Local Workforce Investment Area 7

Strategic Plan

2014 – 2019

Stage II

Phase I
Attachment A

Please clearly label each compliance checklist item with a coversheet by title and Local Workforce Investment Area. If submitting electronically, please also indicate in both the file name item and Local Workforce Investment Area.

_______ Public Notice or 30-Day comment period (Attach any comments received and discuss the process used to provide opportunity for the public to comment.) **Due April 28, 2014**

✓ _____ Memorandum of Understanding following template provided **Due March 31, 2014**

✓ _____ Memorandum of Understanding (Matrix/Grid)

✓ _____ Current Consortium Agreements of One-Stop Partners (with current signatures)

✓ _____ Chief Elected Official Agreement (with current signatures)

✓ _____ Chief Elected Official & Local Board Partnership Agreement (with current signatures)

________ Resource Sharing Agreement Materials (**Template due March 3, 2014; Complete RSA packet due March 31, 2014**)

________ Indirect Cost Approval Letter/Cost Allocation Plan (CAP) (**Due September 2014**)

✓ _____ Current List of Local Workforce Investment Board Members (Submit in alphabetical order on appropriate forms. Verify that each board member has previously submitted a nomination form and a conflict of interest form. Verify each person on LWIB has been through orientation).

✓ _____ Local Workforce Investment Board By-Laws

✓ _____ Youth Eligible Providers List and 10 Program Element Matrix

✓ _____ Assurances with signature pages

✓ _____ List of waivers utilized and required documentation. Please mark any of the waivers below that are currently utilized and ensure that the LWIA has provided any documentation as outlined in State policies.

✓ _____ Waiver of the prohibition at CFR 664.510 on the use of Individual Training Accounts for older and out-of-school youth

✓ _____ Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount (up to 50%) between Adult and Dislocated Worker funding streams allocated to a local area

_____ Waiver of WIA Section 123 that requires that providers of Youth program elements be selected on a competitive basis

_____ Waiver of WIA Section 134(a) to permit local areas to use a portion of local funds (up to 10%) for incumbent workers training
Copies of each LWIA administrative entity’s policies regarding purchases and procurement: Policies must address a description of the competitive process to be used to award grants and contracts for activities carried out under this subtitle I of WIA; including the process to be used to procure training services that are made as exceptions to the Individual Training Account Process (WIA section 134(d)(4)(G)).

Confirmation that the LWIA has on site an approved EEO Manual, Written Conflict of Interest Policies, Title VI Manual, and ADA Checklist.
This space reserved for public comments received.
Memorandum of Understanding

Between
Tennessee Career Center System/American Job Center
Partnering Agencies
And
The Local Workforce Investment Board 7
In Concurrence With
The Local Chief Elected Official(s)

This Agreement by and between Parties to this Agreement, to establish mutually agreed upon roles and responsibilities for implementation of the provisions of Section 121 of Title I of the Workforce Investment Act of 1998 (Public Law 105-220), as further described in the scope of services depicted in the Attachments A, B, and C.

Purpose:

The purpose of this Memorandum of Understanding among Partners at the Comprehensive Career Centers in Tennessee is to establish a cooperative and mutually beneficial relationship among Agencies: to implement their individual and mutual duties and to summarize the financial commitment made by each partner as referenced in the RSA addendum.

To ensure that all individuals seeking services at Tennessee Career Centers (American Job Centers) are provided services through operations that are mutual to all Partners programs, and to ensure that these individuals are also referred to program services which are unique to the Partners’ programs.

Duration and Term:

The original term of the Agreement shall be five (5) years, commencing July 1, 2014, through June 30, 2019, and shall automatically renew thereafter until terminated by one (1) or more parties.

Methods for Referral:

Any party may refer customers to the Partnering Agency for appropriate services via electronic telecommunication or written procedures using a mutually agreed upon referral format. Each Partnering Agency’s procedure is depicted in Attachment A.

Modification, Amendment and Termination:

This Agreement may be modified only by a written amendment executed by all parties in conjunction with the Local Board in accordance with applicable state laws and regulations. Any party may terminate their respective participation in this agreement upon thirty (30) days written notice to the other parties. Termination by any party shall require an amendment executed by the remaining parties hereto.
Parties to this Agreement:

**The Local Workforce Investment Board**, of Local Workforce Investment Area 7, hereinafter referred to as the “Local Board.” The Local Board is constituted pursuant to **Section 117** of the **Workforce Investment Act of 1998** and shall be responsible to oversee the operations of the local one-stop Center system; and

**The Local Chief Elected Official(s)** of Local Workforce Investment Area 7 representing the following Tennessee counties: Cannon, Clay, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, White. The signature of the Local Chief Elected Official Chairperson signifies concurrence to this Agreement.

**The Upper Cumberland Human Resource Agency** – **Title I of the Workforce Investment Act**

**The Tennessee Department of Labor and Workforce Development** – **Adult Education Programs** representing the following counties: Cannon, Clay, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, White

**The Native American Indian Association WIA Program** – **Native American Programs** operated under Title I, Subtitle D of the Workforce Investment Act of 1998 (Public Law 105-220)

**CHP International - Job Corps** – Authorized in Title I, Subtitle C of the Workforce Investment Act

**The Tennessee Department of Human Services, Division of Rehabilitation Services** – Programs authorized by the Rehabilitation Act of 1973, as amended (WIA Title IV).

**The Tennessee Department of Labor and Workforce Development** – Wagner-Peyser Act, Trade Act of 1975/NAFTA, Unemployment Compensation, Chapter 41 of Title 38, United States C – Job Service’s Veterans Program, Food Stamps Act of 1977, Migrant and Seasonal Farm Worker Program

**The Tennessee Colleges of Applied Technology** – **Perkins Vocational Educational Act**

**The Upper Cumberland Human Resource Agency** – Employment and Training Activities carried out by the **Community Service Block Grant**

**The Upper Cumberland Human Resource Agency** – **Senior Community Service Employment Program**

**The Tennessee Department of Veterans Affairs** – Department of Veterans Affairs Act of 1988

**Resource Sharing Addendum:**
A Resource Sharing Agreement has been developed between all partners who share cost. **NOTE:** As the cost allocation and resource sharing processes require the adjustment of projected costs and resources based on actual costs incurred, the RSA may be adjusted or modified to actual costs without the need to formally modify this MOU. See Attachment C for Resource Sharing addendum.

This Agreement incorporates **ATTACHMENTS “A,” “B,” and “C”** which are attached hereto as fully as if they were set out verbatim herein.
Attachments:

A. Description of services to be provided through the American Job Centers Total Services by County Facility and of the methods for Referral of Individuals to Workforce System Partners
B. Description of the functional organization, customer flow and service delivery.
C. Resource Sharing Addendum
LOCAL WORKFORCE INVESTMENT AREA # 7

SIGNATURE SHEET

IN WITNESS WHEREOF:

LOCAL WORKFORCE INVESTMENT BOARD AREA 7

Harrell Tolbert, Chairman

DATE: 3-28-14

LOCAL CHIEF ELECTED OFFICIAL CHAIRPERSON

Kim Blaylock, Chairperson

DATE: 3-27-14

UPPER CUMBERLAND HUMAN RESOURCE AGENCY

Luke Collins, Executive Director

DATE: 3/27/14

Tennessee Department of Labor and Workforce Development - ADULT EDUCATION PROGRAMS

Marva Doremus, Administrator

DATE: 3/31/14

NATIVE AMERICAN PROGRAMS

Turia Enloe, NAIA – WIA Program Director

DATE: 3/27/2014

JOB CORPS

Howard A. Rak, CHP International President

DATE: 3/31/14
THE TENNESSEE DEPARTMENT OF HUMAN SERVICES, VOCATIONAL REHABILITATION

Cherrell Campbell-Street, Assistant Commissioner

DATE: 4-1-14

THE TENNESSEE DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT

Deniece Thomas, Workforce Services Assistant Director

DATE: 3-28-14

Perkins Vocational Education Act

Dr. Myra West, TCAT Livingston Director

DATE: 3-31-14

THE TENNESSEE DEPARTMENT OF VETERANS AFFAIRS

Wendell Cheek, Deputy Commissioner

DATE: 3-31-14
ATTACHMENT A

Description of Services/Referral Processes
LWIA 7 Memorandum of Understanding – Attachment A
DESCRIPTION OF SERVICES/REFERRAL PROCESSES

Putnam County: Tennessee Career Center/American Job Center

- TITLE I OF THE WORKFORCE INVESTMENT ACT –

Services:
- Core Services:
  - Eligibility determination for WIA Youth, Adults, and Dislocated Workers
  - Outreach, intake, and orientation for WIA programs
  - Initial assessment of skills, aptitudes, abilities, and barriers to employment
  - Job search and placement assistance
  - Provision of performance and cost information on eligible training providers, information on available training, and information on other services available through Career Center partners
  - Local WIA performance information
  - Supportive services information
  - Follow-up services and counseling for WIA participants who are placed in employment
- Intensive Services:
  - Comprehensive assessments for those who are unemployed and unable to find employment through core services and who are in need of more intensive services in order to obtain employment, or
  - For individuals who are employed but need additional intensive services in order to become self-sufficient – services may include: Comprehensive and specialized assessments, in-depth interviewing, individual employment or career planning, group counseling, case management for individuals who require training, soft skills training such as work maturity skills
  - Referral to training services

Referral Process:
- Individuals interested in applying for WIA services will be referred to the appropriate WIA Case Manager for eligibility determination.
- Those individuals who need additional assistance that are not provided through the WIA or Career Center will be referred to UCHRA’s Information and Referral Service. UCHRA will provide them with access to in-house programs for which they qualify or refer them to other resources that can meet their documented needs.

- TENNESSEE DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT, ADULT EDUCATION –

Services:
- Adult Education (AE) provides basic skills upgrades and works with individuals to help meet their educational and career goals. Classes are provided across the state to enhance future
employment opportunities and personal growth through Adult Basic Education (ABE), High School Equivalency test preparation for those who have not completed high school, and English for Speakers of Other Languages (ESOL).

- For those who did not finish high school, there are free classes at the adult education centers to prepare for the High School Equivalency Test. Instructors will help individuals prepare for continuing their education or improve their career possibilities.

Referral Process:
- Individuals needing Adult Education services will be referred to the appropriate local center contact person.
- AE refers participants to various agencies based on intake interviews and as requests are made or barriers to success present themselves.

- NATIVE AMERICAN INDIAN ASSOCIATION, WIA PROGRAM –

Services:
- NAIA provides a broad range of services including job training and placement, career counseling, classroom training, scholarships, bilingual and other educational services, health services, cultural revitalization and emergency assistance in times of crisis.

Referral Process:
- NAIA WIA Program brochures are available at the Career Center and affiliate offices.
- Individuals interested or in need of these services will be referred to the NAIA office in Smyrna, TN. NAIA representatives meet with interested individuals at the Career Center when needed.

- JOB CORPS –

Services:
- Job Corps assists individuals ages 16 through 24 in launching their careers. Assistance with earning a high school diploma or equivalency is provided if needed. Job Corps provides training, mentoring, tutoring and job placement assistance.

Referral Process:
- Job Corps brochures are available at the Career Center and affiliate offices. Interested individuals can call or sign up online. Job Corps staff meets with potential participants at the Career Center as needed.

- TENNESSEE DEPARTMENT OF HUMAN SERVICES, VOCATIONAL REHABILITATION –

Services:
- Vocational Rehabilitation (VR) services determined by eligibility, economic need, and individual need as authorized by the Rehabilitation Act of 1973 to include — medical and psychological exams and trial work experiences as necessary for determination of eligibility; vocational
evaluations as necessary for program services planning; physical/mental restoration services (not covered by other comparable benefits); physical aids (orthotic/prosthetic devices, wheelchairs, hearing aids, low vision aids); academic, vocational, and work adjustment training; special services for the deaf and hard of hearing and the blind and visually impaired; counseling and guidance; job development and job placement services; rehabilitation technology (adaptive equipment and workplace accommodations not provided by the employer); supported employment, independent living, and post-employment services (within 12 months following case closure); temporary assistance with transportation and living expenses while participating in the VR program; evaluation, therapy, training, and placement through the Tennessee Rehabilitation Center in Smyrna and local TRC System Centers.

Referral Process:
- Contact the co-located VR counselor in person, by phone, by email, or by career center standard referral process. Provide the individual’s name, address, phone number, SSN, and known or suspected disabling condition. If the VR counselor is not available for immediate assistance or is out of the office, provide the customer with VR informational sheet (provided in regular print, large print, or Braille) and a VR application. All referrals of all disability groups will be seen by the co-located VR counselor for career center orientation. The VR counselor will make arrangements for a specialty counselor if necessary.

- TENNESSEE DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT, WORKFORCE SERVICES –

Services:
- The TDLWD provides core services under their organizational and functional umbrella. These services may include, but are not limited to: Employment Services; Veterans Services; Labor Market Information; Employer Informational Services; and Trade Adjustment Assistance. The following provides detailed lists within each of these broad categories of core services. Where appropriate, these services are differentiated between those provided to employers and those provided to job seekers. In certain circumstances and locations, services may be provided via electronic interface or by appointment:
  - Employment Services:
    - Provide universal access to the registration process. All persons possessing the required identification may receive one or more of the following services:
      1. Access to basic labor exchange through either printed or electronic media in a self-service environment;
      2. Access to Jobs4TN;
      3. Access to various printed and electronic materials for preparing resumes and improving interviewing skills;
      4. Staff assistance as follows:
        a. Determination of employment related skills, abilities, and knowledge,
        b. Assignment of specific occupational codes and titles,
        c. Determination of employment barriers,
        d. Data entry of completed applications,
        e. Match applicant profile with existing opportunities,
        f. Make referrals to employers where qualifications and requirements match,
g. Document referrals and results through employer follow-up,
h. Refer to other partners when barriers indicate a need for intensive services,
i. Initiate job development activities, and
j. Maintain the job order system

B. Assist employers in recruiting, hiring, and retaining the best qualified persons for positions at all skill and education levels by:
   1. Actively solicit job orders from employers through an organized calling program;
   2. Enter employer job orders to network providing local, state, national, and international exposure;
   3. Actively solicit input from local employers through the Workforce Employer Outreach Committees and Local Workforce Investment Boards;
   4. Make facilities available for employers to conduct interviews and other recruiting activities; and
   5. Provide information on services available through other units of TDLWD and governmental entities

   ▪ Unemployment Insurance Services:
     A. Assist individuals wishing to file claims for unemployment insurance benefits by:
        1. Providing access to telephones and computers for individuals to apply for UI benefits;
        2. Instructing claimants in the proper procedures for filing for benefits as appropriate;
        3. Instructing claimants on who to contact if they need assistance with UI claims, appeals, wage protests, eligibility, etc.
     B. Assist employers by:
        1. Providing copies of relevant statutes governing unemployment insurance;
        2. Providing guidance for employers wishing to file appeals;
        3. Providing information during mass meetings in cases of layoffs, extended shutdown or closures

   ▪ Veteran’s Services:
     A. Veterans will receive priority of service as mandated by law. The following services may be offered:
        1. Registration for conducting employment services;
        2. Initial employability assessment;
        3. Counseling regarding employment and potential barriers to employment;
        4. Testing on a selected and limited basis;
        5. Job development;
        6. Job referral and placement;
        7. Referral to intensive services and or appropriate training opportunities
     B. Staff assistance may be provided with the following:
        1. Determining DOT codes which correctly reflect the veterans’ military and civilian experience and training;
        2. Assessing the veterans’ needs and making referrals to agencies and programs which may meet those needs;
     C. Veterans still on active duty status may receive information and guidance to assist in their re-entry to civilian employment;
D. Staff will strive to meet all mandated veterans standards. Veterans’ staff may be assigned to Career Centers on either a full-time or part-time basis.

- **Labor Market Information:**

  A. Labor market information may be provided to jobseekers under the universal access principal adopted by the TDLWD. Services may be delivered through self-help or facilitated self-help.

  1. Self-help may include but not be limited to:
     a. Access to Jobs4TN using office computers or home computers;
     b. Access to The Source and online informational resources on employers, trends in employment, geographical distribution of employment opportunities, training requirements, wage information, and licensing/credentialing requirements

  2. Facilitated self-help may include but not be limited to the following services:
     a. Provide assistance in placing resumes on Jobs4TN;
     b. Assist individual job seekers in full utilization of any resource center materials and equipment

B. Services to employers may include the following:

  1. Prompt, accurate listing of job orders including employer instruction on number and method of referrals;
  2. Seek input from employers on the local level to ensure responsiveness to needs are met;
  3. Deliver statistical reports as requested;
  4. Assist employers by providing information on the following programs designed to assist them:
     a. Work Opportunity Tax Credit, which provides tax incentives for hiring certain classifications of workers;
     b. Drug Free Workplace, which also provides tax incentives for implementation;
     c. Federal Bonding Program, which provides individual fidelity bonds for employers hiring job seekers unable to obtain coverage by commercial carriers.

