCAL WORKFORCE DEVELOPMENT BOARD
FOR THE GREATER MEMPHIS REGION
AND
TENNESSEE DEPARTMENT OF HUMAN SERVICES,
VOCATIONAL REHABILITATION PROGRAM**

This Cooperative Agreement (Agreement) by and between the WORKFORCE INVESTMENT NETWORK/GREATER MEMPHIS LOCAL WORKFORCE DEVELOPMENT BOARD (GMLWDB) and the Tennessee Department of Human Services, Division of Rehabilitation Services, Vocational Rehabilitation (VR) Program outlines the principal responsibilities of the Parties with regard to the purposes set forth in Section 107(d)(11) of the Workforce Innovation and Opportunity Act, Pub L. 113-128 (WIOA), subparagraph (B) of Section 101(a)(11) of the Rehabilitation Act of 1973, Pub. L. 93-112, and other applicable law and rules. GMLWDB and VR may be referred to individually as a "Party" or collectively as the "Parties" to this Agreement.

- A. Purpose.** In accordance with 29 U.S.C. § 721(a)(11), VR each designated state unit or agency shall enter into agreement with local agencies administering plans under 29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. § 732, 741) and subject to section 121(f)), with respect to efforts that will enhance the provision of services to individuals with disabilities and other individuals.
- B. Cross Training of Staff.** Each of the Parties to this Agreement shall provide staff training and technical assistance with regard to:
1. The availability of benefits and information regarding eligibility standards for services each provides; and
 2. The promotion of equal, effective, and meaningful participation by individuals with disabilities in workforce development activities in the local area through the promotion of programmatic and physical accessibility) and reasonable accommodations and the use of nondiscriminatory policies and procedures,
- C. Use and Sharing of Information.** Each of the Parties to this Agreement agrees to the use of:
1. Types of information available to it such as employment statistics, job vacancies, career planning, and workforce investment activities as permitted by confidentiality requirements and applicable law and rules which benefits all partners, the overall operation of the American Job Center (AJC) and providing services to customers;
 2. Customer service features such as common intake and referral procedures, customer databases, resource information, and the Human Services Hotline [Department of Human Services Customer Service (615) 313-4700].
- D. Cooperative Efforts with Employers.** With regard to the programs and/or services, each Party agrees to cooperate, collaborate, and coordinate to:
1. Market and deliver services to employers in the local area;
 2. Facilitate job placement of program participants; and
 3. Conduct any other activities that the designated local Business Services unit and the employers determine to be appropriate.

E. Additional Cooperation, Collaboration, and Coordination Activities. With regard to each Parties program of services, each of the Parties agrees to participate in the process for and provide information necessary to the development of a Memorandum of Understanding and Infrastructure Funding Agreement.

F. Written Notice. All notices and communications regarding this Agreement shall be addressed as follows:

DEPARTMENT OF HUMAN SERVICES

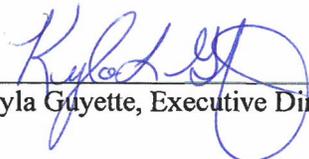
Paula Knisley, Director
Vocational Rehabilitation Program
Citizens Plaza State Office Building
400 Deaderick Street, 12th Floor
Nashville, TN 37243
Telephone: (615) 837-5049
Paula.Knisley@tn.gov

**GREATER MEMPHIS LOCAL
WORKFORCE DEVELOPMENT BOARD**

Kyla Guyette, Executive Director
80 Monroe, Suite 300
Memphis, TN 38103
Telephone: (901) 707-8809
Kyla.Guyette@workforceinvestmentnetwork.com

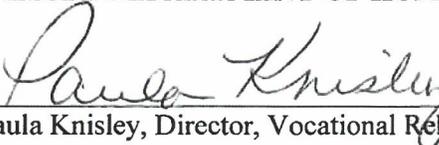
G. Period of Agreement and Termination. This Agreement shall remain in effect until modified or terminated in writing upon giving the other Party at least thirty (30) days advance written notice.

**GREATER MEMPHIS LOCAL
WORKFORCE DEVELOPMENT BOARD**

By: 
Kyla Guyette, Executive Director

Date: 6-29-20

TENNESSEE DEPARTMENT OF HUMAN SERVICES

By: 
Paula Knisley, Director, Vocational Rehabilitation Program

Date: 6/26/2020



**WORKFORCE INVESTMENT NETWORK
GREATER MEMPHIS LOCAL WORKFORCE DEVELOPMENT AREA**

DATE:	February 1, 2017
POLICY NUMBER	2013:06
SUBJECT:	WIN PROCUREMENT POLICY (up to \$5,000)
PURPOSE:	To provide procedures for the procurement of goods and services, pursuant to the Workforce Innovation Opportunity Act (WIOA) and implementing regulations, that cost up to five thousand dollars (\$5,000).
REPLACES:	N/A
REVISION NUMBER:	2 (changes LWDA 13 to GMLWDA)

I. PURPOSE AND APPLICABILITY

This Policy provides standards for the procurement of items, costing up to \$5,000, needed to carry out activities pursuant to the Workforce Innovation and Opportunity Act of 2014 for Greater Memphis Local Workforce Development Area. Procurements costing more than \$5,000 will be procured by the Contracts Manager pursuant to the then Shelby County Purchasing Policies and Procedures Manual. In addition, this Policy is inapplicable when ordering office supplies, because the memorandum regarding office supplies specifies the process for such matter.

II. REFERENCE/ BACKGROUND

All procurement transactions shall be conducted in a manner providing "full and open competition" consistent with the standards specified in Title 29 CFR Section 97.36 and the Uniform Guidance in 2 CFR Parts 200 and 2900. All purchases must be reasonably necessary for WIN operations.

III. CODE OF CONDUCT

No member, employee, officer, or agent of the Workforce Investment Network or Board shall participate in the award or administration of a contract if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when the member, employee, officer or agent, any member of his or her immediate family, his or her partner, or an organization which employs, or is about to employ, any of these, has a financial or other interest in the firm selected for award.

A member, employee, officer, or agent of the Workforce Investment Network or Board shall not cast a vote on, nor participate in any decision-making capacity on the

provision of services by such member (or any organization that member represents), nor on any matter which would provide any direct financial benefit to that member.

A member, employee, officer, or agent of the Workforce Investment Network or Board will neither solicit nor accept gratuities, favors, or anything of monetary value from contractors, potential contractors, or parties to subcontracts. Unsolicited gifts of nominal intrinsic value are not considered in violation of this prohibition.

IV. PROCUREMENT METHODS

Small purchase means the acquisition of goods or services that cost up to \$5,000 in the aggregate within a twelve month period¹. Such purchases cannot be broken down to change the dollar range and avoid competition.

The Department Manager shall review and approve proposed procurements to avoid the purchase of unnecessary or duplicative items. In addition, the Department Manager shall consult the Fiscal Officer to ensure that sufficient funding is available for the proposed procurement. The Department Manager shall ensure that a procurement for the same or similar items or services was not awarded to the same vendor, without undergoing the competitive process, during the prior 12-month period.

The acceptable methods for procuring small purchases are specified below. Both the *Procurement Request Form for Less Than \$5,000* and the *Informal Bid Sheet for Less Than \$5,000* shall be used to procure and document small purchases. If the lowest bid received for a procurement exceeds \$5,000, the purchase must be procured by the Contracts Manager pursuant to Shelby County Purchasing Policies and Procedures.

When possible, all necessary affirmative steps shall be taken to assure that certified minority firms, women-owned business and small businesses are used.

A. Price Comparisons/Informal Quotes

This is a relatively informal method used when price is the overriding factor and may be easily quoted and compared, and performance outcomes are not dependent upon the contents of goods or services being procured.

