

Comments and/or questions may be sent to: lwia7@yahoo.com

Local Workforce Investment Area 7

Strategic Plan Document

Phase I

2011

Phase I

Local Workforce Investment Area 7 2011 Plan

I. Leadership

Consortium members, senior staff of each partner at the Tennessee Career Center at Cookeville, have created a performance reporting process to compare performance with goals for each and all partners. Each partner is asked to submit reports at consortium meetings and talk about the results. This allows for discussions of issues and possible solutions between partners. The Opinionmeter Customer Satisfaction Survey addresses the organizational effectiveness to allow us to determine if our customers are satisfied with the services provided at the Career Center. The Opinionmeter is an electronic kiosk survey that can easily be completed in five minutes or less by customers as they leave the Career Center or affiliate sites. The survey asks a series of questions to determine the customers' level of satisfaction in terms of information received; professionalism of staff; responsiveness of staff; quality of service; and level of information received. The customer is asked to rate each of these services in terms of excellent, good, fair, or poor. We have the ability to customize the survey questions on a continuous basis to meet the needs of partners' goals in customer satisfaction. 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 Career Center. We are required to have an overall financial audit each year that is reported to the Upper Cumberland Human Resource Agency (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. Career Center staff from each partner organization are encouraged to have more frequent informal meetings to improve daily processes and partner relations. This practice creates an attitude of ownership at the Career Center level without senior supervisors having to attend all meetings. 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 have the opportunity of choosing a monetary incentive, a day off from work with pay, etc.

LWIA 7 is governed by the LWIB, which is overseen by the Chief Local Elected Officials (CLEOs). The State Workforce Board and TDLWD staff oversees planning and operational activities of each LWIA. We have regular quarterly meetings in each county with local Advisory Board's comprised of volunteer community leaders such as bankers, private industry leaders, religious leaders, public officials, etc. These volunteers assist in creating and maintaining awareness of programs and agency resources and increasing the capacity of some programs, and providing important feedback concerning community needs. Our reporting of services and performance results to these 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.

II. Strategic Planning

LWIA 7 conducts strategic planning each year through a process established by the State Workforce Board. In addition, the Employment and Training Division of UCHRA establishes internal goals and objectives for management and field staff. 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 Career Center system around the voice of our customers and revenue sources.

The Local Workforce Investment Area (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 apprenticeship programs which benefit employers by reducing turnover, providing skilled workers, and reducing labor costs due to an emphasis on safety training. In addition, job seekers who participate in these programs usually receive higher wages, portable credentials, and an opportunity for college credit and future degrees. These benefits for both employers and job seekers will lead to a highly skilled workforce, which increases the competitive edge and economic growth in the economy. Currently, there are 14 employers in LWIA 7 who have operated registered apprenticeship programs. The main industries participating included construction, manufacturing, telecommunications, and information technology. The LWIA 7 goal is to assist additional industries in the area in sponsoring apprenticeship programs, which include health care, service and retail, and public utilities. An expansion of construction based programs is also needed to fill projected employment opportunities in this field.

Overall, the effects of the down-turn in the economy and job losses have resulted in an increased work load for most partners of our Career Centers. Not only has the number of walk-in customers increased, but the number of customer phone inquiries has also increased. Recent changes made to the Unemployment Insurance (UI) benefit registration policy have been a topic of inquiry of many LWIA 7 customers. Customers are, in some cases, experiencing delays in receiving UI checks. Unemployment Insurance benefit customers have also voiced complaints that they are unable to speak with anyone or simply can not get a response, in some cases, for days when placing calls to the call center. Issues such as this have produced more phone calls to our Career Centers, or more walk in traffic. Most claimants do not understand that the Call Centers are now responsible for the bulk of UI transactions and questions. Also, some outlying county offices do not have TDLWD Job Service staff on site. This adds to the workload of those partners that do staff those affiliates, and, also may interfere with or delay scheduled meetings with customers. There has also been an increase in customers requesting commodities and monetary assistance with their electric and heating bills.