- **Trade Readjustment Assistance:**

  Approval of a petition for benefits by the U.S. Department of Labor for individuals displaced under the laws governing TRA may result in those individuals receiving the following services:

  1. TRA benefits equal to most recent weekly benefit amount of unemployment insurance;
  2. TRA benefits while enrolled in approved training if enrollment meets timing criteria;
  3. Financial assistance with transportation, living expenses, job search travel expense, and/or relocation expenses may be available

**Referral Process:**

- In circumstances involving partnering agency services which are not available in an individual Career Center or affiliate office, the following procedures will be used to refer persons needing assistance:
A. Referral to or assistance with access through electronic interface;
B. Referral to appropriate person or unit with the administrative complex who can provide information or service; and
C. Provision of printed materials containing the necessary contact information.

- TENNESSEE COLLEGE OF APPLIED TECHNOLOGY at Livingston –

Services:
- The Tennessee College of Applied Technology (TCAT) - Livingston provides instruction and practical experience to enable individuals to enter the career of their choice. The TCAT offers full-time, part-time, and online programs.
- TCAT agrees to provide information regarding programs offered, success rates, cost information, sources of financial assistance, transportation, and other services.

Referral Process:
- The TCAT agrees to refer customers to the Career Center and/or affiliate center for appropriate services via electronic communication or referral.
- Career Center partners will provide information regarding performance, courses offered, costs, and other information to potential customers of TCAT. Further assistance may be provided to TCAT students by programs within the Career Center when appropriate.

- COMMUNITY SERVICE BLOCK GRANT (EMPLOYMENT & TRAINING ACTIVITIES) –

Services:
- Eligibility determination for Community Service Block Grant (CSBG)
- CSBG provides financial assistance for eligible individuals to help them become employable. Assistance may include: training costs (tuition, books, etc.), support services (car repairs, travel reimbursement, etc.), high school equivalency test fee, work clothing and/or supplies/tools

Referral Process:
- Low income individuals needing assistance will be referred to CSBG staff.
- CSBG staff will refer participants to WIA and other partner programs in the Career Center when appropriate.

- SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM –

Services:
- The SCSEP will provide eligibility determination for work experience, medical exams, etc. paid for through funding from the Senior Service America, Inc. and the Tennessee Department of Labor and Workforce Development SCSEP programs. Work experience will consist of twenty (20) hours per week of paid wages at public or private non-profit work sites from twelve months to forty-eight months. The SCSEP will provide some private for profit work experience with employers who commit to permanently employ individuals after training. Employability
skills training and placement assistance will be provided through the program, and SCSEP participants are given preference when appropriate UCHRA job openings become available.

**Referral Process:**
- Referrals to the SCSEP will be solicited from other agencies, listings with the Tennessee Department of Labor and Workforce Development, and Public Service Announcements through various local media. Pre-applications will be taken by phone. Vacant slots are filled by taking the next in line applicant and through developing the appropriate host agency worksite.
- Individuals who apply for the SCSEP will be referred to Career Center partners for training services, labor market information, adult education, transportation, public housing, and any other service available through the local community. Brochures promoting SCSEP services will be made available to other local agency offices to assist in recruitment. In absence of an SCSEP representative, information will be made available to applicants to allow for pre-application by phone and possible enrollment.

- **TENNESSEE DEPARTMENT OF VETERANS AFFAIRS –**

  **Services:**
  - The Tennessee Department of Veterans Affairs assists Veterans and their families in obtaining information and applying for VA benefits. Counseling and referral are provided for services and benefits available through federal, state, and local laws.
  - Veterans are assisted with obtaining a variety of services such as health care, disability compensation, pension, burial benefits, survivor benefits, military discharge review, employment referrals, housing, rehabilitation, training, education, etc.

  **Referral Process:**
  - Veterans are referred to the TDVA representative at the Comprehensive Career Center.
  - TDVA will refer Veterans to other partners for services when appropriate.
The Cookeville Comprehensive Center Partner Consortium is made up of three partner agencies providing services through funding for WIA, Wagner-Peyser, and Vocational Rehabilitation (see Tennessee Career Center/ American Job Center @ Cookeville and Affiliates flow chart below). Affiliate centers are located in Jackson, Smith and White Counties and are electronically linked to the comprehensive center. The center’s delivery system emphasizes, encourages and supports the continued development of a seamless one-stop delivery system that is demand-driven, skills-based and accessible. Our system focuses on quality and seamless services to employers and job seekers through coordination and activities carried out by the partners (see attached Orientation of Services). To ensure seamless service delivery to workforce system customers, all individuals working in an affiliate or comprehensive center will experience two levels of supervision: direct and functional. Functional areas will include the welcome function, skills/career development function, and business function. The center provides an integrated approach to serving job seekers and business customers through a focus on functions rather than agencies and funding streams.
ORIENTATION of SERVICES

Self Service
- RESOURCE ROOM
  - Access to Computer, Internet, Copy, Fax, Telephone and Printer service
  - Job Search Materials
  - Jobs4TN.gov

Job Search Assistance
- Veterans Services
- Jobs4TN.gov
- Employee Recruitment Assistance
- Staff Assisted Job Service

Career Counseling/Training
- CORE SERVICES
  - Eligibility Determination
  - Orientation
  - Job Search
- INTENSIVE SERVICES
  - Career Counseling
  - Individual Employment Plan Development
  - Employability Assessment
- TRAINING SERVICES
  - Occupational Skills
  - OJT
  - Incumbent Worker
  - Work Experience

Other Services
- Workshops
  - Resume
  - Interview
  - Jobs4TN.gov
  - Veteran Employment Preparation-Job Search, Resume, Interview, Job Retention
  - Computer Skills
- Assessments
  - TABE
  - KeyTrain
  - Purdue Pegboard
  - CareerScope
- Interviews
  - Employer Interview
  - Job Fair
- Partners
  - Wagner-Peyser
  - WIA
  - DHS/Vocational Rehab
  - SCSEP

EMPLOYMENT OPPORTUNITIES
ATTACHMENT C

Resource Sharing Addendum

<TO BE INSERTED AFTER COMPLETION>
Local Workforce Investment Area 7

Memorandum of Understanding (Matrix/Grid)

2014 - 2019
## 2014-19 MOU Partner Grid

### Local Workforce Investment Area

**Counties Served:**
*Cannon, Clay, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, White*

### Services

- WIA – Upper Cumberland HRA
- *Tennessee Dept. of Labor & WFD
- DHS – Families First
- DVS – Vocational Rehabilitation
- TTC at Livingston
- Adult Education
- American Indian Center
- Senior Community Service Program
- Senior Community Service Program
- American Indian Center
- Adult Education

### Red indicates Comprehensive Center

### Black indicates Affiliate Center

### Blue indicates Itinerant Center

<table>
<thead>
<tr>
<th>Location</th>
<th>WIA – Upper Cumberland HRA</th>
<th>*Tennessee Dept. of Labor &amp; WFD</th>
<th>DHS – Families First</th>
<th>DVS – Vocational Rehabilitation</th>
<th>TTC at Livingston</th>
<th>Adult Education</th>
<th>American Indian Center</th>
<th>Senior Community Service Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tennessee Career Center - Cookeville</td>
<td>X</td>
<td>X</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Celina - Clay</td>
<td>X*</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Smithville - DeKalb</td>
<td>X*</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Jamestown – Fentress</td>
<td>X*</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Gainesboro – Jackson</td>
<td>X</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>** Lafayette – Macon</td>
<td>X*</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Livingston – Overton</td>
<td>X*</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Carthage – Smith</td>
<td>X</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Sparta - White</td>
<td>X</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td></td>
</tr>
</tbody>
</table>

- **X** = Indicates service is available on-site
- **Y** = Indicates the service is available in the county through referral
- ***** – TN Department of Labor & Workforce Development includes Wagner Peyser, Veterans Programs, Trade Act, Food Stamps & Labor Market Information.
- **** – Macon County assigned to Gallatin (LWIA 8) for Field Operations purposes
- **X** = Indicates service is available on-site part-time
Local Workforce Investment Area 7

Consortium Agreement of One-Stop Partners

2014 - 2019
Operating Agreement

between

Local Workforce Investment Area 7 Board
and

LWIA 7 Tennessee Career Center Consortium

The Local Workforce Investment Board for Local Workforce Investment Area 7 and members of the Local Workforce Investment Area 7 Tennessee Career Center Consortium agree to the following:

As the Administrative Entity for Local Workforce Investment Area 7, the Upper Cumberland Human Resource Agency agrees to act as fiscal agent for the LWIA 7 Career Center Consortium, to enter into agreements for the provision of office space, maintenance, communications equipment, and other services agreed upon by the members of the Consortium. The Upper Cumberland Human Resource Agency will prorate costs for operation of Local Workforce Investment Area 7 Tennessee Career Center facilities in accordance with grant contracts between the Administrative Entity and each member of the Consortium.

The Administrative Entity as a required career center partner further agrees to provide services authorized under Title I of the Workforce Investment Act, serving:

1. Adult;
2. Dislocated Workers;
3. Youth;
4. Job Corps;
5. Native American Programs;
6. Migrant and Seasonal Farm Worker Programs;
7. Veteran Workforce Programs

These services will be made available in all counties of Local Workforce Investment Area 7. The Consortium site lead for the Administrative Entity will be designated by the LWIA Director.

The Tennessee Department of Labor and Workforce Development agrees to:

1. Provide services available through programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.); (WIA sec. 121 (b)(1)(ii));
2. Adult Education and Literacy activities authorized under Title II of WIA; (WIA sec.121 (b)(1)(B)(iii));
5. Activities authorized under chapter 41 of Title 38, U.S.C. (local veteran’s employment representatives and disabled veterans outreach programs); (WIA sec. 121(b)(1)(B)(ix));
6. Activities authorized under chapter 41 of Title 38, U.S.C. (local veteran’s employment representatives and disabled veterans outreach program); (WIA sec. 121(b)(1)(B)(ix));
7. Programs authorized under State Unemployment Compensation laws (in accordance with applicable Federal Law); (WIA sec. 121 (b) (l) (B) (xii).)
The Consortium site lead for TDLWD will be designated by the Director of Field Operations for Middle Tennessee.

These services will be provided in accordance with the Memorandum of Understanding between the Administrative Entity and the Tennessee Department of Labor and Workforce Development.

The Division of Rehabilitation Services agrees to provide services authorized under Part A and B of Title 1 of the Rehabilitation Act (29 u.s.c. 720 et seq.) The Consortium site lead for the Division of Rehabilitation Services will be designated by the Assistant Commissioner for the Division of Rehabilitation Services.

**Center Service Delivery Design:**

The Cookeville Comprehensive Center has a team based group of Site Leads as approved by the Partner Consortium. The Partner Consortium is made up of three partner agencies including WIA, Wagner-Peyser and Vocational Rehabilitation. Affiliate centers are located in Jackson, Smith, and White Counties and are electronically linked to the comprehensive center. The center’s delivery system emphasizes, encourages and supports the continued development of a seamless one-stop delivery system that is demand-driven, skills-based, and accessible. It focuses on quality and seamless services to business and job seeker customers through coordination and activities carried out by the partners. Work is coordinated and assigned by function rather than by funding source. To ensure seamless service delivery to workforce system customers, all individuals working in an affiliate or comprehensive center or providing WIA services will experience two levels of supervision: direct and functional. Direct supervision requires that individuals are supervised by their respective program manager. Functional supervision requires individuals that are organized by functional unit be supervised by the partner consortium. The comprehensive center shall utilize a single customer flow model based on customer need, not program requirements. The need of each customer is immediately identified upon entry into the center and referred to the requested service. The partner consortium shall ensure staffing is adequate according to the customer needs and traffic flow to minimize customer waiting time. The comprehensive center provides core services and provides job seekers and employers access to all partner services. Each individual consortium partner will be supervised by their respective agency but will work in the center to have supervisory authority over their staff. The career center will maintain individual agency identities and formal supervision lines of authority behind the scene while providing an integrated approach to serving job seeker and business customers through a focus on functions rather than agencies and funding streams. Each partner conducts weekly staff meetings with their staff to discuss system policy, guidance, etc. and communicates all pertinent information to other partner staff through weekly Team Building meetings. Other topics discussed at weekly meetings include applicant waiting time, new job orders, employers that are hiring, community events, community outreach, etc. to ensure all career center staff are knowledgeable of all services available to customers. The partner consortium and other required partners will meet at least quarterly to discuss services, customer flow, partner referrals, and performance outcomes. Each partner follows their operational procedures and protocol that is communicated from program administration. Workforce system policy, guidance, and other such information will be communicated to comprehensive and affiliate career center staff, required partners, and the Local Workforce Investment Board. All employees are adequately trained in each of the programs provided in the center. The operating procedures do not have any negative impact on individual partner programs. The system is a collaborative effort with all partner staff to provide services to job seekers and employers in a seamless manner.
Assurances:

We, the undersigned, assure that:

- Consortium Partners will assist in the resolution of problems and concerns as requested by individual Partners;
- Direct supervision of individuals working in the Centers resides with their respective programs;
- The Partner Consortium shall have direct functional supervision over the daily activities of staff providing WIA Adult and Dislocated Worker Itinerant services and staff located in affiliates and comprehensive Centers;
- We acknowledge the prohibition against the LWIB directly delivering services. The LWIB assures that the LWIB, its members, and its employees do not directly control or supervise the daily activities of the workforce service providers; and
- LWIB members or their organizations may receive services as customers.

The members of this body agree that daily activities provided through the Local Workforce Investment Area 7 Tennessee Career Center System will comply with all applicable rules and regulations and will be overseen and supervised by the Consortium.

Harrell Tolbert, LWIB Area 7 Chairman

[Signature]

2-13-14

Date

Lake Collins, UCHRA Executive Director

[Signature]

2-13-14

Date

Deniece Thomas, Director, Field Operations
Middle TN Areas 5-10
TDLWD, Workforce Services Division

[Signature]

3-7-14

Date

Cheryl Campbell-Street, Assistant Commissioner-
TDHS – Division of Rehabilitation Services

[Signature]
Assurances:

We, the undersigned, assure that:

- Consortium Partners will assist in the resolution of problems and concerns as requested by individual Partners;
- Direct supervision of individuals working in the Centers resides with their respective programs;
- The Partner Consortium shall have direct functional supervision over the daily activities of staff providing WIA Adult and Dislocated Worker itinerant services and staff located in affiliate and comprehensive Centers;
- We acknowledge the prohibition against the LWIB directly delivering services. The LWIB assures that the LWIB, its members, and its employees do not directly control or supervise the daily activities of the workforce service providers; and
- LWIB members or their organizations may receive services as customers.

The members of this body agree that daily activities provided through the Local Workforce Investment Area 7 Tennessee Career Center System will comply with all applicable rules and regulations and will be overseen and supervised by the Consortium.

Harrell Tolbert, LWIB Area 7 Chairman  
Date: 2/13/14

Luke Collins, UCHRA Executive Director  
Date: 2/13/11

Denise Thomas, Director, Field Operations  
Middle TN Areas 5 – 10  
TDLWD, Workforce Services Division  
Date:

Campbell-Street, Assistant Commissioner  
TDHS – Division of Rehabilitation Services  
Date: 3/7/14
Local Workforce Investment Area 7

Chief Elected Official Agreement

2014 - 2019
Consortium Agreement of Chief Elected Officials

BY-LAWS
OF THE
UPPER CUMBERLAND WORKFORCE INVESTMENT AREA #7

ARTICLE I
Section 1. Authority
This Workforce Investment Area (WIA) was established pursuant to Public Law 105-220 (Workforce Investment Act) dated August 7, 1998, Section 116.

Section 2. Governing Body
The governing body of Workforce Investment Area #7 shall be the Consortium of Chief Elected Officials comprised of County Executives/Mayors from Cannon, Clay, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, and White Counties.

Section 3. Name
The official name of WIA Area #7 will be the Upper Cumberland Workforce Investment Area.

ARTICLE II
Section 1. Purpose
The purpose of the Upper Cumberland Workforce Investment Area is to carry out the provisions of the Workforce Investment Act of August 7, 1998.

ARTICLE III
The fiscal year of the Consortium shall begin on the first day of July and terminate on the thirtieth day of June each year or such other dates as may be deemed desirable by the Consortium.

ARTICLE IV
Membership of this Consortium shall consist of the County Executive/Mayor of each member county.

ARTICLE V
Section 1. Officers
The officers of the Consortium shall be a Chairman and Vice-Chairman and shall be elected by majority vote. The term of office shall commence immediately upon election/appointment.