1. Procurement Process

- a. At minimum, three price comparisons should be obtained from qualified sources. Documentation may be current catalogs with price lists or informal quotes.
- b. When soliciting informal quotes, the solicitation must:
 - i. be provided to vendors that can reasonably be expected to provide the goods or services needed via electronic mail or facsimile.
 - ii. include detailed specifications and any pertinent attachments that specifically define the items or services to be procured (indicating quantity, time frames and all other requirements of the product or service sought in sufficient detail for vendors to bid); and
 - iii. be transmitted to qualified vendors as uniformly as possible.

¹ See Shelby County Purchasing Policies Procedures and Procedures Manual

- c. The vendor's response must be signed and dated by the vendor's authorized representative.
 - d. Any or all bids may be rejected if there is a sound documented reason.
2. Procurement Award
- a. The procurement shall be awarded to the responsible bidder whose bid is the **lowest** in price and confirms with all the material terms and conditions of the request.
 - b. If the lowest bidder is not selected, a written explanation must be provided explaining the rationale for the selection.
 - c. Vendor must agree to provide the goods or services on a credit basis and invoice WIN for payment.

B. Competitive Proposals/Request for Proposal (RFP)

If the nature of the purchase is more complex and factors other than price are most important in the selection process, the RFP method is typically used, e.g., when WIN seeks a variety of methods that may be employed to achieve the results sought. The RFP method should be utilized even if the purchase price is less than five thousand dollars (\$5,000). The Contracts Manager will assist with competitive proposal procurements pursuant to the then Shelby County Purchasing Policies and Procedures manual. Since the RFP process is very time consuming, staff must anticipate their needs to allow sufficient time for the RFP process, which includes advertising, response submission, evaluation, etc.

C. Noncompetitive Procurements (e.g., sole source)

WIN and its subrecipients may use this form of procurement as part of its competitive bidding process, when the procurement is infeasible under one of the methods discussed above and one of the following conditions apply:

- a. The item or service is available from only one source;
- b. Public emergency precludes delay;
- c. The State of Tennessee Department of Labor and Workforce authorizes the specific noncompetitive procurement (after formal request);
- d. Attempts at securing more than one responsive quote from a number of sources have failed.

Noncompetitive procurements are a "last resort" and shall be documented on the *Informal Bid Sheet for Less Than \$5,000*.

D. Timeline/Associated Activities

1. **30-day response** time for receipt of proposals from the date of issuance of the solicitation, and a minimum of **10-day response** for receipt of bids from the date of issuance of the solicitation.
2. Publicize the procurement (i.e., publish in widely circulated newspapers (i.e., Commercial Appeal, Fayette County, The Daily News, etc.), per the Shelby County Purchasing Policies and Procedures Manual, and on the GMLWDA website. In addition, direct notice is provided to organizations included on the GMLWDA bidders' list.
3. Host Pre-proposal conference, if applicable.
4. Designate Question-and-Answer period.

5. Bids/Proposals due date.
6. Evaluate submitted bids/proposals. The evaluation factors will be applied and tabulated in an objective manner. The evaluation committee will complete the evaluation pursuant to the solicitation.
7. Negotiate contract terms, if applicable. Such terms may include performance levels, fair and reasonable profit, payment details, and term of contract.
8. Execute contract between selected vendor and Shelby County.

E. Cost/Price Analysis

WIN and its subrecipients will perform a cost or price analysis in connection with every procurement action, including contract modifications. *Price analysis* may be accomplished in various ways, including the comparison of price quotations submitted, market prices and similar indicia, together with any applicable discounts. *Cost analysis* is the review and evaluation of each element of cost to determine reasonableness, allocability and allowability.

V. FISCAL RESPONSIBILITIES

Upon processing payment requests for small purchases, the Fiscal Department shall ensure that payment is consistent with the order and maintain the records and information regarding such small purchases. At minimum, the Fiscal Department shall maintain the vendor's name and contact information, description of goods or services purchased; amount of purchase; and date of purchase.

VI. SPECIAL PROCUREMENTS

Notwithstanding Section IV above, the procurement of the following items shall be procured via cooperation with the applicable WIN and Shelby County department:

1. Goods or services costing more than \$5,000;
2. Fleet purchases;
3. Print services;
4. IT-related goods or services²;
5. Real Estate leases;
6. Other purchases required by Shelby County Purchasing Policies and Procedures

VII. PROTESTS, APPEALS, AND DISPUTES

At minimum, protests, appeals and disputes will be addressed in accordance with the Shelby County Purchasing Policies and Procedures Manual. The dispute process will be provided in the applicable solicitation.

VIII. RECORDKEEPING

Records to sufficiently detail the history of the procurement in accordance with 2 CFR 200.318(i) will be maintained for at least 3 years from the date of submission of final expenditure reports. Such records include the bids/proposals received; ratings; rationale for the method of procurement; selection or rejection of bids/proposals; appeals and disputes; and basis for the contract price.

² Also reference WIN's Property Procurement and Accountability guidance. Equipment purchases must comply with any requests as approved by the State. If the funding source needs to change from the source provided to the State in the request, the Fiscal Manager must communicate such information to WIN's IT Manager, who will provide notice to the State. Moreover, the IT Manager will ensure that the inventory list includes the actual funding source for equipment purchases.

IX. INQUIRIES

Please contact WIN's Contracts Department with any questions or concerns regarding this Policy.

X. EFFECTIVE DATE

This Policy shall be effective on the date specified above and remain in effect until further notice.

Attachment:

- WIN Procurement Request Form (which may be modified from time to time)
- WIN Informal Bid Sheet (which may be modified from time to time)

Desiree M. Franklin

Desiree M. Franklin
Chair

Local Workforce Development Board
For The Greater Memphis Region

May 29, 2019
Adopted Date



**WORKFORCE
INVESTMENT NETWORK**

WIN PROCUREMENT REQUEST

(for purchases up to \$5,000)

Routing

1. Initiating Department
2. Fiscal to verify funds
3. Deputy Director for Approval
4. Initiating Department procures product / service (use **Informal Bid Sheet** to document process)
5. Receipt of Invoice to Initiating Department
6. All Procurement Documents to Fiscal for Payment (including Invoice & **Informal Bid Sheet**)

Goods or services to be purchased:

Qty: _____

Estimated Amount: _____
(Must be less than \$5,000)

How soon do you need the goods or services?

Explain why the goods or services are needed (include the benefit to WIN):

Submitted by:

Print Name and Title / Signature Date

Approved by:

Immediate Supervisor/Manager Signature Date

Fiscal Dept. Use Only:

Funds are available – YES NO

Chief Fiscal Officer

Approved for Purchase _____
Contract Department Signature Date



INFORMAL BID SHEET

(for purchase up to \$5,000)

Instructions: Call potential respondents to inform them that you are emailing them the bid specifications then email the bid specifications. Attempt to contact a minimum of (3) three sources. Attach copy of your email correspondence disseminating the bid specifications and the bid responses to this Informal Bid Sheet.

	NAME OF POTENTIAL RESPONDENT	CONTACT PERSON	CONTACT #	CONTACT E-MAIL	BID AMOUNT
1.					
2.					
3.					

If (3) three sources are not contacted, please explain.

If lowest bid is not selected please provide rationale for the selection.

Submitted by: _____

Print Name and Title

/ Signature

Date

Approved by: _____

Immediate Supervisor/Manager Signature

Date

The Shelby County Government Purchasing Department diligently works to help facilitate all procurement types for the County. This Quick Reference Guide can be used as a starting point to understanding the policy and procedures of Purchasing.

Shelby County Government Purchasing Department Quick Reference Guide

Providing Procurement Solutions!