Our Career Center staff has made much progress in responding to the increased number of customer telephone inquiries and the number of walk in customers that have questions. The modification of the UI benefit registration process has enabled us to adjust in order to minimize the inconvenience to our customers during this time. This situation has made it necessary for our Career Centers to have an increased awareness of and also an increased engagement in teamwork with all partners. We are now scheduling appointments for applicants and doing a better job of meeting the employment and training needs of our customers.

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 20.2 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. LWIA 7 has assisted over 350 participants in nursing programs during the current program year. Additionally, LWIA 7 will continue support of 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 LWIAs 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" 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, nursing, teaching, and food preparation and serving related 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.

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 and Market Focus

Healthcare occupations such as Licensed Practical Nursing, Registered Nursing, Medical Laboratory Technicians, Occupational Therapy, Physical Therapy, and Respiratory Therapy Technicians is projected to have the greatest number of job openings in LWIA 7 and are estimated to grow 20.2% for the timeframe of 2006 - 2016 according to "The Source". Estimated employment for the next two years based on healthcare industry surveys we conducted indicate a steady or growing need for these occupations in all medical facilities completing the survey.

Food Preparation and Serving Related Occupations is projected to have the second highest number of job openings in LWIA 7. This industry is expected to grow by 14.46% in the 2006 - 2016 timeframe according to "The Source". Tennessee Technological University provides an eighteen week culinary training program through statewide funding provided by Tennessee Department of Labor and Workforce Development. This training has enabled those that complete to obtain employment with area restaurants and establishments including caterers and deli's operated by grocery chains such as Wal-Mart, Kroger's, etc. Since the late 1990's, more than fifteen restaurant chains have opened restaurants in Cookeville alone employing hundreds of food service workers.

Education, Training and Library Occupations is projected to have the third highest number of job openings in LWIA 7 and is expected to grow by 9.7% in LWIA 7 in the 2006 - 2016 timeframe according to "The Source". Elementary and secondary schools in Tennessee are expected to grow 17.3 % in the 2006 - 2016 timeframe according to "The Source" and is expected to add about 2,697 new jobs per year. Population increases in the last ten to fifteen years in the Upper Cumberland area has made it necessary to build new schools or add on to existing schools to accommodate new students that have moved to the area.

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 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 Bond 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 has experienced an increase in applications for veteran services through the TCCC. The Local Veterans Employment Representative provides case management service to all veterans. This service is especially helpful to veterans with barriers to employment. These veterans are provided services using a number of resources such as WIA case managers, Hire Vets First, www.VA.gov, and www.indeed.com. The local Veterans Employment representative also refers veterans to other agencies such as the VFW, American Legion, and the UCHRA for other services. 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. The Individual Development Accounts Program assists moderate and low income families to move toward financial independence by providing financial literacy and by matching their savings with \$2.00 for every \$1.00 saved up to \$2,000.00. This can provide them up to \$6,000.00 to be used for tangible assets, such as purchasing a house or advancing their education. Information and referral services are offered to assist families and individuals in accessing available services and resources in the LWIA 7 area.

Although job losses in LWIA 7 have slowed somewhat for the period of July 1, 2009 through June 30, 2010 compared to the period ending June 30, 2009, there has still been a significant number of job losses for PY 2009. WIA case managers continue to have large numbers of participants that are still engaged in skill training or other program activities. For program year 2009, we served a total of 611 Dislocated Workers: 318 were dislocated only; 198 were dislocated and completed the CRC assessment, and 95 were Trade Adjustment Assistance clients. The CRC program continues to be popular with employers and participants seeking employment. Some companies that have job openings have requested that all applicants complete the CRC assessment as a condition to applying for a job with their company.

Through funding from the TDLWD, the UCHRA, in partnership with the area school Boards of Education, has developed in-school programs designed to minimize high school dropouts in low-achieving, economically disadvantaged, at-risk youth. This Career Training program operates on the school and community levels while providing remedial education, life skills training, as well as, occupational skills training in the summers. In addition to completion of secondary education for in-school youth, a primary objective is to prepare the youth for appropriate future careers. During the summer, in-school youth enrolled in the Career Training program participate in the Summer Training Opportunities Program. LWIA 7 partners with the Tennessee Technology Centers (TTC's) to provide a four week session of occupational skills training. Upon completion of the four weeks, each student receives a Certificate of Training. The TTC's retain individual transcripts of credited hours toward future licensing in each student's area of study. Many of these students have returned as full time students, completed, and entered employment.