Section 2. Duties of Officer – Chairman
The Chairman shall preside at all meetings of the Consortium and shall have special duties as further prescribed in the by-laws, and shall have further authority to preside at all adjourned meetings or call and preside at any special meeting.
Section 3. Signatory Official

Except as otherwise authorized by resolution of the Consortium, the Chairman shall sign all contracts, reports, and instruments made by the Consortium. The Chairman, in accordance with Section 117 of Public Law 105-220, is the authorized representative of all units of local government in Workforce Investment Area 7. At each meeting, the Chairman shall submit such recommendations and information as he may consider proper concerning the business affairs and policies of the Consortium. He shall have general executive supervision of all the business of the Consortium and shall perform such other duties as may be necessary to carry out the business of the Consortium. The Vice-Chairman shall preside in the absence of the Chairman.

ARTICLE VI

COMPENSATION

Members of the Consortium shall receive compensation for their expenses in accordance with applicable State and Federal regulations. They will not receive a salary.

ARTICLE VII

MEETINGS

Section 1. Meetings

The Consortium shall meet as necessary, but, at least four (4) times annually at such place and time within the region as it may be designated. At the Chairman’s discretion, meetings may take place in conjunction with LWIB quarterly meetings in order to review and consider for approval the LWIB annual budget and/or any other LWIB business.

Section 2. Meetings – Special

Upon the written request of six (6) members of the Consortium or when he deems it necessary, the Chairman shall call a special meeting of the Consortium for the purpose of transacting any business designated in the call. The call for such a special meeting shall be delivered to each member or may be mailed to each member as such address as he shall have previously designated not later than three (3) days before the meeting. At such special meeting no business shall be considered other than is designated in the call.

Section 3. Quorum

A majority of members of the Consortium shall constitute a quorum for the purpose of conducting business, but a smaller number may adjourn from time to time until a quorum is obtained. However, it shall be assumed that a quorum existed at any meeting unless the question of quorum was raised at the meeting. When a quorum is present, a majority of those present will decide all issues presented.

Section 4. Voting

Voting shall be by voice and shall not be recorded by yeas and nays unless requested by a member of the Consortium. Proxy votes are not permitted.

Section 5. Rules – Action of the Consortium

The rules contained in the last revised edition of Robert’s “Rules of Order” as published by the Scott-Forman Publishing Company shall apply in all meetings of the Consortium to such extent that such rules are not in conflict with these By-Laws. In the conduct of all business by the Consortium, the following is set forth in these By-Laws as a guiding principle:

1. The members of the Consortium shall appoint private sector members of the local board from their respective counties. Partner agency board representatives will be appointed by the appropriate designated department officials. Other members will be appointed by majority vote.

2. It is the basic objective of this Consortium to unite all beliefs and interests in the fulfillment of a sound program for the success of this Workforce Investment Area.
3. This objective can only be obtained by the use of the best techniques of group thinking and by minimizing any elements of force in the action of the group.

4. It is the guiding policy of this Consortium that in all of its group activity every reasonable effort shall be made to attain the closest possible approach to unanimous consent.

**ARTICLE VIII**

**COMMITTEES**

**Section 1. General**
The Chairman shall appoint such standing or special committees composed of Consortium members in good standing, as may be needed to advance the interest of the Consortium and to carry on its work subject to confirmation by the Consortium. The Chairman shall serve as an ex-officio member of any and all committees appointed.

**Section 2. Committee Reports**
Committees shall submit their findings and recommendations in writing to the Chairman and Advisory Committee who may take official action thereon or may refer matters, which, in their opinion, are of general interest and importance to a meeting of the Consortium. No finding or recommendation of any committee shall be reported or published until approved by the Consortium at a meeting of the Consortium, and no standing or special committee shall represent the advocacy of or opposition to any project without the specific authorization of the Consortium.

Standing Committees shall submit to the Consortium prior to their last regular meeting before the annual meeting, a full report of their acts and findings from the time of appointment. At the conclusion of its annual report each committee shall, with reference to its work, offer suggestions to the incoming Consortium. It may also propose for action resolutions covering its work.

**Section 3. Dismissal of Committees**
Should any standing or special committee fail to discharge the duties assigned to it with reasonable promptitude, it may be discharged by the Consortium or Chairman.

**Section 4. Vacancies on Committees**
Vacancies on committees shall be filled by the Chairman.

**ARTICLE IX**

**SEAL**

On all documents, letters, publications, and like material produced and approved by the Consortium, the seal of the Consortium, or a facsimile thereof, may be impressed, affixed, or reproduced by order of the Consortium.

**ARTICLE X**

**ADMINISTRATION AND EMPLOYERS**

**Section 1. Administrative Entity/Fiscal Agent Designation**
The Consortium shall have the authority to select a nonprofit organization as the Administrative Entity/Fiscal Agent for the Workforce Investment Act in the Upper Cumberland Workforce Investment Area, No. 7. The designation of the Administrative Entity/Fiscal Agent shall be in accordance with all applicable Federal and State laws.
Section 2. Liability of Funds

The Consortium will have oversight responsibility to ensure propriety of all expenditures of Workforce Investment Act funds. The Consortium shall remain responsible for misappropriated funds. Any disallowed costs will be repaid by the Consortium and will be prorated to each county government based on population. The administrative entity shall have authority to employ a professional staff and administrative staff for carrying out the requirements of the Workforce Investment Act.

ARTICLE XI

These Bylaws may be amended at a meeting of the Consortium membership by a two-thirds vote of those present. Proposed changes in the Bylaws shall be mailed to the members at least fifteen (15) days in advance.

ARTICLE XII

ADOPTION AND EFFECTIVE DATE

ADOPTED BY THE CHIEF LOCAL ELECTED OFFICIALS OF THE LOCAL WORKFORCE INVESTMENT AREA 7 AT COOKEVILLE, TENNESSEE, EFFECTIVE JULY 1, 2014.

Mike Gannon, Cannon County Executive
200 West Main Street
Woodbury, TN 37190-1197
Office: (615) 563-2300

Dale Reagan, Clay County Mayor
P.O. Box 387
Celina, TN 38551
Office: (931) 243-1611

Mike Foster, DeKalb County Executive
DeKalb Co. Courthouse, 1 Public Sq., Room 204
Smithville, TN 37166
Office: (615) 597-5175

Frank Smith, Fentress County Executive
P.O. Box 1128
Jamestown, TN 38556
Office: (931) 879-7713

John Cason, Jackson County Mayor
P.O. Box 617
Gainesboro, TN 38562
Office: (931) 268-3888

Shelby Linnell, Macon County Mayor
Macon Co. Courthouse, Room 201
Lafayette, TN 37083
Office: (615) 666-2363

Ron Eyns, Overton County Executive
Overton Co. Courthouse Annex, University St., Suite 1
Livingston, TN 38570
Office: (931) 823-5630

Johnie Neal, Pickett County Executive
1 Courthouse Square, Suite 200
Byrdstown, TN 38549
Office: (931) 864-3798

Kim Blaylock, Putnam County Executive
Putnam Co. Courthouse, 300 E. Spring St., Room 8
Cookeville, TN 38501
Cleo Chairman
Office: (931) 526-2161

Michael Nesbitt, Smith County Mayor
122 Turner High Circle
Carrage, TN 37030
Office: (615) 735-2294

Herbert P. Davis, Van Buren County Mayor
P.O. Box 217
Spencer, TN 38585
Office: (931) 946-2314

Herd Sullivan, White County Executive
White Co. Courthouse, Room 205
Sparta, TN 38583
Cleo Vice-Chairman
Office: (931) 836-3203
Local Workforce Investment Area 7

Chief Elected Official & Local Board Partnership Agreement

2014 - 2019
LOCAL WORKFORCE INVESTMENT AREA 7

CHIEF ELECTED OFFICIAL AND LOCAL BOARD PARTNERSHIP AGREEMENT

(1) Local Board Membership

a. Terms: LWIB membership shall not be subject to term limits. If a board member is removed or resigns, a replacement shall be nominated by the appropriate organization and approved by the CEO.

b. Nomination: Nominations for LWIB member positions that represents business, labor, and education shall require the Chief Executive Officer or head official from one of the organizations pertaining respectively to business, labor, or education to perform the following tasks:
   i. Sign the Workforce Development Board Nomination form; and,
   ii. Sign a letter identifying the individual being nominated by his or her organization. This letter must also acknowledge the nominee’s optimum policy making authority and include documentation in the form of a short account of their career and qualifications, resume, or work history supporting the qualifications of the nomination; and,
   iii. Submit this signed letter to the appointing CEO of the LWIA. Anyone making any other nominations or recommendations for other representative positions on the local board shall follow the same procedures as listed above (i. – iii.).

c. Appointment: The chief elected official of each of the counties encompassed within the LWIA shall appoint the members of the Board in accordance with the criteria established by the Governor of the State of Tennessee pursuant to 29 U.S.C. Section 2832, as amended from time to time.

d. Change in Status: Any LWIB member who no longer holds the position or status that made them eligible Local Board members must resign or be removed by the CEOs immediately as a representative of that entity.

e. Mid-Term Appointment: LWIB members replacing out-going members mid-term will serve the remainder of the out-going member term.

f. Vacancies: LWIB vacancies shall be filled within a reasonable amount of time of the vacancy. The CEOs are authorized to make all reappointments of members.

g. Removal: LWIB members shall be removed by the CEOs if any of the following occurs: documented violation of conflict of interest, failure to meet LWIB member representation requirements defined in the Workforce Investment Act, or documented proof of fraud and/or abuse.

In addition, “any member of the Workforce Investment Board may be removed for cause by a two-thirds (2/3) vote at a meeting, at which a quorum is present, in accordance with Article VI, Section 6.4, of the Workforce Investment Area 7 Local Workforce Investment Board By-Laws. Cause for removal shall include: (a) missing three consecutive meetings, (b) a change in employment that results in a change of membership classification, (c) failure or refusal to work cooperatively with the Board and to abide by the By-Laws, and (d) other causes as determined by the Board. Removal of a
member shall also constitute removal as an officer of the Board and as a member of all committees of the Board. Intent to remove a member must be stated in the call of the meeting and be provided to all voting members at least five (5) days prior to the meeting” (WIA 7 LWIB By-Laws, Article VI, Section 6.4). Any member who is removed from the Board may appeal his or her removal. Appeals must be made in writing and presented to the lead Chief Elected Official within thirty (30) calendar days of notification of removal. Appeals must include a clear basis for the appeal including evidence indicating that the basis for removal was insufficient or incorrect. Final decisions on all appeals shall be made by a two-thirds (2/3) majority of the Chief Elected Officials next meeting following the filing of the appeal at which a quorum is present.

(2) Relationship between Chief Elected Officials and the Local Workforce Investment Board

a. Local Plan Requirements: The workforce development plan shall be developed by the Administrative Entity in partnership with the LWIB and shall be ratified by the CEOs.

b. Budget and Approval: As referenced in WIA 117(d)(3)(A), the LWIB shall develop the LWIA 7 budget with the assistance of Administrative Entity staff. Budgets shall be presented by the LWIB Chair or other board officer designated by the Chair to the CEOs for approval as necessary.

c. Workforce System Operator: The LWIB, in consultation with the CEO, shall be responsible for the oversight and selection of the Local Workforce System Operator. The LWIB must designate a Partner Consortium to ensure seamless service delivery within each Career Center. In LWIA 7, the Partner Consortium will include WIA, Wagner-Peyser, and Rehabilitation Services.

d. Youth Council: In accordance with WIA §117(h), a Youth Council shall be established/maintained as a subgroup to the LWIB.

The membership of the Youth Council shall include:

(1) members of the Local Board, such as educators, which may include special education personnel, employers, and representatives of human service agencies, who have special interest or expertise in youth policy;

(2) members who represent service agencies, such as juvenile justice and local law enforcement agencies;

(3) members who represent local public housing authorities;

(4) parents of eligible youth seeking assistance under subtitle B of title I of WIA;

(5) individuals, including former participants, and members who represent organizations, that have experience relating to youth activities; and

(6) members who represent the Job Corps, if a Job Corps Center is located in LWIA 7 represented by the council.

e. Local Board Policy: All operating policies and procedures shall be approved by a majority vote of the LWIB.

(3) Amendments, Change, or Election

Any amendment or change to this Partnership Agreement, notice of an election of a new CEO, or notice of an election of a new LWIB Chair shall be maintained at the LWIA Administrative Entity office. If a
new CEO or LWIB Chair is elected, the newly elected individual must submit to the local board a written statement acknowledging that he or she

a. has read, understands, and will comply with the current Partnership Agreement; and,

b. reserves the option to request negotiations to amend the Partnership Agreement at any time during the individual's tenure.

(4) Communication

a. The CEOs shall meet at least quarterly and shall be informed regarding LWIA 7 activities, performance outcomes, and budgets.

AUTHORIZED SIGNATURES:

Approved, effective July 1, 2014

Kim Blaylock, Lead Chief Elected Official  Harrell Tolbert, LWIB 7 Chairman

2-11-14  2-13-14
Date  Date
Local Workforce Investment Area 7

Resource Sharing Agreement Materials

2014 – 2019
This space reserved for RSA Materials.
Local Workforce Investment Area 7

Local Workforce Investment Board Members

2014 – 2019
<table>
<thead>
<tr>
<th>NAME AND TITLE OF BOARD MEMBER</th>
<th>REPRESENTING</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Business</td>
</tr>
<tr>
<td>Barret, James – Owner</td>
<td>✗</td>
</tr>
<tr>
<td>Battle, Larry – President</td>
<td>✗</td>
</tr>
<tr>
<td>Bonecutter, Thayer &quot;Ike&quot; - Plant Manager</td>
<td>✗</td>
</tr>
<tr>
<td>Cassity, Debbie – Human Resource Manager</td>
<td></td>
</tr>
<tr>
<td>Collins, Luke – Executive Director</td>
<td></td>
</tr>
<tr>
<td>Davenport, Glenda – Owner</td>
<td></td>
</tr>
<tr>
<td>Dawidczyk, David - Human Resource Manger</td>
<td></td>
</tr>
<tr>
<td>Ferrill, Jean - Human Resource Manager</td>
<td></td>
</tr>
<tr>
<td>Gaither, Buffy - Assistant Administrator</td>
<td></td>
</tr>
<tr>
<td>Gammon, Troy - Owner/Affiliate</td>
<td></td>
</tr>
<tr>
<td>Garrett, Deborah - Owner</td>
<td></td>
</tr>
</tbody>
</table>

SUB TOTAL: 10 0 0 0 0 1 0

LB-0874 RDA Pending
<table>
<thead>
<tr>
<th>NAME AND TITLE OF BOARD MEMBER</th>
<th>REPRESENTING</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Business</td>
</tr>
<tr>
<td>Harmon, Billy Don - Co-Owner</td>
<td></td>
</tr>
<tr>
<td>Hensley, Glen - UAW Member</td>
<td></td>
</tr>
<tr>
<td>Hitchcock, Don - CEO</td>
<td></td>
</tr>
<tr>
<td>Irby, Morris - Human Resource Manager</td>
<td></td>
</tr>
<tr>
<td>Killman, Randall - President</td>
<td></td>
</tr>
<tr>
<td>Mahaney, Peggy - Employers Services Specialist</td>
<td></td>
</tr>
<tr>
<td>Maples, Kay - Adult Education Supervisor</td>
<td></td>
</tr>
<tr>
<td>Martin, Jim - Chief Executive Officer</td>
<td></td>
</tr>
<tr>
<td>Page, Walter - Executive Director</td>
<td></td>
</tr>
<tr>
<td>Reagan, Melinda - District Manager</td>
<td></td>
</tr>
<tr>
<td>Slaven, Angela - Marketing Rep.</td>
<td></td>
</tr>
<tr>
<td><strong>SUB TOTAL</strong></td>
<td>5</td>
</tr>
</tbody>
</table>
### NAME AND TITLE OF BOARD MEMBER

<table>
<thead>
<tr>
<th>NAME AND TITLE OF BOARD MEMBER</th>
<th>REPRESENTING</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Business</td>
</tr>
<tr>
<td>Smith, Jackie - Owner</td>
<td>✔</td>
</tr>
<tr>
<td>Starnes, James – Deputy Director/MIS Director</td>
<td></td>
</tr>
<tr>
<td>Story, Pete - Owner</td>
<td>✔</td>
</tr>
<tr>
<td>Stubblefield, Patricia - Field Management Director 2</td>
<td></td>
</tr>
<tr>
<td>Suddarth, Linda – Acting Regional Supervisor</td>
<td></td>
</tr>
<tr>
<td>Thomas, Laura - Operations Manager</td>
<td>✔</td>
</tr>
<tr>
<td>Thomas, Richard - President</td>
<td>✔</td>
</tr>
<tr>
<td>Tolbert, Harrell - Senior Buyer</td>
<td>✔</td>
</tr>
<tr>
<td>West, Charles, Title V Program Manager</td>
<td></td>
</tr>
<tr>
<td>West, Dr. Myra - Director</td>
<td></td>
</tr>
<tr>
<td>Wheeler, Jimmy - Mayor</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SUB TOTAL</th>
<th>Business</th>
<th>Education</th>
<th>Labor</th>
<th>Comm. Org.</th>
<th>Econ. Dev.</th>
<th>C C Partner</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>NAME AND TITLE OF BOARD MEMBER</td>
<td>REPRESENTING</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------------------</td>
<td>--------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Business</td>
<td>Education</td>
<td>Labor</td>
<td>Comm. Org.</td>
<td>Econ. Dev.</td>
<td>C C Partner</td>
<td>Other</td>
</tr>
<tr>
<td>Wheeley, Jimmy - Career &amp; Tech. Educ. Director</td>
<td></td>
<td>☒</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wilford, Randy - UAW Member</td>
<td></td>
<td></td>
<td>☒</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Willoughby, Mark - Director of Schools</td>
<td></td>
<td>☒</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Woodlee, Don - Owner</td>
<td>☒</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wright, Michael - Owner</td>
<td>☒</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>York, Troy - Business Development Director</td>
<td>☒</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Young, Angie - Human Resource Manager</td>
<td>☒</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Young, Bob - Sales Engineer, Middle TN</td>
<td>☒</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Young, Dr. Doug - Board of Education Member</td>
<td>☒</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SUB TOTAL

<table>
<thead>
<tr>
<th>Business</th>
<th>Education</th>
<th>Labor</th>
<th>Comm. Org.</th>
<th>Econ. Dev.</th>
<th>C C Partner</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

LB-0874

RDA Pending
### CERTIFICATION OF LOCAL WORKFORCE INVESTMENT BOARD

#### PART 2

<table>
<thead>
<tr>
<th></th>
<th>Business</th>
<th>Education</th>
<th>Labor</th>
<th>Comm. Org.</th>
<th>Econ. Dev.</th>
<th>C C Partner</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td>25</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td><strong>PERCENT OF TOTAL</strong></td>
<td><strong>100.00%</strong></td>
<td><strong>59.52%</strong></td>
<td><strong>9.52%</strong></td>
<td><strong>4.76%</strong></td>
<td><strong>4.76%</strong></td>
<td><strong>16.68%</strong></td>
<td><strong>0.00%</strong></td>
</tr>
</tbody>
</table>

The above named Local Workforce Investment Board is certified in accordance with the Provisions of Section 117 (b) of the Workforce Investment Act of 1998.