Christin L. Webb, Administrator of Purchasing

Contents

OVERVIEW.....	2
SOLICITATION QUICK VIEW	3
INFORMAL PROCUREMENT	4
FORMAL PROCUREMENT	6
COMPLIANCE.....	7
BEST PRACTICES	8

SHELBY COUNTY GOVERNMENT PURCHASING DEPARTMENT

QUICK REFERENCE GUIDE

Christin L Webb, Administrator
160 N. Main St, Memphis, TN, 38103 – 9th Floor
901-222-2250

OVERVIEW

Purchasing Scope:

Purchasing works with **ALL** Shelby County departments to ensure the most economical, proper, and prompt purchase of supplies, equipment, and services required and used by the county, while applying LOSB and MWBE Ordinances.

Purchasing Policy Governing Authorities:

The Purchasing policy and procedures are governed by the following laws and regulations.

- 1974 Private Acts, Chapter 260
- 1984 Private Acts, Chapter 191
- 1986 Shelby County Charter
- 1992 Code of Shelby County
- Shelby County Ordinances 471, 472, 473, 474, 489, 500

The Purchasing policy can be accessed by visiting: <https://my.shelbycountyttn.gov/DocumentCenter/View/203>

General Purchasing Cycle Time:

- Discretionary Solicitations: 2-3 Days
- Informal Solicitations: 5-7 Days
- Formal Solicitations: 4-6 Weeks

**Note:* Cycle times listed above are the approximate completion period from requisition submission to Purchasing award issuance. There are many contingencies that could affect the period of completion.

What Starts the Purchasing Process?

- A paper or electronic (GEMS) requisition submitted to Purchasing initiates the discretionary, invitation to bid, and Sealed Bid solicitations.
- An email to the Administrator of Purchasing initiates the RFP and RFQ solicitation.

What is the End Result of the Purchasing Process?

- Securing the goods and services needed for effective and efficient operations.
- After the appropriate procurement processes have been implemented, a purchase order is generated which authorizes the delivery of goods and services by an awarded vendor(s).
- A vendor should **NEVER** begin a service or deliver goods without an executed purchase order.

Information Technology Systems

Purchasing executes its processes using three (3) information technology systems:

1. Gemstone Financial System (GEMS) – Utilized for the creation, approval, and execution of requisitions and purchase orders.
2. Shelby County Government Purchasing Bid Listing Website – Utilized to advertise formal bid solicitations available for the public to review and respond.
3. Mercury Commerce Bidding System – The electronic bidding system for sealed bid solicitation responses.

How to Do Business with Shelby County Government:

- An Equal Opportunity Compliance Number (EOC#) is required for vendors to do business with Shelby County Government. A purchase order cannot be generated without an EOC number unless waived per policy.
- At the time of vendor registration, a vendor may also apply for an LOSB or MWBE certification.
- All vendors must obtain a vendor number prior to doing business or being paid. Vendor numbers are created by Purchasing.
- To obtain an Equal Opportunity Compliance (EOC) number and the SCG Vendor number, an online application can be completed by visiting:
<https://apps.shelbycountyttn.gov/EOCPublic/>

SOLICITATION QUICK VIEW

Threshold	Discretionary Spend	Informal Procurement	Formal Procurement	Competitive Solicitation	LOS/MWBE Reference	Mayor's Approval	Commission Approval
<\$5,000	Yes	Yes	No	No	Yes	No	No
\$5000 - \$25,000	No	Yes	No	**Yes	Yes	No	No
\$25,000.01 – \$49,999	No	Yes	No	**Yes	Yes	*Yes	No
\$50,000 and greater	No	No	Yes	Yes	Yes	Yes	Yes

*Note: All solicitation types require Administrator of Purchasing approval
 *Mayor's approval not required on Invitation to Bid (3 quote) awards
 **Competitive solicitation requiring a minimum of three (3) quote solicitations*

INFORMAL PROCUREMENT

Discretionary Spend:

- Anticipated value of purchase is <\$5,000
- Construction contracts are subject to LOSB/MWBE application
- Department solicits quote(s) from desired vendor and makes award based on specification compliance
- Department submits a requisition along with selected vendor's quote to Purchasing for purchase order execution
 - If a contract is required, contact Contracts Administration for contract execution
- **Approval Required:** Administrator of Purchasing

Invitation to Bid (3 Quotes):

- Anticipated value of purchase is \$5,000 - \$49,999
- Subject to LOSB/MWBE ordinance compliance
 - Solicitations valued at \$25K and below should only have LOSB/MWBE vendors solicited, if available
- Department solicits a minimum of three (3) quotes with comparative specifications and makes award based lowest and best quote
- Department submits a requisition along with documentation of solicitations to Purchasing for purchase order execution
 - If a contract is required, contact Contracts Administration for contract execution
- **Approval Required:** Administrator of Purchasing

Single/Sole Source:

- *Single Source* is a procurement decision whereby purchases are directed to one source because of standardization, warranty, or other factors, even though other competitive sources may be available.
- *Sole Source* is a procurement decision where one supplier is selected based on lack of competition, technology, copyright, or a supplier's unique capability.
- Single source approvals anticipated to exceed \$25,000 require a 7-day advertisement on the Shelby County Purchasing website
- Single and Sole source justifications must meet policy qualifications
- Department submits written justification memo via email to Administrator of Purchasing
- Purchasing submission requirements apply following approval
 - If a contract is required, contact Contracts Administration for contract execution
- **Approval Required:** Administrator of Purchasing, Mayor (>\$25K), Board of Commissioners (>\$50K)

Piggyback/Cooperative Procurement:

- Goods and services can be secured via piggyback and/or cooperative procurement from other Federal, State, local government agencies and/or membership cooperatives
- To ensure best value for Shelby County Government when the amount of the purchase would normally require a formal solicitation, comparative pricing must be secured.
- Department submits a requisition to Purchasing or Contracts Administration, where applicable
- **Approval Required:** Administrator of Purchasing, Board of Commissioners (if over \$50K or CIP funded)

Emergency Procurement:

- Emergency procurement occurs only if the absence of the good or service is a threat to public health, welfare, safety or disruption of essential services. “Emergency”, as used in this section, does not include conditions arising from neglect or indifference in anticipating normal needs.
- Department submits a requisition along with a completed Emergency Justification form.
- **Approval Required:** Department Head, Division Director/Elected Official, Administrator of Purchasing

Check Request:

- There are nine (9) qualifying types that can be used to generate and receive approval of a check request.
- Check requests shall not be utilized to circumvent the solicitation process
- **Approval Required:** Department Authorized Signature, Director/Elected Officials (if over \$1,000), Administrator of Purchasing (per Finance policy)

Procurement Card (P-Card):

- A procurement card is utilized to purchase infrequently procured goods and services as approved in the Purchasing policy.
- Purchase limits for p-card utilization are:
 - Not to exceed \$2,000 per transaction (max 6 transactions per day)
 - Not to exceed \$5,000 per 30-days
- Eligible and restricted p-card utilization is defined in the Purchasing policy
- **Approval Required:** Division Director, CAO or Mayor, Elected Official (or authorized designee), Administrator of Purchasing

FORMAL PROCUREMENT

Sealed Bids (SB):

- A Sealed Bid (SB) is a formal request used to solicit pricing for goods or services from the lowest responsive bid and responsible bidder.
- Subject to LOSB/MWBE ordinance compliance
- Requires public advertisement
- Process is initiated by submission of requisition from department to Purchasing
- Purchasing facilitates solicitation document preparation with input of department
- Pre-bid meeting conducted (if requested by department)
- Requires public bid opening (paper only)
- Purchasing verifies compliance with minimum requirements
- Requires department evaluation and award recommendation
 - If a contract is required, contact Contracts Administration for contract execution
- **Approval Required:** Administrator of Purchasing, Mayor (>\$25k), Board of Commissioners (>\$50K)

Request for Proposal (RFP):