LWIA 7's 2010 summer activities decreased significantly from Summer 2009 due to the majority of ARRA funds being spent during the Summer 2009. During the Summer 2010, LWIA 7 Partnered with Tennessee Technology Centers in Livingston and Murfreesboro to sponsor a four week Summer Training Opportunities Program for at risk in-school youth who participate in the LWIA 7 year round Career Training program. In-school youth choose from various program offering that include Business Systems Technology, Building Construction Technology, Computer-Aided Drafting, Health Occupations/Certified Nursing Assistant, Automotive-Body/Collision Repair Technology, Industrial Maintenance/Welding, Electronics, Machine Tool Technology, and Pharmacy Technology. Eighty-six (86) youth participated in the 2010 Summer Opportunities Program funded with carry-over ARRA funds. After completion of their training, youth have a transcript on record at the Technology Center which allows them to add to and/or complete required hours for certification in his or her area of study. Participants are encouraged to continue their training following their high school completion. Youth who completed the CNA training are eligible to take the State Board for CNA Licensure and are eligible to go to work. Many of the youth take part-time jobs during their last years of high school and many take full time jobs upon graduation or continue their training in Licensed Practical Nursing at the Technology Centers. Of the eighty-six youth participating in the Summer Opportunities activities, sixty-four (64) received a certificate of completion, a \$5.00 per hour stipend, and a \$50.00 bonus for perfect attendance.

In partnership with Tennessee Technological University (TTU), LWIA 4, LWIA 6, and LWIA 7 sponsored the third annual President's Academy for Emerging Technologies at TTU. Thirty-four (34) high school students were selected to attend the academy. Students were on campus for six days and five nights that provided many opportunities for piquing individual interest and excitement in the areas of science, technology, engineering, and mathematics (STEM). Activities included

designing/building/launching rockets and designing/building/racing boats. In addition, groups were challenged with filming, editing, and completing a video/audio presentation with entailed activity developments. Student evaluations at the conclusion of the week were very positive and indicated intentions of entering post-secondary education in at least one of the STEM areas.

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. 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 Career Center services in the minds of Career Center customers. We work closely with employers in the community to determine what services offered by the Career Center are needed. We use the Opinionmeter survey primarily for job seekers who come into the Career Centers and front line staff encourages all customers to complete the survey. We are moving toward similar methods to use for employers. 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 Career Center. 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.

IV. Measurement, Analysis, and Knowledge Management

Data and other information sources that are utilized to measure, analyze and then improve our organizational performance were selected by consortium members of our Tennessee Career Center at Cookeville. 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. LWIA 7 projects approximately 500 exits for PY 2011. These exits will be tracked and will determine our performance outcomes.

These metrics are being tracked by the respective partners and submitted quarterly to the Career Center Consortium for members to analyze and evaluate this data on a quarterly basis. 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 Career Center partners will also revisit metrics to insure 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 Career Center employees.

To manage information, information technology, and organizational knowledge, LWIA 7 utilizes all sources of information available, such as surveys, Opinionmeter reports, etc. 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 help prevent duplication of services.

V. Workforce Focus

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 Career 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 efficient than without them. Our communication skills are at times tested, since our Career 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 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 senior leaders continuously monitor and refine policies and procedures that maximize the ability of front-line staff to exceed goals of the Employment and Training Division and show individual initiative in doing so. Employees are encouraged to set individual goals, and senior leaders encourage employees to be empowered in serving our customers. A Policies and Procedures manual has been developed, and regular staff meetings are held to provide training in any new or modified State or Federal regulations or local workforce board policies. 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.

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 (SETA) 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 Employment and Training Director 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.