__________________________

Governor

__________________________

Date

---

LB-0875

RDA Pending
This is to verify that each LWIB Area 7 member has a nomination form and has a signed Conflict of Interest form. The originals of these documents are at the state office and a copy of each is retained at the Administrative Entity office.

This is to verify that each LWIB Area 7 member has been through a Local Workforce Investment Board member orientation.
Local Workforce Investment Area 7

Local Workforce Investment Board By-Laws

2014 – 2019
WORKFORCE INVESTMENT AREA 7
LOCAL WORKFORCE INVESTMENT BOARD
BYLAWS

ARTICLE I
Establishment of the Board

§ 1.1 Establishment: The Local Workforce Investment Board is established in accordance with WIA Section 117 and the Tennessee Workforce Development Act of 1999.

ARTICLE II
Name

§ 2.1 Name: This body shall be known as the Tennessee Workforce Board, Local Workforce Investment Board Area 7; hereinafter referred to as “the Board”.

ARTICLE III
Location

§ 3.1 Location: The principal office of the Board shall be located at 580 South Jefferson Avenue, Suite B, Cookeville, Tennessee 38501. The Board may have such other offices, either within or without the State of Tennessee, as the Board of Directors may designate or as the affairs of the Board may require.

ARTICLE IV
Mission Statement

§ 4.1 Mission/Purpose of the Board: The purpose of this body is to provide policy guidance and exercise oversight with respect to activities under the Workforce Investment Act of 1998 (or subsequent federal law) in partnership with the units of local government for the Local Workforce Investment Area (LWIA). The Board is organized and shall be operated exclusively for charitable, scientific, literary and educational purposes by assisting to increase the employment opportunities, job retention, occupational skills attainment and earnings of eligible individuals, and as a result, improve the quality of the local and area wide workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the LWIA listed in the following paragraph.

In furtherance of such purposes, the Board intends to operate in the Local Workforce Investment Area, established by the Governor of the State of Tennessee, encompassing Cannon, Clay, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren and White counties of Tennessee.
ARTICLE V
Authority of the Board

§ 5.1 The Board Is Authorized To:

(a) set policy within LWIA 7
(b) develop the LWIB plan consistent with WIA and TDLWD requirements and in partnership with the Chief Elected Officials (as defined in 29 U.S.C. Section 2801 (6)) within the LWIA for submission to the Governor of the State of Tennessee;
(c) enter into memoranda of understanding with one-stop partners;
(d) designate or certify one-stop operators and terminate them for cause;
(e) appoint a Youth Council to advise the LWIB on youth activities;
(f) select eligible youth service providers consistent with Federal, State, and local procurement requirements;
(g) identify eligible providers of adult and dislocated worker training and intensive services;
(h) develop budgets for the purpose of carrying out the duties of the Board under the Workforce Investment Act of 1998 subject to the approval of the Chief Elected Officials;
(i) provide program oversight in partnership with the Chief Elected Officials with respect to local programs of youth activities, local employment and training activities, and the One-stop delivery system within the LWIA;
(j) negotiate local performance measures in conjunction with the Chief Elected Officials and the Governor;
(k) assist the Governor in developing statewide employment statistics systems;
(l) coordinate the workforce investment activities authorized under the Workforce Investment Act of 1998, and carry out economic development strategies and develop other employer linkages with such activities;
(m) promote the participation of private sector employers in the statewide workforce investment system and ensure the effective provision through the system of connecting, brokering, and coaching activities through intermediaries such as the one-stop operator within the LWIA or through other organizations to assist employers in meeting hiring needs;
(n) perform any and all other duties required of the Board, by the duly authorized Chief Elected Officials for the counties within the LWIA or by the Governor of the state of Tennessee acting pursuant to, 29 U.S. C. § 2801, et Seq., the Workforce Investment Act of 1998 as amended;
(o) have the authority to receive, administer, invest and distribute property in accordance with the provisions set forth in these By-Laws;
(p) maintain a list of eligible training providers including cost and performance data in conjunction with the Workforce Services Policy #5, Eligible Training Provider List Under the Workforce Investment Act (WIA)

In no event shall the Board provide training services described in 29 U.S.C. Section 2864(d) (4), unless waived by the Governor of the State of Tennessee in accordance with the provisions of the Workforce Investment Act of 1998.
ARTICLE VI

Members

§ 6.1 Members: The number of the members of the Board shall be not less than the minimum number required under the Act as set forth in the Workforce Investment Act of 1998, as amended from time to time. The number of members may be increased or decreased from time to time by the Chief Elected Officials of the counties within the LWIA, but no decrease shall have the effect of shortening the term of an incumbent officer or member or reducing the number of members below the minimum number required under the Act. The Chief Elected Official of each of the counties encompassed within the LWIA shall appoint the members of the Board in accordance with the criteria established by the Governor of the State of Tennessee pursuant to 29 U.S.C. Section 2832, as amended from time to time. A majority of the members of the local board shall be representatives of the private sector as described in paragraph (2)(A)(i) in the Workforce Investment Act, Section 117. The Chief Elected Officials within the LWIA may execute an agreement that specifies the respective roles of the individual Chief Elected Officials (a) in the appointment of the members in accordance with the criteria established as provided below; and (b) in carrying out any other responsibilities assigned to such officials under the Workforce Investment Act of 1998 (and in particular, 29 U.S.C. Sections 2811 et Seq.). Criteria for the appointment of members to the Board shall require at a minimum that the membership of the Board shall include:

(a) representatives of business in the local area who (1) are owners of businesses, chief executives or operating officers of businesses, and other business executives or employers with optimum policymaking or hiring authority; (2) represent businesses with employment opportunities that reflect the employment opportunities of the local area; and (3) are appointed from among individuals nominated by local business organizations and business trade associations;

(b) representatives of local educational entities, including representatives of local educational agencies, local school boards, entities providing adult education and literacy activities and postsecondary educational institutions (including representatives of community colleges, where such entities exist), selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities;

(c) representatives of labor organizations (for a local area in which employees are represented by labor organizations), nominated by local labor federations, or (for a local area in which no employees are represented by such organizations), other representatives of employees;

(d) representatives of community-based organizations, including organizations representing individuals with disabilities and veterans, (for a local area in which such organizations are present);

(e) representatives of economic development agencies, including private sector economic development entities;

(f) representatives of each of the one-stop partners; and

(g) Any other individuals or representatives of entities as the Chief Elected Officials within the LWIA may determine to be appropriate.

§ 6.2 Advisory and Youth Council Members: The Board may appoint advisory members from time to time, who may attend, without vote, all meetings of the Board. Advisory members shall serve at the
pleasure of the Board and shall advise and counsel the Board on appropriate matters. Members of the Youth Council who are not members meeting the criteria set forth in Section 6.1 shall be non-voting members of the Board.

§ 6.3 Board Vacancy: Any vacancy occurring on the Board, including vacancies created by the removal of members for cause, may be filled by the chief elected official of the county which appointed the member whose position is vacant, so long as the requirements of Section 6.1 are met.

§ 6.4 Removal: Any member of the Workforce Investment Board may be removed for cause by a two-thirds (2/3) vote at a meeting, at which a quorum is present, in accordance with this article. Cause for removal shall include: (a) missing three consecutive meetings, (b) a change in employment that results in a change of membership classification, (c) failure or refusal to work cooperatively with the Board and to abide by the By-Laws, and (d) other causes as determined by the Board. Removal of a member shall also constitute removal as an officer of the Board and as a member of all committees of the Board. Intent to remove a member must be stated in the call of the meeting and be provided to all voting members at least five (5) days prior to the meeting.

§ 6.5 Appeals: Any member who is removed from the Board may appeal his or her removal. Appeals must be made in writing and presented to the lead Chief Elected Official within thirty (30) calendar days of notification of removal. Appeals must include a clear basis for the appeal including evidence indicating that the basis for removal was insufficient or incorrect. Final decisions on all appeals shall be made by a two-thirds (2/3) majority of the Chief Elected Officials next meeting following the filing of the appeal at which a quorum is present.

§ 6.6 Resignation: A member may resign his or her membership at any time by tendering his or her resignation in writing to the Chairperson, or in the case of the resignation of the Chairperson, to the Vice-Chairperson or Secretary. A resignation shall become effective upon the date specified in such notice or, if no date is specified, upon receipt of the resignation by the Board.

ARTICLE VII
Officers

§ 7.1 Board Officers: There shall be a Chairperson, a Vice-Chairperson, and a Secretary of the Board, each of whom shall be elected in accordance with the provisions of this article (§ 7.2). The Board may also elect such other assistant officers, as the Board may from time to time deem necessary or appropriate. Any two or more offices may be held by the same person, except for that of the offices of Chairperson, Vice-Chairperson and Secretary.

§ 7.2 Election and Term of Office: The officers of the Board shall be elected by the Board members during a designated meeting as set forth in (§ 8.1) of this article. Each officer shall hold office until his or her resignation, death or removal from office in the manner provided in (§ 6.4) and (§ 7.7) of this article.

§ 7.3 Board Chairperson: The Chairperson of the Board shall (a) be elected from among the members of the Board (b) be a representative of the private sector (c) be designated the Chairperson of the Board and shall in general perform all primarily responsible for the general management of the programmatic affairs of the Board and for implementing the policies and directives of the Board, (e) preside at all meetings of the Board and the Executive Committee, (f) have authority to sign, with the Secretary or any other proper officer thereunto authorized by the Board, contracts, proposals, plans, or other instruments which the Board has authorized to be executed, except in cases where the signing and execution thereof shall be expressly
delegated by the Board or these By-laws to some other officer or agent of the Board, or shall be required by law to be otherwise signed or executed. Each chairperson shall hold office until his or her resignation, removal from office, or death. The chairperson shall be natural persons who have attained the age of twenty-one (21) years.

§ 7.4 Vice-Chairperson: The Vice-Chairperson shall (a) be elected from among the members of the Board (b) be a representative of the private sector (c) preside at all meetings of the Board during the absence or disability of the Chairperson of the Board (d) be primarily responsible for the general management of the business of the Board and for implementing the policies and directives of the Board in the absence or disability of the Chairperson of the Board, (e) have authority to sign, with the Secretary or any other proper officer thereunto authorized by the Board, contracts, proposals, plans, or other instruments which the Board has authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board or these By-laws to some other officer or agent of the Board, or shall be required by law to be otherwise signed or executed, and (f) perform such other duties as from time to time may be assigned by the Chairperson of the Board.

§ 7.5 Secretary: The Secretary shall keep the minutes of the proceedings of the Board in one or more books provided for that purpose; see that all notices are duly given in accordance with the provisions of these By-laws; keep a register of the post office address of each member of the Board, as furnished to the Secretary by each member; and in general perform all duties pertinent to the office of Secretary and such other duties as may from time to time be assigned by the Chairperson of the Board.

§ 7.6 Vacancies: A vacancy in any office, as a result of death, resignation, removal, disqualifications, or otherwise, may be filled by the affirmative vote of a majority of the Board at a meeting, at which a quorum is present, for the unexpired portion of the term of his or her predecessor, and until the next election of officers at the boards annual meeting.

§ 7.7 Recall of Officers: Pursuant to (§ 6.4) of these By-Laws, the Board may by a two-thirds (2/3) vote at a meeting, at which a quorum is present, remove any officer when, in its judgment, the best interest of the Board will be served thereby. Intent to recall or remove an officer must be stated in the call of the meeting with notice provided to the officer to be removed and all other voting members at least five (5) days prior to the meeting.

§ 7.8 Resignation: An officer may resign his or her office at any time by tendering his or her resignation in writing to the Chairperson or, in the case of the resignation of the Chairperson, to the Vice-Chairperson or Secretary. A resignation shall become effective upon the date specified in such notice, or if no date is specified, upon receipt of the resignation by the Board. An officer may resign his or her position as an officer of the board, but retain his or her position as a member of the board.

ARTICLE VIII
Meetings

§ 8.1 Regular and Annual Meetings: The board shall meet at least quarterly for the purpose of transacting business according to the current WIA needs. Regular meetings will occur on the second (2nd) Tuesday in the months of March, June, September and December. The June meeting will be designated as the annual meeting for the purpose of receiving annual reports from the Administrative Entity, electing officers of the Board as necessary, and transacting any other board business. Prior to all LWIB regular, annual and special or called meetings, A “Notice of Public Meeting” will be posted in a prominent place in all comprehensive, affiliate, and itinerant LWIA 7 career centers, county courthouses, and administrative entity office(s). Notices will contain all pertinent information pertaining to each meeting, including date, time, place, and reason for meeting.
§ 8.2 Special or Called Meetings: Special meetings of the Board may be called by the Chairperson or at the request of the WIA Director. Special meetings may also be called upon the written request of five members of the Board. The purpose of the meeting shall be stated in the call and no other business shall be transacted at the meeting. The Chairperson shall fix the time and place and provide notice to all voting members at least five (5) business days prior to the meeting. The notice shall state the location, time and date of the meeting.

§ 8.3 Quorums: One-third (1/3) of the voting members of the Board will constitute a quorum for the transaction of business at any meeting thereof. Action of the Board must be authorized by the affirmative vote of a majority of all voting members present at a meeting at which a quorum is present.

§ 8.4 Participation in Meetings: Each member, other than an advisory member or a Youth Council member who has no vote as set forth in (§ 6.2), shall be entitled to one (1) vote on any matter properly submitted for a vote to the Board: The affirmative vote of a majority of the members present at a meeting, at which a quorum is present, shall be the act of the Board, except as may otherwise be specifically provided by law, by the Charter, or by these By-laws. Members of the Board absent from any meeting shall be permitted to vote at such a meeting by written proxies. The members of the Board, or any committee designated by the Board, may participate in a meeting of the Board, or of such committee, by means of conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear one another; and participation in a meeting pursuant to this provision shall constitute presence in person at such meeting. The members shall be promptly furnished a copy of the minutes of the meetings of the Board.

§ 8.5 Open Meeting Requirement; All meetings and actions of the Board must comply with the Tennessee Open Meeting Act, Tenn. Code Ann. 8-44-101 et seq.

§ 8.6 Presumption of Assent: A member of the Board who is present at a meeting of the Board at which action on any Board matter is taken shall be presumed to have assented to the action taken, unless his or her dissent shall be entered in the minutes of the meeting, or unless he or she shall file his or her written dissent to such action with the person acting as the secretary of the meeting before the adjournment thereof, or forward such dissent by registered mail to the Secretary of the Board immediately after the adjournment of the meeting. Such right to dissent shall not apply to a member who voted in favor of such action.