- A request for proposal (RFP) is a formal request used to solicit proposals from potential providers for goods and services, typically greater than \$50,000. Pricing is not the only evaluation criteria.
- Subject to LOSB/MWBE ordinance compliance
- Requires public advertisement
- Process is initiated by email from department to Administrator of Purchasing
- Purchasing facilitates solicitation document preparation with input of department
- Pre-bid meeting conducted (if requested by department)
- Purchasing verifies compliance with minimum requirements from bidders
- Requires department scoring evaluation and award recommendation
 - If a contract is required, contact Contracts Administration for contract execution
- **Approval Required:** Administrator of Purchasing, Mayor (>\$25K), Board of Commissioners (> \$50K)

Request for Qualifications (RFQ):

- A request for qualifications (RFQ) is a formal request used to solicit potential responders' qualifications (typically for professional services). Pricing is not requested as an evaluation criterion.
- Subject to LOSB/MWBE ordinance compliance
- Requires public advertisement
- Process is initiated by email from department to Administrator of Purchasing
- Purchasing facilitates solicitation document preparation with input of department
- Pre-bid meeting conducted (if requested by department)
- Purchasing verifies compliance with minimum requirements from bidders

- Requires department scoring evaluation and award recommendation
 - If a contract is required, contact Contracts Administration for contract execution
- **Approval Required:** Administrator of Purchasing, Mayor (> \$25K), Board of Commissioners (>\$50K)

COMPLIANCE

Purchasing compliance is facilitated by the Purchasing Compliance Analyst. It includes verification and alignment of the following, throughout the Purchasing process:

- County LOSB/MWBE ordinances
- Purchasing policies and procedures
- Solicitation minimum requirements

LOS B/MWBE Compliance:

- All purchases under Shelby County Government must be LOSB/MWBE ordinance compliant.
- An LOSB is a locally owned small business.
- An MWBE is a minority and/or women business enterprise.
- The Office of Equal Opportunity Compliance (EOC) designs, administers, and monitors programs to increase minority and women-owned business participation in the Shelby County procurement process

LOS B Ordinance Overview (471 and Amendments):

- SCG has an annual target of 20% LOSB participation of total County spend.
- Prime contracting under \$5K for professional services, construction, commodities and services shall be solicited from LOSBs.
- For informal bid solicitations \$25K and under, LOSB vendors shall be solicited, if three (3) or more are available.
- For informal bid solicitations between \$25,000.01 - \$50K, if there is at least one (1) LOSB vendor available, they must be a part of the solicitation.
- LOSB Commodities and Non-Professional Services have a 20% LOSB goal on RFP, RFQ and Sealed Bids, if availability exists.
- Bid preference on formal bid solicitations are applied accordingly:
 - 5% bid preference for \$500K and under
 - 3% bid preference for over \$500K and below \$1M
 - 2% bid preference for greater than \$1M

MWBE Ordinance Overview (472 and Amendments):

- There is no annual MWBE total spend target for Shelby County.
- Construction contracting under \$5K shall be solicited to African American and Asian American vendors, if two (2) or more exists.

- For informal bid solicitations \$25K and under, MWBE vendors shall be solicited, if two (2) or more are available.
- There is a 28% MBE (African American) goal for Construction solicitation, if availability exists.
- There is a 26% MBE (African American) and 14% WBE (Caucasian female) goal for Professional Services solicitations, if availability exists for either goal.
- Bid preference and/or discounts on formal bid solicitations are applied accordingly:
 - 10% bid discount on construction for a max of \$50K for African American and Asian American prime bidders
 - 10% bid discount on commodities and services for a max of \$50K for African American and Caucasian female prime bidders
 - 15% preference points on professional services for African American, Asian American, and Hispanic American prime consultants

BEST PRACTICES

- Competition! Competition! Competition!
- No policy circumvention
- Ensure a purchase order or contract is in place **PRIOR** to ordering goods and/or services from a vendor or entering into an agreement
- Ensure LOSB & MWBE Ordinances are applied accordingly
- Become familiar with the existing Purchasing Policy Rules & Regulations
- Confirm appropriate funding source **PRIOR** to a request for purchase of good and services. Budget and Accounts Payable can help in this area.
- Ensure selected vendors have an active assigned EOC and/or vendor number
- Develop good or service specifications and/or scope of work that allow for competition and are not tailored to a specific vendor
- **WHEN IN DOUBT, CONTACT PURCHASING TO OBTAIN APPROPRIATE GUIDANCE FOR A PURCHASE – 901-222-2250**



MEMORANDUM

To: All WIOA Service Providers, One-Stop Operators, Career Services Provider, and Workforce Board Members

From: Julienne Watkins, Compliance Manager
Workforce Investment Network

Date: May 28, 2019

Subject: Title VI Training

Under the Workforce Innovations & Opportunity Act (WIOA), the Local Workforce Board staff is charge to conduct Title VI of the Civil Rights Act of 1964 training for the staff of all WIOA Service Providers, One-Stop Operator, Career Services Provider, and Workforce Board Members annually.

Some of you may have already participated in Title VI training offered by your employer. If you have done so, I apologize for any inconvenience this may cause, but this is a federal mandate for us in the WIOA community.

Thanks to Shelby County Government you will not be asked to assemble and listen to a lecture. I am asking you to follow this link <http://titlevi.shelbycountyttn.gov/> and listen to the video recording of this Title VI training session. By doing so, you are assisting the Local Workforce Board for the Greater Memphis Region to meet our obligation to provide Title VI training to the WIOA workforce community.

After viewing the video, please email Ernestine Smith at Ernestine.Smith@shelbycountyttn.gov confirming that you have completed the Title VI training. I look for your email affirming your completion by June 30, 2020.

If you have any questions during or after viewing the video, do not hesitate to call or email me at 901-222-1835 or Julienne.Watkins@workforceinvestmentnetwork.com.

:es

How Can I File A Discrimination Complaint?

Any person believing they have been discriminated against because of race, color, or national origin should file their complaint with the Shelby County Title VI Office. A signed, written, original complaint form or an electronic filing complaint form should be filed with the Title VI Office no later than thirty (30) calendar days after the alleged discrimination occurred. Complaint forms can be obtained at: all Shelby County departments and any of its agencies receiving Federal financial assistance., Shelby County Title VI Office, and at www.shelbycountyttn.gov (Government > Office of the Mayor).

What Will Shelby County Do With My Complaint?

All Title VI discrimination complaints will be investigated by the Title VI Coordinator within thirty (30) days after receipt of the complaint. In the event that the investigation may not be completed within this thirty (30) day time frame, the Title VI Coordinator and the complainant may mutually agree, in writing, to allow for additional time to determine the facts. Once the investigation is completed, the Title VI Coordinator will submit a report of findings. Within five (5) consecutive work days after the completion of this report, the findings will be communicated to the complainant. At this point

a complainant who wishes to pursue the complaint may choose to appeal the charges externally, if she/he has not done so already.

What If The Recipient Retaliates Against Me For Asserting My Rights Or Filing A Complaint?

The Federal Government prohibits recipients from retaliating against you or any other person because he or she opposed an unlawful policy or practice, or made charges, testified, or participated in any complaint action under Title VI. If you believe that you have been retaliated against, you should contact the Shelby County Title VI Office with your complaint.

For more Title VI information, please contact:

Title VI Coordinator
Shelby County Government, HR
160 North Main Street – 7th Floor
Memphis, TN 38103

901-222-2327

Email: TitleVI@shelbycountyttn.gov

www.shelbycountyttn.gov

What is TITLE VI? Title VI of the 1964 Civil Rights Act states***

“No person in the United States shall, on the ground of race, color, or national origin be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.”