LWIA 7 has one comprehensive Career Center located in Cookeville. All services, as mandated by federal and state regulations and local workforce board policies, are administered by this Career Center. The UCHRA maintains offices in all twelve (12) counties of LWIA 7, and WIA staff provides services in all of these counties. Five counties have affiliate Career Center offices where at least one other partner provides staff and services. This allows more services to be offered to our customers. If additional funding were available, our recommendation would be to provide additional services and make no other changes in terms of facilities. In the event of a substantial decrease in funding, our

actions would be to evaluate staff levels to determine if services could be maintained with less staff. The Career Center workforce environment is supported by a strong retirement system and a strong benefit package which includes health insurance, paid holidays, paid vacation days, paid sick leave days, and longevity bonus payments. Since the initial primary location of the Career Center in Cookeville, affiliate sites have been able to relocate in some areas so that we have clean, modern, state of the art facilities in each location.

VI. Process Management

Marketing representatives continuously solicit job orders and opportunities to provide services to employers throughout LWIA 7. 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 TCCC or through the local 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 TDLWD 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 Career 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. 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 and survey results from the Opinionmeter provide valuable information identifying areas where improvement is needed.

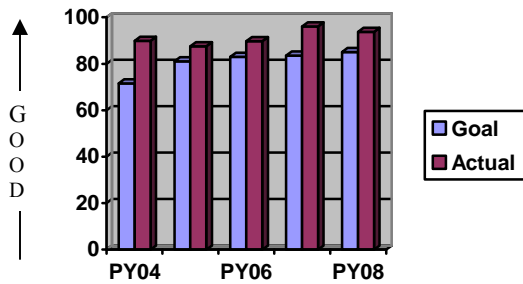
VII. Results

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.

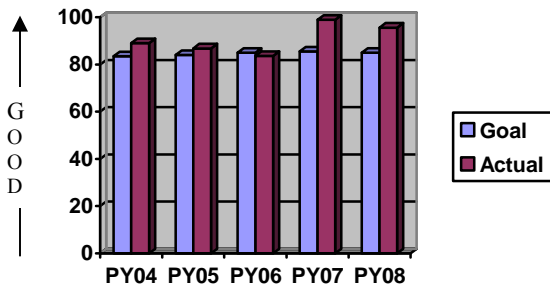
LWIA 7 has exceeded negotiated performance goals for Adult Entered Employment for each of the past five years. The WIA Adult Retention Rate has remained constant for the five year period although negotiated goals were increased, resulting in failure to exceed goals for one of the five years. The WIA Adult Average Earnings Change (increase) was exceeded in two of the five years. This performance measure was changed to Average Earnings in PY 06 with a goal of \$24,900 annual earnings. This rate is higher than the average per capita income for our LWIA. This goal was not met for PY 06 and PY 07, however we performed at 98% and 95% for PY 06 and PY 07.

WIA Adult Performance (Figure 7.1)

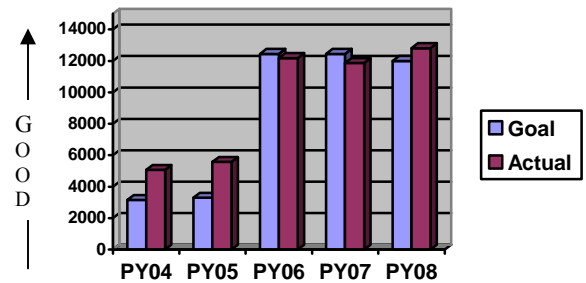
**Entered Employment Rate
(Figure 7.1a)**