§ 8.7 Expenses and Compensation: No member shall be entitled to receive compensation for services rendered to the Board, as a member of the Board or as a member of any committee thereof. However, upon prior approval by the Board, a member may be paid for reasonable expenses incurred by the member, which directly related to the affairs of the Board upon proper substantiation of such expenses. No such payments shall preclude any member from serving the Board in any other capacity and receiving compensation therefore.

§ 8.8 Vote by Proxy: Any member of the Board may proxy to another sitting board member once per calendar year by completing and filing the Member Proxy Form. Duly executed proxies must be filed with the Board Chairperson prior to the commencement of the board meeting in which the board member is to be absent.

The board member accepting such proxy must be in good standing with the Local Workforce Investment Board Area 7 Tennessee Workforce Investment Board. Such proxies shall be considered valid votes in matters considered by the Board, and shall constitute member participation in absentia.
ARTICLE IX

Board Committees

§ 9.1 Committees: The Board shall comprise three (3) committees consisting of members of the Board: Executive, Planning, and Oversight Committees. The Chairperson of the Board shall have the authority to designate members of the Board, representing to the extent possible each of the disciplines as shown in (§ 6.1), (a through g), to sit on these committees. Committees will meet as needed. Meetings will be prior to/in conjunction with a regular Board meeting if possible. All actions of Committee meetings will be reported to the Board at each regular scheduled meeting of the Board.

§ 9.2 Executive Committee: The Executive Committee shall have supervision of the affairs of the Board between its business meetings; make recommendations to the Board, and such other duties as are specified in these By-laws. The Executive Committee shall be subject to the order of the Board, and none of its acts shall conflict with these By-laws or stated policies of the Board. The Board Chairperson will serve as the Chair of the Executive Committee.

§ 9.3 Planning Committee: The Planning Committee shall provide oversight for the planning functions of the Board and to make recommendations to the Board. Further, this committee shall provide input to the LWIA plan and any amendment thereto.

§ 9.4 Oversight Committee: It shall be the duty of the Oversight Committee to provide oversight for WIA Performance to include monitoring of local programs and subcontractors to insure full compliance with the Workforce Investment Act of 1998 et Seq. and other applicable authority.

§ 9.5 Ad Hoc Committees: When deemed necessary or appropriate the chairperson of the Board shall have the authority to appoint Ad Hoc Committees, including the chairperson of the ad hoc committee, for the purpose of special projects.

ARTICLE X

Youth Council

§ 10.1 Appointment of a Youth Council: The Board, by resolution adopted by a majority of its voting members and in cooperation with the Chief Elected Officials within LWIA, may designate as a subgroup three (3) or more members to constitute a Youth Council. Each member of the Youth Council shall be appointed to serve by the Board chairperson. The designation of the Youth Council and the delegation of authority thereto shall not operate to relieve the Board, or any member thereof, of any responsibility imposed by law. The membership of the Youth Council shall include (a) members of the Board described in subparagraphs (a) through (g) of §6.1 with special interest or expertise in youth policy; (b) representatives of youth service agencies, including juvenile justice and local law enforcement agencies; (c) representatives of public housing authorities; (d) parents of eligible youth seeking assistance under this subtitle; (e) individuals, including former participants, and representatives of organizations, that have experience relating to youth activities; (f) representatives of the Job Corps, as appropriate; and (g) may include such other individuals as the Chairperson of the Board in cooperation with the Chief Elected Officials, determines to be appropriate.

§ 10.2 Authority of the Youth Council: The Youth Council’s duties and authority shall include (a) developing the portions of the local plan relating to eligible youth, as determined by the Chairperson of the Board; (b) subject to the approval of the Board, recommending eligible providers of youth activities to be awarded grants or contracts on a competitive basis to carry out youth activities, and conducting oversight with respect to the eligible providers of youth activities in the LWIA; (c) coordinating youth activities authorized hereunder;
§ 10.3 Meetings of the Youth Council: Regular meetings of the Youth Council may be held at such time and place as the Youth Council may fix by resolution. Special meetings of the Youth Council may be called by any member upon a concurrence of a majority of the members of the Youth Council upon not less than five (5) business days’ notice prior thereto. The notices provided for in this section shall state the place, date, and hour of the meeting, and the business proposed to be transacted at the meeting. Only business stated in the notice may be considered at a special meeting.

§ 10.4 Youth Council Quorum: One-third (1/3) of the voting members of the Youth Council shall constitute a quorum for the transaction of business at any meeting thereof. Action of the Youth Council must be authorized by the affirmative vote of a majority of all voting members present at a meeting at which a quorum is present.

§ 10.5 Open Meetings: All meetings and actions of the Youth Council must comply with the Tennessee Open Meeting Act, Tenn. Code Ann. 8-44-101 et seq.

§ 10.6 Youth Council Procedure: The Youth Council shall fix its own rules of procedure, provided such rules are not inconsistent with these By-laws. The Youth Council shall keep regular minutes of its proceedings and report its proceedings to the Board, for its information, at the next scheduled regular meeting of the Board.

§ 10.7 Youth Council Vacancies, Removal and Resignation: A vacancy in the Youth Council may be filled by, an appointment to serve, by the Board chairperson. Any member of the Youth Council may be removed at any time with or without cause by resolution adopted by a majority of the voting members of the Board in cooperation with the Chief Elected Officials within LWIA. Any member of the Youth Council may resign from the Youth Council at any time by giving written notice to the Chairperson of the Board, and shall become effective upon the date specified in such notice, or if no date is specified, upon receipt of the resignation by the Board.

ARTICLE XI

Amendment of the By-Laws

§ 11.1 Amendment of By-Laws: These By-Laws may be altered, amended, or repealed, upon the affirmative two-thirds (2/3) vote of the voting members of the Board at any regular meeting at which a quorum is present, provided that the amendment has been submitted to the voting members of the Board in writing two weeks prior to the meeting at which the vote on the amendment(s) is to be taken.

ARTICLE XII

Conflict of Interest

§ 12.1 Conflict of Interest: Each member of the Board must sign a Conflict of Interest Statement which must be updated whenever a change in circumstance may occur. Members shall adhere to the following in regards to conflict of interest:
a) A Board member may not vote on any matter that would provide direct financial benefit to the member or the member’s immediate family, or on matters of the provision of services by the member or the entity the member represents.

b) A Board member shall avoid even the appearance of a conflict of interest. Prior to taking office, Board members must provide to the Board Chair a written declaration of all substantial business interests or relationships they, or their immediate families, have with all businesses or organizations that have received, currently receive, or are likely to receive contracts or funding from the Board. Such declarations shall be updated annually or within 30 days to reflect any changes in such business interests or relationships. The Board shall appoint an individual to timely review the disclosure information and advise the Board Chair and appropriate members of potential conflicts.

c) Prior to a discussion, vote, or decision on any matter before the Board, if a member, or a person in the immediate family of such member, has a substantial interest in or relationship to a business entity, organization, or property that would be affected by any official Board action, the member shall disclose the nature and extent of the interest or relationship and shall abstain from discussion and voting on or in any other way participating in the decision on the matter. All abstentions shall be recorded in the minutes of the Board meeting and be maintained as part of the official record.

d) It is the responsibility of the Board to monitor potential conflict of interest and bring it to the Board’s attention in the event the member does not make a self-declaration.

e) A Board shall ensure that the Board, its members, or its employees do not directly control the daily activities of its workforce service providers.

f) Board members or their organizations may receive services as a customer of a local workforce service provider.

ARTICLE XIII

Compliance with Law

§ 13.1 Compliance with Tennessee Law: The LWIB, in execution of its business, shall comply with all applicable Tennessee statutes and regulations including, but not limited to, the governing procurement standards of regulations for the LWIA, the Sunshine Law, and the State Travel Regulations.

§ 13.2 Compliance with WIA Regulations: The LWIB, in execution of its business, shall comply with the Workforce Investment Act and regulations as well as policies and directives from the Tennessee Department of Labor and Workforce Development and State Board.
APPROVED;

Signature:  
Harrell Tolbert, Chairperson  3-18-14  
Date

Signature:  
James Barrett, Secretary  3-19-14  
Date
Local Workforce Investment Area 7

Youth Eligible Providers List
And
10 Program Element Matrix

2014 – 2019
<table>
<thead>
<tr>
<th>Provider Name</th>
<th>Contact Person(s)</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alvin C. York Institute</td>
<td>Phil Brannon</td>
<td>P.O. Box 70 Jamestown, TN 38556 (931) 879-2137</td>
</tr>
<tr>
<td>Cannon Co. BOE</td>
<td>Barbara Parker</td>
<td>301 West Main Street Adams Memorial Bldg. Woodbury, TN 37190 (615) 563-5752</td>
</tr>
<tr>
<td>Clay Co. BOE</td>
<td>Jerry Strong</td>
<td>P.O. Box 469 520 Brown Street Celina, TN 38551 (931) 243-3310</td>
</tr>
<tr>
<td>DeKalb Co. BOE</td>
<td>Mark Willoughby</td>
<td>110 South Public Square Smithville, TN 37166 (615) 597-4084</td>
</tr>
<tr>
<td>Fentress Co. BOE</td>
<td>Mike Jones</td>
<td>P. O. Box 963 1011 S. Old Hwy. 127 Jamestown, TN 38556 (931) 879-9218</td>
</tr>
<tr>
<td>Jackson Co. BOE</td>
<td>Joe D. Barlow</td>
<td>711 School Drive Gainesboro, TN 38562 (931) 268-0119</td>
</tr>
<tr>
<td>Overton County Dept. of Public Instruction</td>
<td>Janet Meadows</td>
<td>302 Zachary Street Livingston, TN 38570 (931) 823-1287</td>
</tr>
<tr>
<td>Pickett Co. BOE</td>
<td>Diane Elder</td>
<td>141 Skyline Drive Byrdstown, TN 38549 (931) 864-3123</td>
</tr>
<tr>
<td>Putnam Co. BOE</td>
<td>Jerry Boyd</td>
<td>1400 East Spring Street Cookeville, TN 38501 (931) 526-9777</td>
</tr>
<tr>
<td>White Co. BOE</td>
<td>Sandra Crouch</td>
<td>136 Baker Street Sparta, TN 38583 (931) 836-2229</td>
</tr>
</tbody>
</table>
## Local Workforce Investment Area 07

**Counties Served:** Cannon, Clay, Dekalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, White

*Red X indicates Competitive Procurement*

*Green X indicates In-House Services*

*Black X indicates referrals*

<table>
<thead>
<tr>
<th>Program Elements</th>
<th>Alvin C. York Agriculture Institute</th>
<th>Cannon County Board of Education</th>
<th>Clay County Board of Education</th>
<th>Dekalb County Board of Education</th>
<th>Fentress County Board of Education</th>
<th>Jackson County Board of Education</th>
<th>Overton County Board of Education</th>
<th>Pickett County Board of Education</th>
<th>Putnam County Board of Education</th>
<th>White County Board of Education</th>
<th>Local Workforce Investment Area 07</th>
<th>ITA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tutoring, Study Skills Training</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>------</td>
</tr>
<tr>
<td>Alternative Secondary School Services</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>------</td>
</tr>
<tr>
<td>Summer Employment Opportunities</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>------</td>
</tr>
<tr>
<td>Paid &amp; Unpaid Work Experience</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>------</td>
</tr>
<tr>
<td>Occupational Skills Training</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>------</td>
</tr>
<tr>
<td>Leadership Development</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>------</td>
</tr>
<tr>
<td>Support Services</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>------</td>
</tr>
<tr>
<td>Adult Mentoring</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>------</td>
</tr>
<tr>
<td>Follow-Up Services</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>------</td>
</tr>
<tr>
<td>Comprehensive Guidance &amp; Counseling</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>------</td>
</tr>
</tbody>
</table>
Local Workforce Investment Area 7

Assurances

2014 – 2019
Assurances

1. The LWIA assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the LWIA through the allotments made under sections 127 and 132. (§112(b)(11).)

2. The LWIA assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Governor, that –
   a) The LWIA has implemented the uniform administrative requirements referred to in section 184(a)(3);
   b) The LWIA has annually monitored local subcontractors to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and
   c) The LWIA has taken appropriate action to secure compliance with section 184(a)(3) pursuant to section 184(a)(5). (§184(a)(6).)

This is the process the LWIB will continue to comply with.

3. The LWIB assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, to the extent practicable.

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

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

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

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

8. The LWIB assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:
   - General Administrative Requirements:
     29 CFR part 97 --Uniform Administrative Requirements for State and Local Governments (as amended by the Act)
     29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act
OMB Circular A-87 --Cost Principles (as amended by the Act)

- Assurances and Certifications:
  
  SF 424 B --Assurances for Non-construction Programs
  
  29 CFR part 37 --Nondiscrimination and Equal Opportunity Assurance (and regulation)
  
  29 CFR § 37.20 CFR part 93 --Certification Regarding Lobbying (and regulation)
  
  29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)

- Special Clauses/Provisions:

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

9. The LWIB assures that it will comply with Section 504 of the Rehabilitation Act of 1973 (29 USC 794) and the Americans with Disabilities Act of 1990 (42 USC 12101 et seq.)

10. The LWIB assures that funds will be spent in accordance with the Workforce Investment Act, regulations, written Department of Labor Guidance policies, and all other applicable Federal and State laws.

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

12. The LWIB assures compliance with obligations under the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and its accompanying regulations.

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

   - Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I --financially assisted program or activity;

   - Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;
• Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;

• The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age;

• Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.


• Rehabilitation Act of 1973, Section 504 (29 U.S.C. §794)

• Americans with Disabilities Act of 1990 (42 U.S.C. §12112)

• Uniformed Services Employment and Reemployment Act of 1994 (38 U.S.C. §4311(a)


• WIA §188, and

• The regulations implementing the statutory provisions

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

This plan modification represents the Local Workforce Investment Area # 7 Workforce Investment Board's efforts to maximize resources available under Title I of the Workforce Investment Act (WIA) of 1998 and to coordinate these resources with other state and local programs in this workforce investment area.

This plan modification is submitted for the period of July 1, 2014 through June 30, 2019 in accordance with the provisions of the Workforce Investment Act. We further certify that we will operate our Workforce Investment Act Program in accordance with this plan and applicable federal and state laws and regulations.

---

Workforce Investment Board Chair

Harrell Tolbert
Chair

2-13-14
Date

Chief Local Elected Official

Kim Blaylock
Chair

2-11-14
Date
Local Workforce Investment Area 7

Waivers Utilized/Required Documentation

2014 – 2019
LWIA 7 utilizes the following waivers:

- Waiver of the prohibition at CFR 664.510 on the use of Individual Training Accounts for older and out-of-school Youth

- Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount (up to 50%) between Adult and Dislocated Worker funding streams allocated to a local area.

- Waiver of WIA Section 123 that requires that providers of Youth program elements be selected on a competitive basis.
Step #1 Obtain an Informal Bid Form for all purchases of $400.00 and up to $4999.99.

- **Item Description and Quantity to be bid:** should be a description of item(s) or service(s) that are included in this bid and the quantity needed.

- **Vendors Contacted:** A minimum of three bids is required for purchases over $400.00 to $4,999.00 unless purchased from state or federal contracts. If you do decide to purchase from state or federal contracts you must include that contract number. State and Federal contracts still require a purchase order and proper documentation. If the item is on state or federal contract but you do not want to purchase it, you may use the contract price as one of your three bids. In some cases three bids are not possible. If you cannot get at least three competitive bids, you must have documentation that proves that you made an effort to obtain three competitive bids. Please double check all vendor records to make sure that all of the information is complete and correct. Bid will be awarded to the vendor with the lowest cost unless specific valid justifications are determined and properly documented. Any award to other than the low bidder must make an entry into the justification for bypassing bid procedures section and attach a letter explaining the circumstances.

- **Justification for bypassing bid procedures:** This should only be used in case of special circumstances. The Department Director and the purchasing department must approve bypassing the procedures prior to the purchase. You must state the circumstances and the necessity to purchase without properly bidding the item or selecting a vendor other than the lowest cost. **Poor or inadequate planning does not justify bypassing the correct procedures.** You may attach an additional sheet if necessary.

After you have completed the above information, give the bid form to your department director for approval. The director will place the vendor number of the bid recipient in the space provided, sign for approval to purchase and list the programs and amounts or percentages to be charged for that purchase.

Step #2 After completing the information above the area that says (ABOVE INFORMATION MUST BE COMPLETED BEFORE PURCHASE IS MADE) take the bid form to the purchasing department. The purchasing department will review the bid form. If completed correctly and procedures have been followed, purchasing will then take the bid form to accounts payable to be entered in the system. Purchasing will then approve the request and bring you a copy of the purchase order. You can then purchase the item. The bid form will remain in the purchasing department to be filed and held until the items are delivered and the invoice is received.

Step #3 When the item(s) are delivered and the invoice is received, take the invoice to the purchasing department. If you receive only a packing list, it must go to the purchasing department also. The purchasing department will contact someone about the receipt of the item(s) and forward all paperwork to accounts payable. (The correct charges must be listed on the invoice.)