History

The landmark Civil Rights Act of 1964 was a product of the growing demand from Black leaders during the early 1960's for the Federal Government to launch a nationwide offensive against racial discrimination. In calling for its enactment, President John F. Kennedy identified "simple justice as the justification for Title VI:



"Simple Justice requires that public funds, to which all taxpayers of all races contribute, not be spent in any fashion, which encourages, entrenches, subsidizes, or results in racial discrimination by Federal, State, or local governments is prohibited by the Constitution. But indirect discrimination, through the use of Federal funds, is just as invidious; and it should not be necessary to resort to the courts to prevent each individual violation."

Title VI was not the first attempt to ensure that Federal monies not be used to finance discrimination on the basis of race, color, or national origin. For example, various prior Executive Orders prohibited racial discrimination in the armed forces, in employment by federally funded construction contractors, and in federally assisted housing. Various Federal court decisions also served to eliminate discrimination in individual federally assisted programs.

Congress recognized the need for a statutory nondiscrimination provision such as Title VI to apply across-the-board. Senator Hubert Humphrey, the manager of House Resolution 7152, which became the Civil Rights Act of 1964, stated their reasoning was to make sure that first, the overturning of Brown vs. Board of Education did not invalidate several important financial assistance statutes. Second, Title VI would eliminate any doubts that some Federal agencies may have had about their authority to prohibit discrimination in their programs. Third, Title VI would "insure the uniformity and permanence to the nondiscrimination policy" in all programs and activities involving Federal financial assistance. Thus Title VI would eliminate the need for Congress to debate nondiscrimination amendments in each new piece of legislation authorizing Federal financial assistance. On July 2, 1964, after much debate, President Lyndon B. Johnson signed the Civil Rights Act into Law.

After the passing of the law, very little enforcement efforts were implemented to assure Title VI compliance. In 1987, 23 years later, "The Civil Rights Restoration Act" revived the Title VI law. This revival of the law encouraged State Representative Rufus Jones of Memphis, Tennessee in 1992, to request a State Attorney General's opinion on whether the state of Tennessee should uphold the law. The Attorney General's office reported that indeed the law was meant to be upheld and implemented in all Federally funded agencies and programs in the state of Tennessee. On May 31, 1993 the state of Tennessee became the first state to pass legislation enforcing Title VI compliance in all of its departments, programs, agencies, and sub-recipients receiving Federal financial

assistance. The legislation is listed as Public Chapter No. 502. State Representative Henri Brooks of Memphis, TN sponsored this legislation. During legislative sessions in 1994 through 1996 she proposed state legislation to establish an entity to monitor Title VI compliance in Tennessee. In 1995 Governor Don Sundquist gave the Tennessee Commission on Human Rights the authority to review complaints. In 1996 the Human Rights Commission hired a Title VI Coordinator to implement and oversee the Title VI program for the state of Tennessee. The state of Tennessee has 37 agencies that must comply with the Title VI legislation. The city of Knoxville in 1997 became the first city to implement a Title VI plan. On December 3, 1999 Hamilton County became the first county to implement a Title VI plan.

Title VI remains the broadest instrument available to eliminate racial and ethnic discrimination. Title VI applies to approximately 27 Federal agencies administering more than 1000 programs and distributing annually an estimated \$900 Billion Dollars in Federal financial assistance.

What Does Title VI Cover and Enforce?

Title VI covers a diverse group of programs, services, and activities such as: elementary, secondary, and higher education, health care, social services, and public welfare, public transportation, parks and recreation, natural resources and the environment, employment and job training, housing and community development, construction, law enforcement and the administration of justice, agriculture and nutrition.

Title VI enforces the following public policy issues: site and location of facilities, infrastructure development, economic empowerment, accessibility for all persons, accountability in public funds expenditures, minority participation in decision making, program service delivery, and public private partnership in part or whole with public funds.

What Types of Discrimination Does Title VI Prohibit?

Title VI prohibits discrimination based on race, color, or national origin that can limit the opportunity of minorities to gain equal access to services and programs. Federally assisted programs cannot directly or through contractual means: Deny program services, aids, or benefits; Provide a different service, aid or benefit, or provide these in a different manner from those provided to others under the program; Segregate or separately treat individuals in any matter related to the receipt of any service, aid or benefit.

What is the Purpose of Shelby County's Title VI Office?

Shelby County Government is required by law under Title VI of the 1964 Civil Rights Act to comply with the guidelines and procedures established by the Federal Government. Shelby County is committed to the principles of non-discrimination and strives to assure that all persons regardless of race, color, or national origin are not denied participation in programs or activities receiving Federal financial assistance.

The Title VI Office will work aggressively to remove barriers that cause and encourage discrimination.

Shelby County's Title VI Office also shall be proactive in its attempt to create mechanisms that assure non-discrimination in Federal financial assistance. This office will also receive, investigate and answer all Title VI discrimination complaints.

Shelby County's Title VI Compliance Training

Title VI: Facts

What does Title VI Do?

Title VI ensures that service recipients receive:

- Equal treatment
- Equal access
- Equal rights
- Equal opportunities without regard to their race, color, national origin

How to report a Title VI violation

At Shelby County you report a Title VI violation to

**Shelby County Title VI Office
160 N Main Street
7th Floor
Memphis, TN 38103
(901) 222-2327**

titlevi@shelbycountyttn.gov

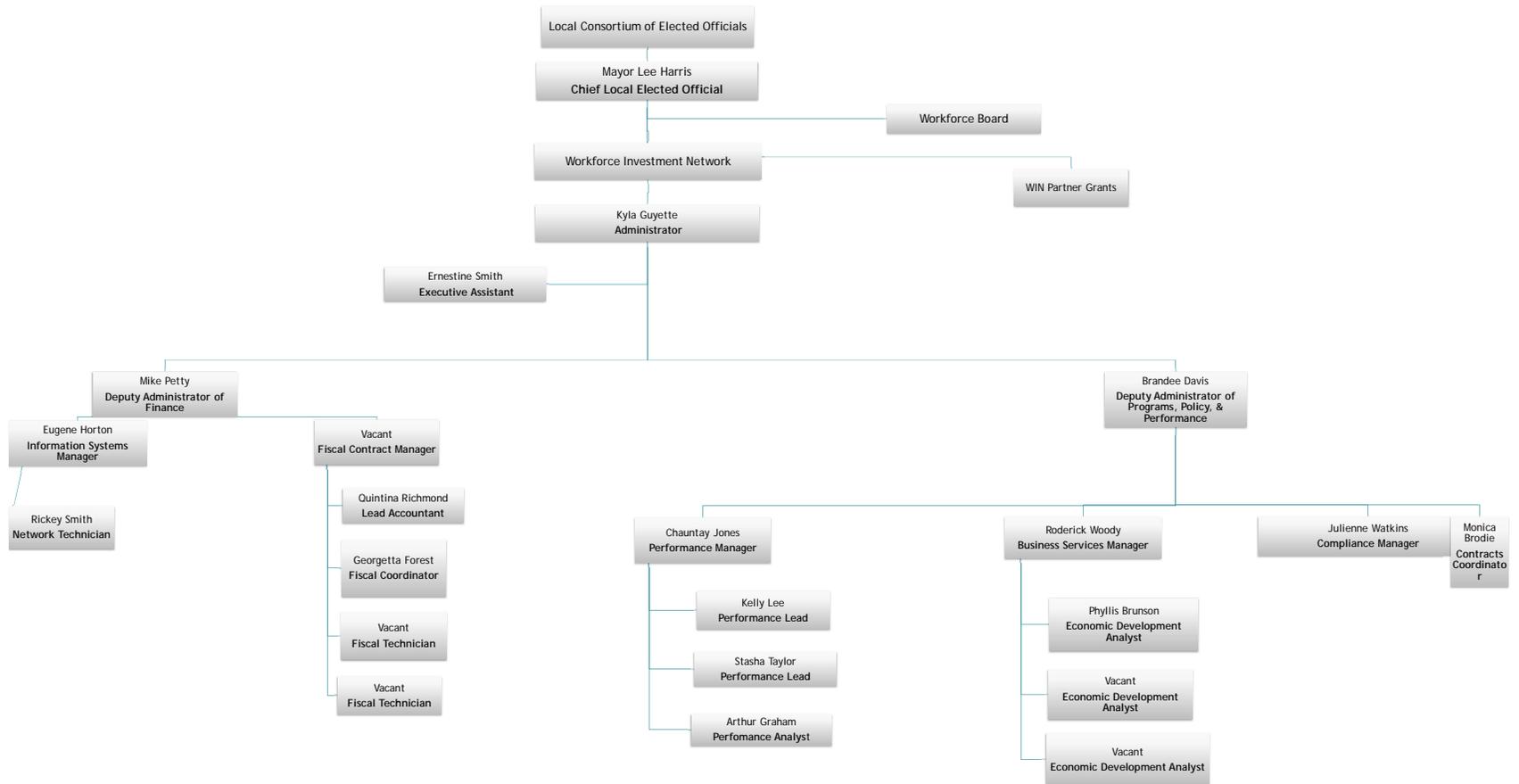
Certification

Title VI: Facts

I certify that I have read the above material.