**Retention Rate
(Figure 7.1b)**



**Six Months Earnings Change
(Figure 7.1c)**

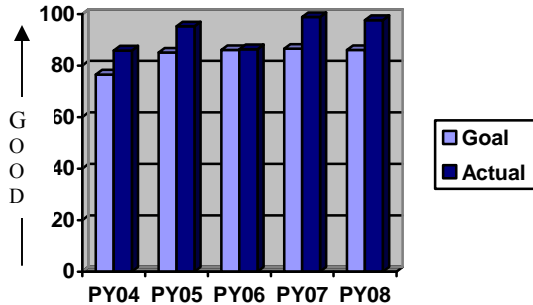


*Beginning with PY06, Changed to Average Earnings

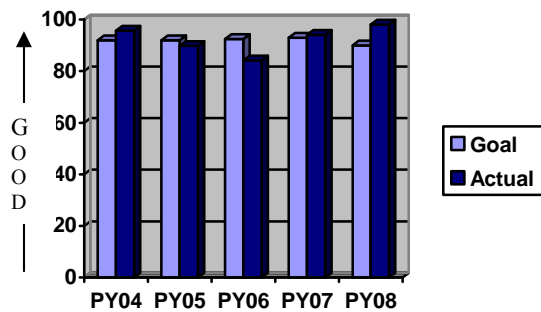
WIA Dislocated Worker Performance Metrics are shown in figures 7.2. The Dislocated Worker Entered Employment goals were exceeded for each of the past five years. The Retention Rate goal was exceeded for three of the five years. The Dislocated Worker Earnings Replacement goal was exceeded for two of the past five years. For PY 06 and PY 07, the earning metric was changed to Average Annual Earnings, which was negotiated at a rate of \$28,000 annual earnings. This rate is difficult for entry level wage earners to attain in our geographic area due to this area having the lowest earnings of all thirteen areas of the state.

WIA Dislocated Worker Performance (Figure 7.2)

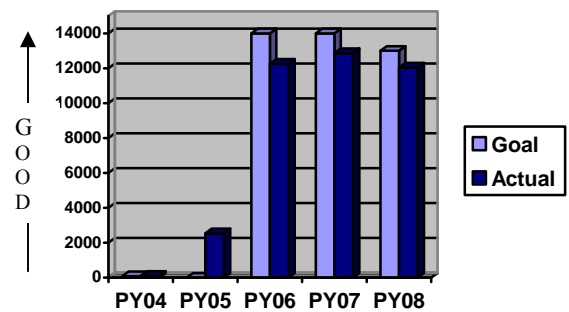
Entered Employment Rate
(Figure 7.2a)



Retention Rate
(Figure 7.2b)



Six Months Earnings Replacement
(Figure 7.2c)

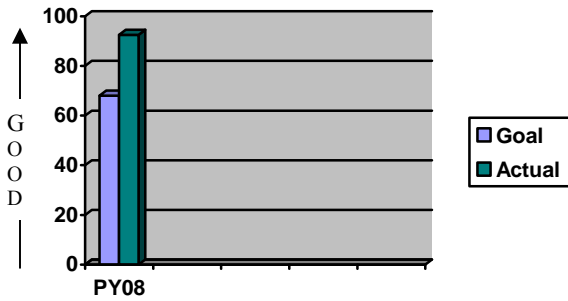


*PY04 = 87% Goal / 110.2% Actual
 *PY05 = (\$2,000) Goal / \$2,538 Actual
 *Beginning with PY06, Changed to Average Earnings

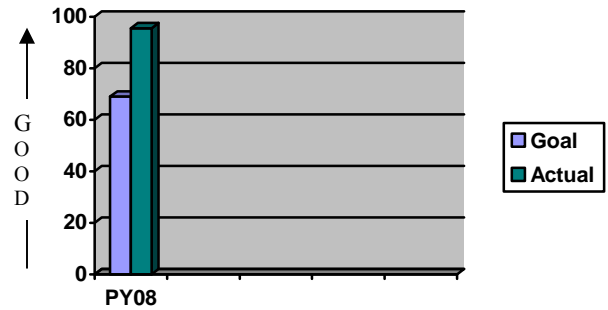
Starting in PY2008, performance metrics for Younger and Older Youth were combined. Below are the performance metrics for PY08.

WIA Youth Performance (Figure 7.3)

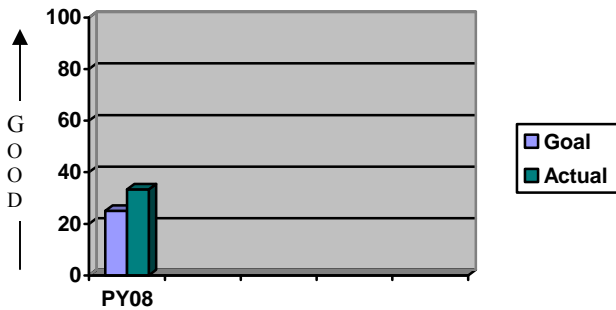
**Placement in Employment or Education
(Figure 7.3a)**