**NOTE:**

**NO PURCHASE ORDERS ARE TO BE ISSUED UNTIL ALL PROCEDURES ARE FOLLOWED AND ALL APPROVAL SIGNATURES ARE OBTAINED!!!**

**Notice!!!**

WIA programs must get written prior approval from:

Tennessee Department of Labor and Workforce Development for purchases of sensitive equipment having a cost of $100.00 or more. Written approval for all items costing over $5000.00 per unit.
PROCUREMENT REGULATIONS
OF THE
UPPER CUMBERLAND HUMAN RESOURCE AGENCY

Introduction

These procurement regulations provide standards for use by the Upper Cumberland Human Resource Agency, hereinafter referred to as the UCHRA, for all grant programs unless otherwise stated in individual grant contracts or applicable laws or administrative directives. Unless otherwise noted herein, the Executive Director shall be responsible for the administration of these procurement regulations.

Section 1. Standard of Conduct

No officer, employee or agent of the UCHRA shall unlawfully benefit directly or indirectly from the procurement of materials or services by the UCHRA. All procurement transactions shall be conducted in a manner so as to provide maximum open and free competition.

Section 2. Review of Purchases

All procurement actions shall be reviewed by the Executive Director or the Financial Officer. A purchase order shall be issued, where applicable, and such purchase order number shall appear on all invoices or receipts. Purchase orders will be used in all cases except the following circumstances:

1. Telephone Billings
2. Freight and Postage
3. Transportation and Lodging Expenses
4. Media and Advertising
5. Legal Expenses
6. Rent and Utilities

All procurements made by contract must be signed by the Executive Director. Contracts for materials or services may require funding agency approval. Grant terms and conditions should be checked for any special approval requirements.

Section 3. Bid Requirements

All purchases for materials and services, excluding professional or technical services shall comply with the following bid requirements:

a. **Informal Written or Telephone quotations:** Unsealed bids or telephone quotations may be requested in lieu of sealed bids on purchases not exceeding $5,000. A minimum of three (3) competitive bids is required, whenever possible. The bids or a record of the quotation are filed as a part of the transaction file. Written confirmation of bids shall be requested from successful vendors on purchases exceeding $400.

b. **Sealed Bids:** Sealed bids shall be requested for purchases of more than $5,000, except in justified emergency situations or single-source purchases. The Executive Director may, however, request sealed bids purchases of less than $5,000.

c. **Proprietary Procurements:** Formal sealed bids may not be practical for a purchase when:
   1. The public exigency will not permit the delay incident to advertising.
   2. The material or service to be procured is available from only one person or firm.
   3. The amount involved does not exceed $5,000.
   4. The contract is for personal or professional services, or for any service to be rendered by a university, college, or other educational institution.
   5. No acceptable bids have been received from formal advertising.
   6. The purchases are for uniquely specialized materials.
   7. Emergency situations justified in writing; and,
   8. Otherwise authorized by law, rules, or regulations.
Justification for a proprietary procurement must be reviewed and approved by the Executive Director and shall be made a part of the file. At least three bids shall be solicited whenever possible.

d. **Specifications:** A clear and accurate description of the technical requirement for the material, product, or service to be procured shall be prepared. The schedule for delivery shall be stated where applicable. Specifications shall be written to maximize competition.

e. **Advertisement for Bids:** All procurements for materials or professional and technical services, of an expenditure costing at least $5,000, unless pursuant to paragraph c. above, shall utilize an "Invitation for Bids, Request for Qualifications (RFQ), or Request for Proposals (RFP)." Such Invitation or Request shall be advertised in a newspaper or professional publication having general circulation within the Upper Cumberland Region or by written invitation to such vendors as are maintained on file with the Agency. This file will take into consideration geographic location of delivery site and the bidders proven ability to perform. In the event of media advertisement, a publisher's affidavit and/or "house sheet" shall be requested for all publications. Potential contractors shall be allowed sufficient time to compile bids according to the complexity of the bid request. The bid advertisement shall stipulate the time, date, and place of opening bids.

f. **Acceptance of Bids:** Where procurement is by advertised bids, the awards shall be made to the lowest responsive and responsible bidder considering price and other factors set forth in the Invitation to Bid. When such low bids are rejected in accordance with applicable written procedures, a written explanation justifying such rejection shall be retained in the Agency's files for three years from date of rejections.

The UCHRA may reject any or all bids. Action to reject all bids shall be taken only for unreasonably high prices, errors in the Invitation to Bid, cessation of need, unavailability of funds, or any other reason approved by the Executive Director. The Executive Director may authorize rejection for failure to secure adequate competition.

g. **Acceptability of Late Bids:** Bids must be received on or before the date and hour designated for bid opening or the bid will be rejected and placed in the file unopened.

h. **Amendment or Withdrawal of Bids:** Prior to the opening, vendors not able to appear in person who wish to withdraw or amend a bid may do so by submitting either a letter or telegram containing such request to the UCHRA. Should a request for withdrawal occur, bid register personnel will attach the dated and time stamped request to the bid, which will remain unopened as a part of the permanent file. After bid opening, a vendor will be permitted to withdraw his bid in the sole discretion of the UCHRA Executive Director, where there is an obvious error in the bid supported by cost data, or where enforcement of the bid would impose an unconscionable hardship due to an error in the bid resulting in a quotation substantially below the other bids received. Such withdrawal will be considered only after receipt of a written request from the vendor.

i. **Public Review of Bid Files:** All records of purchases of the UCHRA are open and accessible to the public during the regular office hours of the UCHRA. Requests for inspection of records must be reasonable, contain sufficient information for retrieval, and must not interfere with the orderly operation of the Agency. Vendor's application forms, which include financial disclosure information, or the identity of prospective vendors prior to bid opening, where such disclosure might negate the competitive bid process, are not open to the public. Individual purchase records are not available after bid opening and prior to formal award. Vendors are encouraged to attend the bid opening on the day and at the time specified in the Invitation to Bid. A copy of the tabulation is posted as soon as practicable after bid opening. A single copy of any record may be obtained, at cost, upon request.

**Section 4. Affirmative Action**

All prevailing Civil Rights Legislation will be strictly adhered to and enforced.
Section 5. Products Produced by State Agencies
UCHRA is required to purchase items and services from Tennessee Department of Correction when such items have been certified in accordance with TCA Section 41-22-119 and Blind Services when such items meet federal standards in accordance with TCA Section 14-14-104. SEE NOTE ON BACK PAGE FOR CURRENT ITEMS CERTIFIED BY TRICOR.

Section 6. Contract Administration
The Executive Director or designee shall be responsible for all contract administration and monitoring. All contracts will be monitored on a periodic basis for a determination of compliance with contract provisions.

Section 7. Term Contracts
A term contract may be let for the supply of the total requirements of supplies, materials, equipment and services as are not certified pursuant to TCA 41-22-119. More than one such term contract may be let for the supply of any given class or type of supplies, equipment, or service and any such term contract may provide for the cancellation thereof by either party. Such term contracts may be let for periods of not less than three months nor more than sixty months; provided however, that any such term contracts let, or proposed to be let, for periods of time more than twelve months shall be subject to the following conditions:

a. No term contracts shall be negotiated or entered into without competitive bidding as prescribed;
b. Bid invitations and term contracts resulting therefrom must clearly show the annual maximum obligation of the UCHRA for each twelve month period covered by such term contract;
c. Such term contracts must contain a provision giving the UCHRA the right of cancellation at any time with no more than one year's notice, at the end of each fiscal year without notice, in the event that funds to support contract become unavailable;

Section 8. Receipt of Materials
The person(s) ordering materials or non-technical services or a person designated by the Executive Director shall check the materials delivered for completeness and compliance with specifications and shall initial shipping invoice or other such receipt and shall submit a copy to the Financial Officer. The Financial Officer shall not make payment without such a verification of receipt of materials.

Section 9. Amendment to Rules
These procurement regulations may be altered, and amended by the UCHRA Policy Council and Board and submitted to the State Board of Standards for approval.

Section 10. Qualification of Vendors
All vendors providing supplies, equipment or services to the UCHRA shall be reputable firms having the demonstrated capacity to produce or provide supplies, equipment or service and other items within a reasonable period of time or within the time limits established by the UCHRA. Vendors shall be subject to disqualification if they are found to misrepresent quality, quantity, or price of supplies, equipment, services or other items delivered. Vendors will also be disqualified if reasonable time limits established by the UCHRA are exceeded.

Section 11. Taxes
Prices quoted shall not contain provisions for Federal excise taxes or State sales tax. The Upper Cumberland Human Resource Agency is exempt from such taxes.
Section 12. Controversies

Resolving controversies concerning protest of qualification of bidders, suspension from bidding, and invitation to bid, and stay of award prior to actual award shall be resolved in the manner provided herein. Vendors who disagree in any of the aforementioned areas may document their position in writing and request re-evaluation by the buyer concerned. If the re-evaluation by the buyer does not resolve the disagreement, the vendor may request evaluation of the record, including the written protest documentation, through a hearing of the Executive Director. The evaluation by the Executive Director constitutes the final determination for the Upper Cumberland Human Resource Agency; however, the vendor may request in writing an appeal to the Personnel & Grievance Committee under procedures established by the UCHRA Policies and Procedures. A hearing be scheduled before the Personnel & Grievance Committee for resolution of the disagreement.
Local Workforce Investment Area 7

List of On Site Approved Items

2014 - 2019
This is to confirm that the following items are available on site at the LWIA 7 Administrative Office, UCHRA, in Cookeville, TN:

- An approved EEO Manual
- Written Conflict of Interest Policies
- Title VI Manual
- ADA Checklist
Local Workforce Investment Area 7

Strategic Plan Narrative

Stage II

Phase II

2014 - 2019
Preface: Organizational Profile

The Cookeville Comprehensive Center has a team-based group of Site Leads as approved by the Partner Consortium. The Partner Consortium is made up of three partner agencies providing services through funding for WIA, Wagner-Peyser, and Vocational Rehabilitation. Affiliate centers are located in Jackson, Smith and White Counties (see Tennessee Career Center/ American Job Center @ Cookeville and Affiliates flow chart) and are electronically linked to the comprehensive center. The center’s delivery system emphasizes, encourages and supports the continued development of a seamless one-stop delivery system that is demand-driven, skills-based and accessible. It focuses on quality and seamless services to employers and job seekers through coordination and activities carried out by the partners. Work is coordinated and assigned by function rather than funding source. To ensure seamless service delivery to workforce system customers, all individuals working in an affiliate or comprehensive center or providing WIA services will experience two levels of supervision: direct and functional. Direct supervision requires that individuals are supervised by their respective program manager. Functional supervision requires individuals that are organized by functional unit be supervised by the partner consortium. Functional areas will include the welcome function, skills/career development function, and business function as described in Section VI. (Operations Focus). Each individual consortium partner will be supervised by their respective agency but will work in the Center to have supervisory authority over their staff. The center will maintain individual agency identities and formal supervisory lines of authority behind the scene while providing an integrated approach to serving job seeker and business customers through a focus on functions rather than agencies and funding streams. (See American Job Center, Cookeville TN Organization Chart). WIA staff located in affiliate centers will explain to customers the services provided by TDLWD such as Wagner-Peyser, RESA, etc. and Vocational Rehabilitation. They will assist job seekers by completing or updating resumes, searching for online job listings, assist the customer in applying for jobs, etc. They will refer customers to Vocational Rehabilitation Services if appropriate.

Outreach tools and technology such as Twitter, Facebook, LinkedIn, Survey Monkey, etc. will be utilized to expand service delivery, increase efficiency and expand the customer pool. Brief surveys will be given to random Center customers in an effort to measure customer satisfaction and help improve services where needed and to ensure that the American Job Centers provide a customer-focused environment. Center staff will attend/host local job fairs and other such community events to increase awareness of services offered at the centers.

Resource room computers have recently been upgraded to improve customer service. Customers will be assisted in accessing job listings, resume writing, and soft skills tutorials. Customers that are not “work ready” will be assessed using CareerScope, WorkKeys (Career Readiness Certificate), Career Ready 101 Remediation Software, Perdue Pegboard, and/or Test of Adult Basic Education (TABE), depending on the level of assessment needed to determine a training pathway.

Tennessee has elected to incorporate the federal brand of American Job Center Network to its Center brand. Signs, brochures, letterhead, and any other system displays of branding will be updated to Tennessee Career Center / American Job Centers in compliance with Workforce
Services Policy #7. Streamlining and consolidation of information and materials with all partners in the workforce system will create a more comprehensive explanation of services.
I. Leadership

a. The Career Center/American Job Center leadership team in LWIA 7 comprised of senior Workforce Investment Act (WIA) staff and the Career Center Consortium works in concert with the Local Workforce Investment Board (LWIB) Area 7 to provide services that align with the Governor’s vision to make Tennessee the #1 State in the Southeast for high quality jobs. The center’s delivery system emphasizes, encourages and supports the continued development of a seamless one-stop delivery system that is demand-driven, skills-based, and accessible. It focuses on quality and seamless services to business and job seeker customers through coordination and activities carried out by the partners. Work is coordinated and assigned by function rather than by funding source.

The Welcome Function will be carried out by a staff person who is knowledgeable of all programs. This position will be included in the Resource Sharing Agreement as a shared cost by WIA and Wagner-Peyser. The Skills/Career Development Function will be coordinated between partners to provide seamless services to job seekers while respecting funding source requirements. The Business Services function will be carried out by a Business Service Team, which will include the TDLWD Public Relations Specialist (lead), TDLWD Area Manager, WIA Career Center Coordinator, Vocational Rehabilitation Representative, Local Veterans Employment Representative, and the LWIA 7 Rapid Response Coordinator. Business services will be a focused, coordinated, and shared function to design services and products to meet the needs of employers.

The Career Center/American Job Center (CC/AJC) leadership will align its actions to support the Governor’s additional goals, which include creating a more seamless path from high school to post-secondary education or training and then into the workforce and eliminating duplication and leveraging dollars to provide more opportunities to existing job seekers and the emerging workforce.

The stated vision of our CC/AJC system is to:

“promote and support an effective workforce development and business services system that:

- Provides job seekers with the education and training needed to achieve self-sufficiency.
- Assists employers in meeting their present and future workforce needs.
- Delivers services in the most cost-effective and efficient manner possible.”

Our stated mission is to:

“provide easy access to a customer-driven comprehensive array of integrated employment, educational, and training services to meet the needs of job seekers and employers.”

Our shared values are:

- Service – We provide quality, integrated workforce services through continuous improvement and the ability to embrace change
- Integrity – As individuals and as a team, we do what we tell people we are going to do. We recognize that meeting performance standards, complying with contract requirements, fiscal
accountability, and high professional ethics in providing services to the public are all essential to meeting our responsibility to taxpayers, other funding providers, and ultimately our customers.

- **Collaboration** – The job seekers and business representatives are full partners as we strive to achieve a successful workforce development system. We seek partnerships with community organizations, encouraging teamwork, to meet the needs of our customers.

b. UCHRA is the fiscal agent for Local Workforce Investment Area 7. LWIA 7 is governed by the LWIB, which is overseen by the Chief Local Elected Officials (CLEOs). The Local Workforce Investment Board Bylaws are in compliance with Workforce Services Policy #6. The State Workforce Board and TDLWD staff oversees planning and operational activities of each LWIA. The Upper Cumberland Human Resource Agency (UCHRA) is required to have an overall financial audit each year that is reported to UCHRA Board of Directors, the Local Workforce Investment Board (LWIB), the Tennessee Department of Labor and Workforce Development (TDLWD), and the Tennessee Comptroller of the Treasury. All workforce programs are monitored by TDLWD and Senior Services of America, Inc. All sub-contractors, training providers, and worksite users are monitored by internal program monitors. The LWIB relies on UCHRA, the administrative entity for LWIA 7, to account for WIA funding. The LWIB meets quarterly to review WIA program information such as performance outcomes, Program Accountability Review reports (when applicable), enrollments, expenditures, and subcontracts, which is provided by management staff. Our reporting of services and performance results to the boards ensures accountability of management and program staff. In addition, workforce programs are monitored yearly by TDLWD staff to review expenditures, services, program management, participant files, etc. Each Center partner will have responsibility for their senior leader succession planning. UCHRA is currently working on succession planning for the WIA senior leaders. Cross-training, taking ownership, knowledge building, and other management training opportunities will be a priority for LWIA 7 staff. Career Center partners have also established a succession plan within their individual programs, which includes cross-training and always having back-up staff that can fill in for anyone who has to be absent from work.