- Accept
 Do not Accept

Submit



Greater Memphis Tennessee

(Fayette, Lauderdale, Shelby, and Tipton Counties)



In Demand Occupations to 2026

Personal Skills and Abilities

- advanced skills required
- moderate skills required
- A artistic/creative ability required

Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
Doctoral or professional degree										
Health Specialties Teachers, Postsecondary	190	\$90,626	●	●	●	●	●			A
Lawyers	115	\$95,577	●	○	●	●				A
Master's degree										
Healthcare Social Workers	100	\$52,595	●	○	●	●	○			A
Nurse Practitioners	80	\$104,265	●	○	●	●	●			A
Education Administrators, Elementary and Secondary School	75	\$88,940	●	●	●	●				A
Bachelor's degree										
General and Operations Managers	810	\$94,202	●	○	●	●	○			
Registered Nurses	715	\$65,890	●	○	●	●	○			
Elementary School Teachers, Except Special Education	340	\$56,559	●	○	●	●	○			A
Accountants and Auditors	340	\$64,176	●	●	●	●				
Financial Managers	280	\$102,893	●	●	●	●				
Secondary School Teachers, Except Special and Career/Technical Education	265	\$54,883	●	○	●	●	○			A
Clergy	245	\$49,596	●	○	●	●				A
Market Research Analysts & Marketing Specialists	235	\$56,843	●	●	○	●	○	○		
Human Resources Specialists	215	\$55,758	●	○	●	○				A
Sales Managers	195	\$114,440	●	●	●	●				
Medical and Health Services Managers	190	\$95,608	●	○	●	●	○			
Management Analysts	175	\$79,304	●	●	●	●				
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	160	\$67,510	●	○	●	●				A
Administrative Services Managers	135	\$84,032	●	○	●	●				
Special Education Teachers, Kindergarten and Elementary School	125	\$56,221	●	○	●	●				A
Computer Systems Analysts	120	\$69,886	●	●	○	○	○	●		
Compliance Officers	115	\$64,678	●	○	●	●				

✓ Jobs in Demand

✓ Positive Job Growth

✓ At least 75 expected annual job openings

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Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability	
Bachelor's degree continued											
Training and Development Specialists	110	\$57,657	●	○	●	●				A	✓ Jobs in Demand
Wholesale and Retail Buyers, Except Farm Products	105	n/a	●	●	●	●					
Substance Abuse and Behavioral Disorder Counselors	105	n/a	●	○	●	●	○			A	
Chief Executives	105	\$146,946	●	●	●	●				A	
Construction Managers	95	\$73,761	●	●	●	●	○				
Child, Family, and School Social Workers	90	\$42,719	●	○	●	●	○			A	
Medical and Clinical Laboratory Technologists	90	n/a	●	●	●	○	●	○	○		✓ Positive Job Growth
Software Developers, Applications	90	\$80,064	●	○	○	○	○	●			
Marketing Managers	90	\$93,927	●	○	●	●				A	
Computer and Information Systems Managers	85	\$107,326	●	●	○	●		○			
Financial Analysts	85	\$65,875	●	●	○	○					
Middle School Teachers, Except Special and Career/Technical Education	80	\$54,531	●	●	●	●				A	
Network and Computer Systems Administrators	80	\$74,608	●	○	●	○	○	●	●		✓ At least 75 expected annual job openings
Personal Financial Advisors	80	\$61,449	●	●	●	●					
Industrial Engineers	80	\$75,999	●	●	○	○					
Associate's degree											
Paralegals and Legal Assistants	85	\$41,139	●		●	○					
Postsecondary non-degree award											
Heavy and Tractor-Trailer Truck Drivers	1,415	\$45,614	●	○	○	○			○		
Licensed Practical and Licensed Vocational Nurses	285	\$43,664	●	○	●	●	○				
Automotive Service Technicians and Mechanics	225	\$44,993	○	○	○	○			●		

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Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
Postsecondary non-degree award continued										
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	155	\$42,517	●	○	○	○	○		●	
Emergency Medical Technicians and Paramedics	110	\$39,106	●	○	●	○	●			
Firefighters	85	\$52,241	●	○	●	●	○		○	
Some college, no degree										
Computer User Support Specialists	215	\$47,120	●	○	●	○	○	○	○	
High school diploma or equivalent										
First-Line Supervisors of Office and Administrative Support Workers	620	\$53,670	●	○	●	●				
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	380	\$57,010	●	○	●	●				
Food Service Managers	325	\$42,844	●	○	●	●				
Electricians	250	\$48,688	●	●	○	○	○		●	
Plumbers, Pipefitters, and Steamfitters	210	\$54,112	●	○	●	○			●	
First-Line Supervisors of Production and Operating Workers	195	\$53,941	●	○	○	●			○	
Production, Planning, and Expediting Clerks	190	\$44,796	●	○	○	○				
Police and Sheriff's Patrol Officers	185	\$53,280	●	○	●	●				
Property, Real Estate, and Community Association Managers	180	\$47,512	●	○	●	●				
Claims Adjusters, Examiners, and Investigators	175	\$71,704	●	●	●	○				
Bus and Truck Mechanics and Diesel Engine Specialists	170	\$44,037	○	○	○	○			●	
First-Line Supervisors, Mechanics, Installers, Repairers	160	\$71,307	●	●	●	●			●	
Machinists	160	\$45,936	●	○	○	○			○	
Insurance Sales Agents	155	\$51,793	●	●	●	●				

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Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
High school diploma or equivalent continued										
First-Line Supervisors of Non-Retail Sales Workers	145	\$77,583	●	●	●	●				
Industrial Machinery Mechanics	110	\$54,872	○	○	○	○	○	○	●	
Dispatchers, Except Police, Fire, and Ambulance	110	\$43,748	●	○	●	○				
Executive Secretaries and Executive Administrative Assistants	100	\$52,618	●	○	●	○				
Welders, Cutters, Solderers, and Brazers	90	\$49,660	●	○	○	○			○	
Transportation, Storage, and Distribution Managers	85	\$85,143	●	●	●	●				

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For more information, please contact:
Workforce Insights, Research and Reporting Engine Division
Wired.Info@tn.gov; (615) 741-2284

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 Tennessee Department of Labor and Workforce Development; Authorization No. 337626, February 2020; This public document was promulgated for electronic use only.

Workforce and Labor Force Issues in Tennessee's Regions

Population in Tennessee in 2018 was estimated at 6,770,010, an increase of 0.91 percent over 2017. This is a slightly slower rate of growth than in the previous year. Only two regions increased in population: the Middle Region added an estimated 43,717 people, and the East Region adding 17,631. The West Region lost an estimated 132 people. This was in contrast to the population increase the West Region experienced the previous year.

Average unemployment rates declined in all areas, for a state average of 3.5 percent, the lowest since 1976. The West Region continues to have the highest unemployment rate, 0.7 percentage points above the state rate. The lowest rate of higher educational attainment (attainment of some college or more for those 25 years of age or higher) continues to be in the East, with a rate of 51.4 percent compared to the state rate of 53.9 percent. However, all areas gained slightly, with the Middle Region gaining the most at 0.8 percent and achieving a rate of more than 56 percent.

Detailed information on educational attainment by category is shown in the next table. At the state level, the percentages of the population 25 years old and over who have only been educated through the 9th grade level, those attending high school but not receiving a diploma, those only completing a high school program, those achieving some college education, or a graduate degree or professional degree have decreased slightly, while the percentages of those achieving an associate's degree or a bachelor's degree have increased. Compared to the state average educational attainment, the West Region had a higher percentage of individuals with some college; the East had a higher percent of individuals who had attained associate's degrees; and the Middle Region had greater percentages of individuals who achieved bachelor's and graduate or professional degrees.

Poverty rates decreased slightly; the state rate decreased 0.5 percent to 16.7 percent. Likewise, the percentage of the unemployed with a disability decreased slightly across the East and West regions and at the state level; the percent of those not in the labor force with a disability decreased slightly to 34.1 percent. The East Region had the greatest number and percent of individuals who were unemployed with a disability, exceeding the state rate by 1.8 percentage points.

Youth unemployment for those ages 16 to 24 topped 12 percent in all three regions; the West continued to have the highest youth unemployment rate at 18.45 percent. On a positive note, the number of youth in the labor force increased in the East and Middle Regions, while the number of those unemployed decreased.

Table 13: Regional Labor Force Data

	East Region	Middle Region	West Region	State Total
Population 2017	2,386,506	2,761,534	1,560,754	6,708,794
Population 2018	2,404,137	2,805,251	1,560,622	6,770,010
Amount of Change	17,631	43,717	-132	61,216
Percent Change	0.74%	1.58%	-0.01%	0.91%
Annual Average Unemployment Rate 2017 Percent	3.9%	3.2%	4.5%	3.8%
Annual Average Unemployment Rate 2018 Percent	3.6%	3.0%	4.2%	3.5%
Educational Attainment 25 Years and Over (2017) Some College Or Higher - Percent	51.4%	56.5%	53.3%	53.9%
Poverty Estimate, All Ages, Percent (2017)	17.0%	14.3%	20.2%	16.7%
Percentage of Unemployed with a Disability (2017)	15.4%	13.4%	11.9%	13.6%
Percent of Those Not in the Labor Force with a Disability (2017)	37.0%	31.7%	33.3%	34.1%

Table 14: Educational Attainment by Area, 2017

Educational Attainment	East	%	Middle	%	West	%	State	%
Population 25 years and over	1,647,817	X	1,794,087	X	1,036,546	X	4,478,450	X
Less than 9th grade	93,204	5.7%	84,336	4.7%	50,639	4.9%	228,179	5.1%
9th to 12th grade, no diploma	143,715	8.7%	136,557	7.6%	95,073	9.2%	375,345	8.4%
High school graduate (includes equivalency)	564,202	34.2%	558,811	31.1%	338,351	32.6%	1,461,364	32.6%
Some college, no degree	335,850	20.4%	369,069	20.6%	229,428	22.1%	934,347	20.9%
Associate's degree	122,764	7.5%	125,449	7.0%	64,229	6.2%	312,442	7.0%
Bachelor's degree	240,297	14.6%	338,443	18.9%	159,873	15.4%	738,613	16.5%
Graduate or professional degree	147,785	9.0%	181,422	10.1%	98,953	9.5%	428,160	9.6%

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Table 15: Disability Status of Those in the Labor Force, 2017

Area	Civilian Non-institutional Population	Total Labor Force	Total Employed	Em- ployed W Disability	Employed W/O Disability	Total Unem- ployed	Unemployed W Disability	Unem- ployed W/O Dis- ability
East	1,425,612	1,033,176	965,444	63,561	901,883	67,732	10,399	57,333
Middle	1,648,239	1,263,412	1,194,684	71,327	1,123,357	68,728	9,201	59,527
West	941,059	698,612	639,889	36,176	603,713	58,723	6,984	51,739
Tennessee	4,014,910	2,995,200	2,800,017	171,064	2,628,953	195,183	26,584	168,599

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Table 16: Disability Status of Those Not in the Labor Force, 2017

Area	Civilian Non-institutional Population	Total Not In Labor Force	Not in Labor Force W Disability	Not In Labor Force W/O Disability	% W Disability	% W/O Disability
East	1,425,612	392,436	145,284	247,152	37.0%	63.0%
Middle	1,648,239	384,827	122,002	262,825	31.7%	68.3%
West	941,059	242,447	80,753	161,694	33.3%	66.7%
Tennessee	4,014,910	1,019,710	348,039	671,671	34.1%	65.9%

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Table 17: Youth Employment, Ages 16-24

Area	Labor Force	Unemployment	Rate
East Region	166,903	21,849	13.09%
Middle Region	199,958	24,398	12.20%
West Region	108,776	20,064	18.45%

Source: U.S. Census Bureau, 2013-2017 American Community Survey, 2017, 5-year estimates

County Population and Per Capita Income within Regions

According to the U.S. Bureau of Economic Analysis the 2017 Tennessee the per capita personal income was \$45,517, up 3.6 percent from the previous year. The United States per capita personal income was \$51,731 up 3.7 percent from 2016.

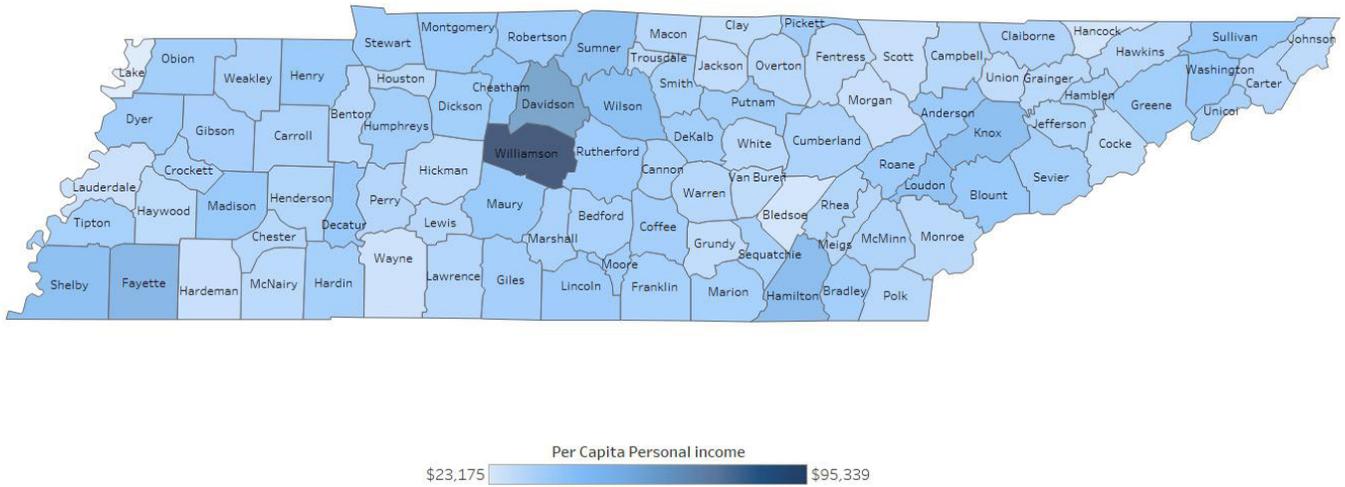
Per capita personal income is defined as the annual total personal income of residents divided by the residential population as of July 1. Personal income is derived by summing the net earnings, rental income, personal dividend/interest income, and transfer payments by place of residence. Personal income excludes federal income tax deductions and other personal taxes and is reported in current dollars. In simpler terms, it is the total income on the front page of your 1040 tax form. This data can be influenced by large growth (or decline) in population, natural disasters (i.e., flooding or hurricanes), commuting populations (those that primarily work in other counties), and state and local taxes.