Consortium members, senior staff of each partner at the Cookeville Comprehensive Center, have created a performance reporting process to compare performance with goals for each and all partners. Each partner is asked to submit reports at quarterly consortium meetings and talk about the results. Performance reporting includes client customer satisfaction, employer satisfaction, WIA Common Measures, Wagner-Peyser Performance Standards, Vocational Rehabilitation entered employment, etc. This allows for discussions of issues and possible solutions between partners. Process goals are being created by the consortium to address both goals and performance in delivering services to employers and job seekers and measure the overall effectiveness of the Center.

The Career Center/American Job Center partner leads hold bi-monthly Team Building meetings with all Center staff. These meetings are held to provide needed information/updates/changes to all staff. In addition, every staff person is given the opportunity to discuss any concerns, suggestions, etc., which helps to improve daily processes and partner relations. We have created a
monthly and annual process of selecting an employee of the month/year that allows the consortium to participate in the selection and recognition of all employee reward and recognition efforts. The overall employee population nominates a fellow employee each month. Each “Employee of the Month” is eligible for “Employee of the Year.” Employees that receive either award will receive a certificate for their outstanding service and a reserved parking space for a month.

II. Strategic Planning

a. LWIA 7 conducts strategic planning each year through a process established by the State Workforce Board. This process requires that mandated consortium partners, their staff, and other stakeholders collaborate on the operational, planning, and implementation of activities at the Centers while avoiding duplication of services and/or costs, if applicable, to ensure continued fiscal responsibility. In addition, the Employment and Training Division of UCHRA establishes internal goals and objectives for management and field staff. Goals and objectives for Workforce Investment Act (WIA) programs are set annually and are evaluated quarterly, examples include enrollment goals, placement goals, customer satisfaction improvement, etc. The Career Center/American Job Center (CC/AJC) partner leads also set goals annually and evaluate those goals quarterly. Examples of partner program goals include: registering more customers on Jobs4TN; providing more workshops, such as interviewing skills, soft skills, resume writing, etc.; hosting more job fairs; and marketing the CC/AJC to increase the number of customers using the center’s services.

Our focus is on exceeding customer expectations, with an ongoing effort to improve quality and service through feedback from our customers. Of equal importance is strengthening our position with our revenue sources by providing superior service. Through the successful completion of our goals and objectives, we will strengthen our relationships with our stakeholders by incorporating their feedback into our ongoing process to build our American Job Center system around the voice of our customers and revenue sources. Center Site Leads are encouraged to seek new and innovative strategies to incorporate into the day to day operations at the Center to maximize customer satisfaction. The CC/AJC Team Building meetings are held to encourage all staff, especially front-line staff, to communicate as a team and contribute ideas to improve services to our customers. These ideas and strategies can then be developed into specific, measurable action plans. Strategic planning is conducted annually; however, the Consortium along with LWIA 7 senior staff will update goals and objectives as needed and will continually monitor the results.

b. Local Workforce Investment Area (LWIA) 7 is committed to supporting the Governor’s overall vision of making Tennessee the #1 state in the southeast for jobs, creating a more seamless path from high school, post-secondary education or training to the workforce, and eliminating duplication and leveraging dollars to provide more opportunities to existing jobseekers and the emerging workforce. LWIA 7 continues to address and give priority to the skill shortage occupations that emerge in our area as identified by the Tennessee Department of Labor and Workforce Development (TDLWD) Research and Statistics Department. We will focus on healthcare occupational training, including Registered Nurse and Licensed Practical Nurse, as well as other allied health occupations.
The LWIA 7 training emphasis focus is on programs that offer individuals the opportunity to transition into long-term employment in demand occupations. Because of a projected percent change of 18.9 in the health care and social services industry, continued support of nursing training programs and other medical occupations will be a top priority, with a primary focus on registered nursing training. Additionally, LWIA 7 will continue to provide recruitment support to the Tennessee Technological University (TTU) President’s Academy for Emerging Technologies, which is designed to stimulate and build interest in science, technology, engineering, and mathematics (STEM).

Regional economic development partnerships are often necessary to recruit WIA participants for available job opportunities and to build adequate class populations for training programs. LWIA 7 has worked with LWIA’s 4 and 6 to assist with filling training programs such as Nursing, Welding, Patient Care Technician, and the President’s Academy for Emerging Technologies (STEM). Continued regional partnerships will assist local areas in providing quality programs and opportunities for our customers, job seekers and employers.

By using the “Source”, “Jobs4TN”, and the “Job Outlook” to identify high growth, high skill job opportunities, we will target those industries and recruit individuals that show interest in those occupations. Currently, healthcare, office and administrative support and production occupations have been identified as three of the highest demand, high growth occupation clusters in our area. Routine meetings with front-line staff will be held to track services that are being provided and to determine if enrollments are on target with industry projections. On-the-job training and customized training will also be utilized to provide services to eligible employers and job seekers. Web based tutorials and/or workshops conducted at the Centers will be utilized to provide soft skills identified by employers as deficits in the workplace skills of new employees and job applicants.

Our performance projections are in line with set goals in key workforce areas established by the TDLWD, which include entered employment, employment retention, average earnings, skill attainment, etc. The main focus is to meet or exceed these goals while providing the best possible customer service to both job seekers and employers.

III. Customer Focus

a. According to the Tennessee Integrated State Plan (pages 44 and 45), LWIA 7 is projected to have the most rapid loss in manufacturing jobs (-1.6%) in the state. The LWIA 7 industry growth projections for 2012 to 2020 are listed in the table below. Five growth industries or target sectors have been identified to focus on for training and workforce development in LWIA 7 – Healthcare, Transportation and Logistics, Professional and Business Services, Construction, and Education.

<table>
<thead>
<tr>
<th>INDUSTRY SECTOR</th>
<th>ANNUAL GROWTH PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goods-Producing</td>
<td>-0.3%</td>
</tr>
<tr>
<td>Natural Resources and Mining</td>
<td>1.1%</td>
</tr>
<tr>
<td>Construction</td>
<td>2.4%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>-1.6%</td>
</tr>
<tr>
<td>RANK</td>
<td>OCCUPATION</td>
</tr>
<tr>
<td>------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1</td>
<td>Cashiers</td>
</tr>
<tr>
<td>2</td>
<td>Combined Food Preparation &amp; Serving Workers, Including Fast Food</td>
</tr>
<tr>
<td>3</td>
<td>Registered Nurses</td>
</tr>
<tr>
<td>4</td>
<td>Office Clerks, General</td>
</tr>
<tr>
<td>5</td>
<td>Heavy &amp; Tractor-Trailer Truck Drivers</td>
</tr>
<tr>
<td>6</td>
<td>First-Line Supervisors of Office &amp; Administrative Support Workers</td>
</tr>
<tr>
<td>7</td>
<td>Teacher Assistants</td>
</tr>
<tr>
<td>8</td>
<td>Elementary School Teachers, Except Special Education</td>
</tr>
<tr>
<td>9</td>
<td>Nursing Aides, Orderlies, &amp; Attendants</td>
</tr>
<tr>
<td>10</td>
<td>Personal Care Aides</td>
</tr>
<tr>
<td>11</td>
<td>Janitors &amp; Cleaners, Except Maids &amp; Housekeeping Cleaners</td>
</tr>
<tr>
<td>12</td>
<td>Police &amp; Sheriff’s Patrol Officers</td>
</tr>
<tr>
<td>13</td>
<td>Receptionists &amp; Information Clerks</td>
</tr>
<tr>
<td>14</td>
<td>Stock Clerks &amp; Other Fillers</td>
</tr>
<tr>
<td>15</td>
<td>Secretaries &amp; Administrative Assistants, Except Legal, Medical, &amp; Executive</td>
</tr>
</tbody>
</table>

The table below shows the occupations with the highest estimated annual openings in LWIA 7 for the 2012 to 2020 time period. This data, along with the Eligible Training Provider list and local job postings, will assist staff in directing customers in need of training to careers that are in demand.

The Local Workforce Board in Area 7 has set a lifetime Individual Training Account limit of $3,000.00. The LWIB has also set a limit of two years for WIA training sponsorship, including serving those in the last two years of a four year program. No exceptions will be made. Any participant in approved training activities must demonstrate the need for WIA funding through a
Training Services Budget completed by the financial aid staff of the training provider. Eligible Adults, Dislocated Workers, and Youth who do not possess sufficient job skills based on Job Center staff assessments will be eligible for training services. WIA training funds will only be used to support individuals in training listed on the state eligible training provider list. By utilizing Pell Grants, scholarships, etc. combined with WIA financial assistance, most LWIA 7 participants attending a training program that aligns with the industry sectors included in the Governor’s JOBS4TN Plan Sector Strategy are able to complete training within the set time limit with minimal out-of-pocket costs. WIA case managers will document the shortages for training in specific occupations using Bureau of Labor statistics data. Local staff will provide Rapid Response activities to employers as needed. The only services procured by competitive bid will be in-school youth services. Local advertising will be used to request proposals. All applications will be rated by the same standards. In the event that funds allocated for Adult employment and training activities are limited, LWIA 7 will give priority of service to disadvantaged adults when 75% of adult funds are obligated. All Veterans and their spouses will receive priority of services for all LWIA 7 America Job Center services.

The LWIA 7 Employment and Training Director and the Economic and Community Development (ECD) Director are presently working with Tennessee Technological University to submit a $1.2 million dollar grant to be used to recruit new industry to the area. The LWIA 7 Employment and Training Director serves on the Workforce Development Committee at the Local Chamber of Commerce and meets with ECD, the Chamber of Commerce, and potential employers who may move to the area to provide information regarding services available through WIA and/or the Centers.

Employment and Training programs in LWIA 7 are designed so that employment and training services are readily accessible to special populations. In addition to WIA Adult, Dislocated Workers, and Youth programs, LWIA 7 is a sub-contractor for the Title V Senior Community Services employment programs for aging Americans. LWIA 7 has also been designated as an Employment Network with the Social Security Administration for the Ticket to Work program. The Ticket to Work program is an employment program that is specifically designed for individuals who receive social security disability benefits and would rather be employed. This program assists these individuals by helping them find employment. LWIA 7 also provides information and assistance to employers regarding the Federal Bonding Program and Work Opportunity Tax Credit program. These programs encourage employers to hire ex-offenders. Since LWIA 7 continually focuses on informing employers of the benefits they receive by hiring members of America’s aging population, individuals with disabilities, or previous offenders, these special groups have a greater chance of attaining employment.

LWIA 7 will have a single point of contact that will coordinate Rapid Response activities as a designated Local Rapid Response Coordinator (RRC) who will work closely with the State Dislocated Worker Unit (DWU). Rapid Response activities will be initiated when the State DWU or the local RRC is notified of a permanent layoff or closure. The RRC is responsible for making immediate contact with the employer and/or representatives of the affected workers within 48 hours. To ensure coordination with partner agencies, the RRC will immediately communicate with the Business Service Team and appropriate front line staff. If the affected workers are organized under a union, the local RRC will notify the AFL/CIO Technical
Assistance office of the impending layoff or closure. The initial contact with the employer will result in the scheduling of an initial planning meeting and begin the information gathering for reporting purposes. The initial planning meeting will provide the company with an overview of what will be delivered at an employee mass meeting, scheduling of the mass meeting, and completion of the information gathering. The Coordinator will then notify partners, which will include WP, Department of Human Services, and Adult Education, of the mass meeting. Mass meetings are held on-site, whenever possible, and provide written and verbal information about available services. Employee Needs Surveys are completed by the affected workers to assist Career Center staff in determining the needs of the dislocated workers. Every effort will be made to best accommodate the employer and provide services that best meet the needs of the dislocated workers.

The Business Service Team (BST) will coordinate with LWIA 7 staff to ensure the needs of area employers are met. Layoff aversion and intervention strategies may be utilized to help retain or save jobs. Incumbent Worker Training may be considered as a part of a layoff aversion strategy. If a layoff or closure is imminent, the BST will notify the Rapid Response Coordinator.

LWIA 7 has experienced an increase in activity for veteran services through the Center. The Tennessee Department of Veteran’s Affairs, Veterans’ Benefit Representative (VBR) interviews and counsels veterans and their dependents concerning benefits such as pensions, compensation, education, hospitalization, insurance, loans, discharge review board, medical care, and veteran's preference. The VBR also prepares formal claims and compiles appropriate supporting documents and evidence in support of claims for presentation to the appropriate agency, and reviews denied claims and assists veterans and their dependents in preparing rebuttals to adverse benefits/decisions for presentation to the claims service for prosecution.

The TDLWD Veterans Outreach Specialist (VOS) interviews veterans with barriers to employment and provides case management services. The VOS conducts personal interviews with veterans visiting a career center to determine veterans' job readiness, work qualifications, and suitability for particular training programs or jobs. The VOS also establishes a network with community-based organizations and veterans organizations; and contacts employers to inform them of services available and to identify their employment needs. The VOS conducts follow-ups with employers to obtain feedback about employment services provided and gathers information about the services that can be provided to veterans through community-based organizations and veterans’ organizations. The VOS meets with community-based organizations and veterans organizations, VFW, DAV, and American Legion, to solicit their support and exchange information about respective services provided. All veterans and non-veterans are invited to attend Employment Preparation Workshops that are conducted bi-weekly. These veterans are provided services using a number of resources such as Jobs4TN.gov, Operation Standdown, Veteran Vocational Rehabilitation, VA Healthcare and Mental Health Care Providers, Homeless Veterans Reintegration Program, County and State Veterans Service Officers, and WIA Case Managers.

The TDLWD Local Veterans Employment Representative (LVER) also refers veterans to other agencies such as the VFW, American Legion, and the UCHRA for other services. The LVER identifies and determines appropriate services and benefits for veterans and coordinates
employer outreach to encourage employers and veterans to use the services of the local Job Center. The LVER works closely with the Business Services Specialist with job fairs and community activities. The LVER follows-up with employers, veterans, and supportive service agents to determine effectiveness of service provided to veterans, gathers information about local job and business needs by developing relationships with employers, and advocates for hiring veterans to employers through multiple communication avenues. The LVER conducts outreach within the community to locate veterans with disabilities in the absence of a Veteran Outreach Specialist. The LVER monitors and evaluates office procedures and interviewing activities to assure veterans are receiving priority of service.

UCHRA has a number of programs to help veterans and their families. The Upper Cumberland Area Rural Transit System (UCARTS) offers public transportation to Veterans Administration (VA) Centers, medical appointments, job interviews, to and from employment, etc. The County Mayors of Fentress, Overton and Pickett counties in LWIA 7 have purchased a 12 passenger van to transport veterans to and from the VA Hospitals. The VA pays for the vans’ maintenance and fuel. UCHRA manages the licensing, provides training for the driver and operates the call center and dispatching for trips. Other services offered through UCHRA are: Low Income Home Energy Assistance Program; the Weatherization Assistance Program; the Rent, Utilities, and Prescription Assistance Program; and the Temporary Emergency Food Assistance Program (Commodities). The Child and Adult Food Program supplements the cost of meals to children or adults in licensed private day care homes, and the Child Care Certificate Program assists families with child care expenses. Information and referral services are offered to assist families and individuals in accessing available services and resources in the LWIA 7 area.

LWIA 7 and partners ensure that comprehensive services are available to eligible youth in the area that are in danger of dropping out of school, have significant barriers to employment, or are in need of occupational skills training. This is accomplished by working collaboratively with local school boards, technology centers, colleges, universities, and private industry businesses.

In partnership with the local Boards of Education, LWIA 7 has developed in-school youth programs designed to minimize high school dropouts in low-achieving, economically disadvantaged, at-risk youth. The Career Training program operates on the school and community levels while providing training that leads to secondary school completion, dropout prevention strategies, and leadership development opportunities. This program helps youth that graduate high school make successful transitions into post secondary education and employment. Out of school youth come in many varieties – high school dropouts, high school graduates who are basic skills deficient, and/or graduates who lack the skills they need to pursue employment or secondary education. LWIA 7’s goal for out-of-school youth is to engage them in education and training programs which reconnect them with opportunities and give them hope for the future.

LWIA 7, Tennessee Technological University (TTU), Local Boards of Education, and LWIA 6 continue to work as partners to organize the President’s Academy for Emerging Technologies at TTU. The academy is a five-day program for students in grades eight through eleven. It is designed to stimulate and build interest in science, technology, engineering, and mathematics (STEM). Program activities include hands on laboratory activities, engineering design, nanotechnology, chemistry, materials science, robotics, advanced manufacturing, fuel cell
technology, technical communications, presentations by leading researchers, and tours at research facilities such as Oak Ridge National Laboratory, Vanderbilt Institute for Nanoscale Science and Engineering, Arnold Engineering and Development Center, and the University of Tennessee Space Institute in Tullahoma. The Academy is funded by the Tennessee Technological University President’s Office. LWIA 7, LWIA 6, and Local Boards of Education participate in the recruitment and selection of applicants to attend the camp.