In 2017, all the counties with the highest per capita incomes across the state were in metropolitan statistical areas (MSAs). In the East Region, the counties with the highest per capita personal incomes were Hamilton (\$50,196) in the Chattanooga, TN-GA MSA and Knox (\$48,160) and Loudon (\$46,183) in the Knoxville MSA. In the Middle Region, four counties in the Nashville-Murfreesboro MSA were among the highest income counties in the state: Williamson (\$95,339), Davidson (\$63,063), Sumner (\$46,998), and Wilson (\$47,335). In the West Region, Fayette (\$53,942) and Shelby (\$47,655) counties in the Memphis, TN-MS-AR MSA were among the state's highest.

Except for three counties (Morgan, \$28,699 and Union, \$30,686) in the Knoxville MSA and Hickman (\$31,460) in the Nashville-Murfreesboro MSA), the rest of the lowest per capita income counties are rural. They include, in the East, Bledsoe (\$25,705), Hancock (\$26,422) and Scott (\$28,721). In the Middle Region were Jackson (\$30,370) and Wayne (\$27,306). Counties in the West included Lauderdale (\$28,141) and Lake (\$23,175).

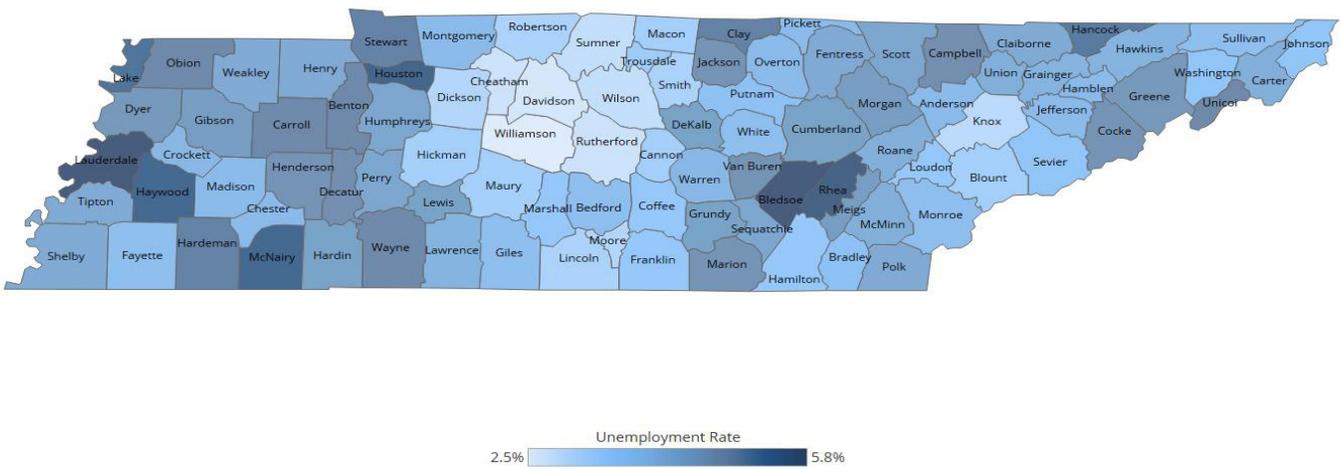
From 2017 to 2018, eight counties in Tennessee decreased population by more than 100. All except Carter County in the East Region were in the West Region, they included Crockett, Dyer, Hademan, Haywood, McNairy, Obion, and Shelby. In contrast, the counties gaining more than an estimated 5,000 people include, Montgomery in the Clarksville, TN-KY MSA, and Rutherford and Williamson counties in the Nashville- Murfreesboro MSA.

2017 Per Capita Personal Income by County



Source: U.S. Bureau of Economic Analysis
Figure 9

2018 Unemployment Rates



Source: TN Department of Labor & Workforce Development, Local Area Unemployment Statistics, August 2019
Figure 10

LWDA Title	Number of American Indians or Alaskan Natives alone	Population Ages 15-19	Population Ages 20-24	Population Ages 55+	Number Below Poverty	Number With Disability	Number of Single Parent Families	Probationers and Parolees	Community Correction	Mental Health Court Statistics (FY 2018)	Limited English Speaking	*Foster Care Services - Youth Aged Out	Clients In Recovery Courts (2018)	In School Youth Experiencing Homelessness in 2018	TANF 18 Months From Ending Eligibility Total 2017	Number of Veterans in 2018	Number of Veterans in 2019
East	6,294	146,205	159,473	745,721	360,003	219,108	73,724	26,841	1,919	13	9,606	352	517	5,790	746	174,956	172,403
East Tennessee (2)	3,719	76,106	85,088	377,446	180,730	107,067	36,591	13,910	1,025		5,824	208	341	2,281	349	91,070	89,848
Northeast Tennessee (1)	1,301	30,444	32,810	171,547	83,919	55,710	17,271	5,878	551	13	727	64	62	1,527	162	40,016	39,483
Southeast Tennessee (4)	1,274	39,655	41,575	196,728	95,354	56,331	19,862	7,953	343		3,055	80	114	1,982	235	43,870	43,072
Middle	8,089	169,517	186,603	695,731	338,611	202,530	90,712	11,642	2,341	66	20,862	378	968	9,161	726	193,448	193,035
Northern Middle Tennessee (6)	5,863	121,482	137,344	446,987	215,424	127,623	64,553	1,439	1,439	38	18,016	203	586	7,340	506	136,140	136,227
Southern Middle Tennessee (5)	1,191	26,669	26,375	132,847	61,964	40,834	14,910	5,373	540	28	1,492	93	148	334	134	31,665	31,393
Upper Cumberland (3)	1,035	21,366	22,884	115,897	61,223	34,073	11,249	4,830	362		1,354	82	234	1,487	86	25,643	25,415
West	3,185	106,542	109,176	425,548	281,780	123,913	70,659	19,638	2,101	34	7,802	231	475	3,407	1,279	97,270	95,256
Greater Memphis (9)	2,145	72,706	76,106	267,975	192,753	75,840	50,990	13,880	717	34	6,949	160	323	2,631	1,011	61,964	60,467
Northwest Tennessee (8)	821	16,825	16,461	80,194	45,943	25,844	9,792	2,889	584		374	38	98	188	117	18,538	18,287
Southwest Tennessee (7)	219	17,011	16,609	77,379	43,084	22,229	9,877	2,869	800		479	33	54	588	151	16,768	16,502
Total	17,568	422,264	455,252	1,867,000	980,394	545,687	235,095	78,658	6,361	113	38,270	961	1,960	18,358	2,751	465,675	460,692

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

* Counties of commitment, not residence.

Sources: Probationers and parolees, Community Corrections: Adam Dawson, Community Supervision Division, TN Department of Correction. Mental Health Court and Recovery Court Statistics: Liz Ledbetter, Recovery Court Administrator, TN Department of Mental Health and Substance Abuse Services; Limited English Speaking: U.S. Census Bureau, American Community Survey, 2017. Foster Care Services: Dave Aguzzi, Office of In-dependent Living, TN Department of Children's Services, In School Youth Experiencing Homelessness: Hebeh Hindich (2017), Josh Carlson (2018), Data Management Division, TN Department of Education TANF 18 Months for Ending Eligibility: Lakecia Peerson (2017), Tiffany D. Pinson (2018), Division of Family Assistance and Child Support, TN Department of Human Services.