Our vision in LWIA 7 is to increase the number of on-the-job training (OJT) opportunities in our area with employers who offer earnings which allow workers to become self-sufficient. We hope to continue and expand our partnerships with area technology centers and other schools to assist other employers with customized training.

b. Since multiple partners deal with the same customers, if one partner is unable to meet a customer’s needs, other partners will work with that customer to try and meet their needs. This level of commitment to our customers from all partners helps ensure a level of loyalty to keep the Center services in the minds of Center customers. We work closely with employers in the community to determine what services offered by the Center are needed. We also monitor feedback from customer satisfaction surveys conducted by the University of Memphis. Follow-up surveys are conducted by management staff to ensure satisfactory service was provided by the Center. We will randomly select customers to complete a survey every third week of the month. We will send employers a survey each month, and a suggestion box has been placed at the reception desk. A monthly report will be compiled and shared with all partners to gauge where improvements need to be made. Web based survey services such as “Survey Monkey” will be considered by consortium members as an additional option to measure customer satisfaction. We have Advisory Board meetings in each county that private industry leaders, county officials, religious leaders, etc. attend. These meetings are very instrumental in keeping us informed of employer needs. The social media app “Twitter” is utilized daily to list local job listings and job fairs. Other social media outlets such as Facebook, LinkedIn, etc., will be discussed and considered by the Center partners as viable options to engage job seekers and employers.

IV. Measurement, Analysis, and Knowledge Management

a. Data and other information sources that are utilized to measure, analyze and then improve our organizational performance were selected by consortium members of the Career Center System. The major metrics selected are: WIA Adult Entered Employment Rate; WIA Adult Retention Rate; WIA Adult Average Earnings; WIA Dislocated Worker Entered Employment Rate; WIA Dislocated Worker Retention Rate; WIA Dislocated Worker Average Earnings; Youth Entered Employment; Youth Attainment or Degree or Certification; Youth Literacy or Numeracy Gains; Wagner-Peyser Entered Employment Rate; Wagner-Peyser Employment Retention Rate; and Wagner-Peyser Average Earnings. These major metrics do represent key work processes for each partner. The secondary metrics selected are: the total number of participants that request services; the number of positive outcomes that result from these requests for service; and the number of negative outcomes that result from these requests for service. These metrics are being tracked by the respective partners and submitted quarterly to the Center Consortium for members to analyze and evaluate the data. Results from past quarters will be used to measure results from the present quarters’ data as well as benchmark data from Local
Workforce Investment Areas that are similar to LWIA 7. Consortium members and Center partners will also revisit metrics to ensure that they are aligned with short and long term goals. Consortium members will utilize studies and other written material to identify “best practices” from Workforce Investment Areas across the nation and will pass these results on to all Center employees.

b. To manage information, information technology, and organizational knowledge, LWIA 7 utilizes all sources of information available. All partners, with the exception of Vocational Rehabilitation, are able to access most client information on the State-operated electronic Case Management and Activity Tracking System (eCMATS) database. This process will convert to Virtual One Stop (VOS). Program management staff currently utilize the Discoverer database to track participants to ensure case notes, activities and exits are updated in a timely manner.

V. Workforce Focus

a. LWIA 7 senior staff recognizes the importance of career development for those who “work in the trenches” and how challenging their work of providing assistance to customers who are re-connecting with the workplace or are moving into employment for the first time really is. Our American Job Center staff has learned, especially during times of peak workloads, that cooperation and teamwork will help complete the job tasks at hand much quicker and more efficiently. The end result has made it easier for our customers to receive the maximum benefits when seeking help at our Career Centers because each of our partners are knowledgeable of services offered by their fellow partners.

Our service integration plan will provide cross-training of American Job Center staff to ensure a seamless system is in place for our customers. The focus will be on customer need, not program requirements. Staff members will be adequately trained in each of the programs provided under the Center’s available funding streams for purposes of fostering program integration and eliminating functional silos. Cross-training will require the collaboration of staff and services where it is most practical and supports the needs of customers.

Our senior leaders continuously monitor and refine policies and procedures that maximize the ability of front-line staff to exceed goals and show individual initiative in doing so. Questions are discussed concerning work environment situations that could be handled in different ways, and best practice solutions are given by senior leaders. Discussions such as these offer diverse ideas from our employees and allow senior leaders to understand how our workforce is thinking about daily work tasks.

b. Our communication skills are at times tested, since our American Job Centers are staffed by different partner organizations that each has their own set of guidelines and reporting structures. However, the different partners recognize this and strive to focus more on effective communication. The LWIA 7 Partner Consortium will inform affiliate and Comprehensive Center staff and required partners of all communication regarding workforce system policy. This is a crucial element to the success of service integration and functional alignment.
Opportunities are provided for staff to attend professional career development through specialized training programs such as Global Career Development Facilitator Training, Southeastern Employment and Training Association (SETRA) conferences, and TDLWD and United States Department of Labor workshops. This specialized training will empower our employees to be innovative in their approach to serve our customers. The LWIA 7 Consortium believes strongly that each employee must have confidence in their ability to do their job, understand their value to our organization, be knowledgeable of the tools at their disposal, and participate in education and training opportunities as they become available. This mindset is crucial to the success of services offered to our customers.

In the Comprehensive Center, employee satisfaction is gauged by participation in bi-weekly staff meetings. Employee morale, ways to improve and learn from co-workers, etc. are major discussion points. Reporting of performance measure results/program outcomes is presented quarterly during staff meetings. We will randomly select customers to complete a survey every third week of the month. Also, we will send employers a survey each month. A suggestion box has been placed at the reception desk. Results of these surveys will be used to compile a monthly report to gauge what we are doing that resulted in customer satisfaction and where improvements need to be made, if applicable.

VI. Operations Focus

LWIA 7 has one comprehensive Career Center/American Job Center located in Cookeville. All services, as mandated by federal and state regulations and local workforce board policies, are administered by this Center. The UCHRA maintains offices in all twelve (12) counties of LWIA 7, and WIA staff provides services in all of these counties. Jackson, Smith, and White Counties have affiliate Career Center/American Job Center offices where a full-time WIA staff person is located to provide services. This allows more services to be offered to our customers.

a. The Center staff serving in the Welcome Function will complete a quick assessment of needs for every new job seeker, which will include questions such as “What do you need assistance with?”, “Are you a Veteran?”, etc. The welcome function in the Comprehensive Center will be staffed by LWIA 7 (Receptionist and Resource Room Technician), and those staff costs will be shared through the Resource Sharing Agreement based on FTE’s. In affiliate Centers and other counties in LWIA 7, the WIA Case Manager will be responsible for this function. (See the following Customer Flow Chart, Assessment of Needs Survey, and Orientation of Services Chart)
Tennessee Career Center / American Job Center @ Cookeville and Affiliates Customer Flow Chart

**Reception**
- Screening for applicable services and then refer client to appropriate partners
- Is customer in need of job search assistance, Veterans Affairs, Workshops, Computer classes, assessments, etc

**WIA**
- Vocational Training

**Dept of Labor**
- Employment Assistance
- Non-Veteran
  - Job search
  - Job referral
  - Resume Assistance
  - RESA/ TAA

**Voc Rehab.**
- Voc Rehab Counselor
  - Vocational training for persons with disabilities that prevent them from working in the field they are experienced in

**Resource Room**
- Internet access
- Fax machine
- Copier
- Resume assistance
- Employment Prep Workshops

**TAA**
- Disabled Veterans
  - Program
  - Employment Prep Workshops
  - Referrals to outside resources i.e. TDVA
  - Employer Outreach

Initial referral from Reception
Secondary referral based on customer's needs
Quick Assessment of Needs

Name: 

1. Today, I need help with:
   (a) Finding a job
   (b) Unemployment Insurance
   (c) Training
   (d) Resource Center (Computer, copier, and fax)
   (e) ResCare
   (f) State Veteran Affairs (TDVA)

2. I have a disability or problem that affects my ability to get or keep a job?
   ___ Yes   ___ No

3. If you are a veteran, please circle the appropriate answers below.

Veteran Screening

<table>
<thead>
<tr>
<th>Branch:</th>
<th>Military Occupation:</th>
<th>Dates of Service:</th>
<th>Rank/Rate:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Yes  No</td>
<td>Did you serve at least 6 months on Active Duty and receive higher than a Dishonorable Discharge? Or; were you Reserve, Air Guard, or National Guard and were called to Active Duty for Mobilization? Or; Served less than 6 months but was discharged with a service connected disability.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Yes  No</td>
<td>Is this your first time visiting a Tennessee Career Center?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Yes  No</td>
<td>Have you been off Active Duty less than 2 years?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Yes  No</td>
<td>Have you been unemployed 3 months or longer?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Yes  No</td>
<td>Do you have a Service Connected Disability that impacts your ability to work?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Yes  No</td>
<td>Is there anything that you feel may be preventing you from finding employment? For example: Education, Interviewing Skills, Health Issues, Legal Conviction, Homelessness, etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Yes  No</td>
<td>Do you have an issue that you need to specifically discuss with one of the Veterans' Program Staff or are you currently in Case Management with the Veteran's Program Staff?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Yes  No</td>
<td>Are you an Eligible Spouse of a: Veteran who has been rated 100% with a service connected disability? Veteran who is missing in action? Veteran Captured in the line of duty by a hostile force? Prisoner of War or who died from a service connected disability?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Staff Only

If a vet answers NO to #1, they must see Wagner-Peyser Staff
If a vet answers YES to #1 and NO to all other questions, they should be seen by Wagner-Peyser Staff
If a vet answers YES to #1 and Yes to any other question, they should initially be seen by Vet staff
The Skills/Career Development Function will be completed by the Wagner-Peyser (WP) staff in the Comprehensive Center. The WP staff will develop an employment plan for job seekers who are not “work ready”. The plan will establish the needs/barriers of the customer and will determine the resources available so appropriate referrals can be made. In most cases this will result in a referral to the appropriate WIA Case Manager for assessment, career guidance, etc. In affiliate Centers and other counties in LWIA 7, the WIA Case Manager will be responsible for this function. In many cases, customers will be co-enrolled in multiple programs, such as WP and WIA, in order to leverage resources and services whenever possible. Partner staff will work together to determine the appropriateness of co-enrollments. WIA staff will utilize a Training Services Budget (TSB), which includes training costs and available funding sources, for customers enrolled in or entering training. The TSB will determine the financial/“remaining” needs of customers to prevent a duplication in services. Partners will work together to enhance the services provided to customers. Co-enrollments will be encouraged to assist customers with additional services such as, funding for training or work clothing/shoes, travel reimbursement, tools, etc. In addition, these customers will receive enhanced case management and follow-up services from a team comprised of partner staff. In the future, WP and WIA staff will both utilize the Virtual One Stop (VOS), which will assist the Center staff with reporting and providing case management to customers who are co-enrolled.

The Business Services Function will be provided as a team effort between the TDLWD Business Services Specialist, WP staff, and WIA staff. The Business Services Specialist continuously solicits job orders and opportunities to provide services to employers throughout LWIA 7. In addition, the Center Site Lead will coordinate this function and will include other Center partners (Veterans Employment, RESA, etc.) to maximize the number of employers assisted and to become the bridge between local businesses and job seekers. Recruitment, assessment, and referrals are based on partner staff determining specific qualifications and requirements necessary for meeting employer needs. WIA Case Managers perform detailed assessments to determine each individual’s skills and abilities as well as their compatibility with various occupational clusters. Individuals who are lacking the required skills for existing job opportunities are provided information on available training opportunities including on-the-job training with which their existing skill levels are compatible. Only those training opportunities identified by the “Source” or “Job Outlook” as being training for “growth” occupations are considered for financial sponsorship. Individuals who need remediation can use internet-based learning tools available at the American Job Centers or through partnering Adult Education programs. Although we strive to meet the employment needs of our local employers, we continuously try to refine and improve our efforts.

Rapid Response activities coordinated by LWIA 7 staff provide on-site information for employers and employees experiencing downsizing or plant closures. Dislocated Workers needs are identified through preliminary needs surveys. Needs surveys allow us to determine which Dislocated Workers are candidates for post-secondary training or remediation and which Dislocated Workers are in need of direct job placement. Those in need of post-secondary training are assessed to determine high skill, high demand occupations they are suitable for once they complete training. If the person possesses marketable skills, they are referred to existing job openings. Based on market research and employer demand, our Center system targets high skill, high demand training and jobs to promote long-term self-sufficiency for individuals.
Each Career Center partner follows written policies and procedures that create daily work processes for implementing and managing the workforce programs. Bi-weekly team meetings, monthly meetings, and quarterly consortium meetings allow the continuous exchange of information and input from front-line staff, which creates continuous improvement. Feedback from employers also provides valuable information in identifying areas where improvement is needed.

VII. Results

Major Performance Metrics for LWIA 7 partner programs are expressed in terms of “Goal vs. Actual.” The major Performance Metrics for WIA programs are: Adult Entered Employment Rate, Adult Employment Retention, Adult Average Earnings, Dislocated Worker Entered Employment Rate, Dislocated Worker Employment Retention, Dislocated Worker Average Earnings, Youth Placement in Employment or Education, Attainment of Degree or Certification, and Literacy or Numeracy Gains. LWIA 7 performance using these metrics is reflected in figures 7.1, 7.2, and 7.3. Partner performance is reflected in figures 7.5, 7.6, and 7.7.

LWIA 7 has met or exceeded negotiated performance goals for Adult Entered Employment, Adult Retention Rate, and Adult Average Earnings four of the past five years.

WIA Adult Performance (Figure 7.1)
WIA Dislocated Worker Performance Metrics are shown in figures 7.2. The Dislocated Worker Entered Employment goal was exceeded for each of the past five years. The Retention Rate goal was exceeded for four of the past five years. The Dislocated Worker Average Earnings performance was exceeded in PY 2011 and averaged 94% of goal for the previous four years. This rate is difficult for entry level wage earners to attain in our geographic area due to this area having some of the lowest earnings of all thirteen areas of the state.

WIA Dislocated Worker Performance (Figure 7.2)
Starting in PY 2008, performance metrics for Younger and Older Youth were combined. Below are the performance metrics for PY 08 through PY 11. The Youth Placement in Employment or Education goal, the Youth Attainment of Degree or Certification goal, and the Youth Literacy or Numeracy goal have all been exceeded for each of the past four years.

**WIA Youth Performance (Figure 7.3)**

- **Placement in Employment or Education** *(Figure 7.3a)*
- **Attainment of Degree or Certification** *(Figure 7.3b)*
- **Literacy or Numeracy Gains** *(Figure 7.3c)*
Wagner-Peyser met or exceeded the Entered Employment goal for two of three years and met or exceeded the Employment Retention goals for two of three years. Goals for Average Earnings were met one of the three years reported.

**Wagner-Peyser Performance (Figure 7.5)**

- **Entered Employment Rate** (Figure 7.5a)
- **Employment Retention Rate** (Figure 7.5b)
- **Average Earnings** (Figure 7.5c)
The Adult Education program exceeded goals for Obtained GED or Secondary School Diploma for each of the past three years reported in Figure 7.6.

**Adult Education Performance (Figure 7.6)**

**Entered Postsecondary Education or Training**
(Figure 7.6a)

**Entered Employment**
(Figure 7.6b)

**Retained Employment**
(Figure 7.6c)

**Obtained GED or Secondary School Diploma**
(Figure 7.6d)
Performance for Vocational Rehabilitation Services is shown in Figure 7.7. The goal was not met in PY 08, PY 09, and PY 10, was within one of being met in PY 07, and was met in PY 06. Performance for PY 08 was 96.2% of goal and ranks second in the state.
The University of Memphis conducts Client Customer Satisfaction and Employer Satisfaction Results for all LWIA’s. These results are received quarterly. The feedback from these surveys are reviewed and shared with the partner consortium and WIA staff to help improve services where needed and to ensure that the American Job Centers provide a customer-focused environment. Satisfaction survey results are shown below.

**PY 2012 Client Customer Satisfaction Survey Results**
PY 2013 Employer Satisfaction Survey Results

How often do you feel the need to use the Career Center’s services?

- Never
- Rarely
- Occasionally
- Often

What is your overall satisfaction with the services you received?

- Very satisfied: 52.90%
- Satisfied: 41.20%
- Neither: 5.50%
- Dissatisfied: 0.00%
- Very dissatisfied: 0.00%

What is your overall satisfaction with the staff efforts to meet your employment needs?

- Very satisfied
- Satisfied
- Neither
- Dissatisfied
- Very dissatisfied

What is your overall satisfaction with how the staff treated you?

- Very satisfied
- Satisfied
- Neither
- Dissatisfied
- Very dissatisfied

When you contacted the Career Center, how accessible were the services?

- Poor: 6.20%
- Fair: 6.70%
- Good: 25.00%
- Excellent: 62.50%
The LWIA 7 Five-Year Strategic Plan is posted for a minimum of one month on the UCHRA and Career Center websites for public comment and review. Public Notices of Availability run a minimum of two times in all local newspapers. Public comments received are addressed by the LWIA Director as needed and are submitted to TDLWD staff as required.