**Attainment of Degree or Certification
(Figure 7.3b)**



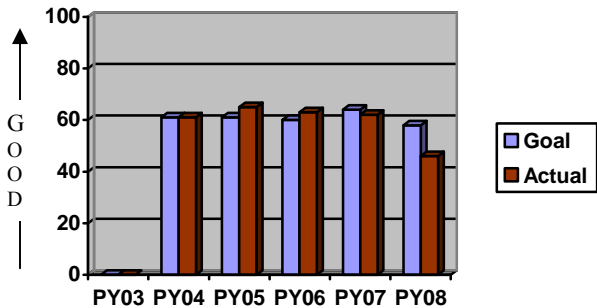
**Literacy or Numeracy Gains
(Figure 7.3c)**



Wagner-Peyser met or exceeded the Entered Employment goal for three of five years and met or exceeded the Employment Retention goals for two of five years. Goals for Average Earnings were met for one of the three years reported.

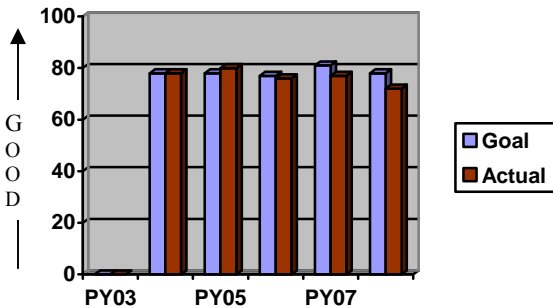
Wagner-Peyser Performance (Figure 7.5)

Entered Employment Rate (Figure 7.5a)



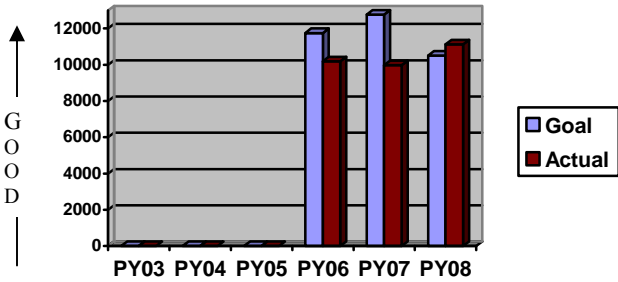
*Data Not available for PY03

Employment Retention Rate (Figure 7.5b)



*Data not available for PY03

Average Earnings (Figure 7.5c)

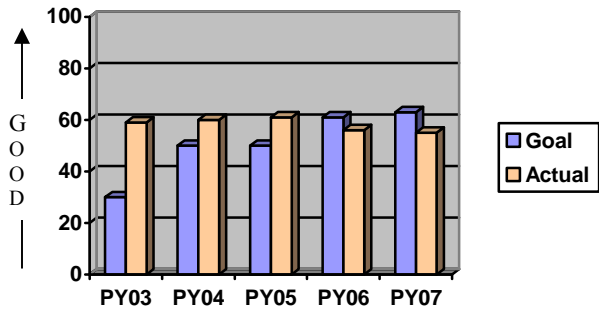


*Average Earnings Not Calculated During PY03, PY04, PY05

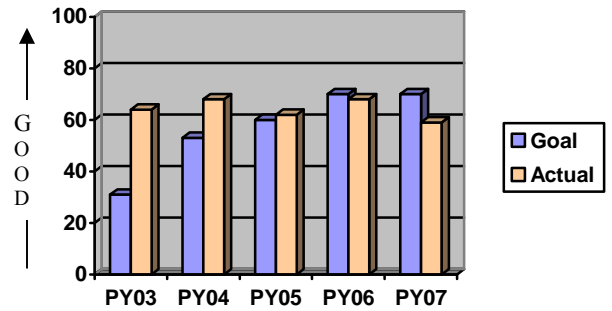
The LWIA 7 Adult Education program exceeded goals for Further Education and Training for three of five years reported in Figure 7.6. Entered Employment, Employment Retention, and High School Completion goals were also exceeded for three of the five years reported.

Adult Education Performance (Figure 7.6)

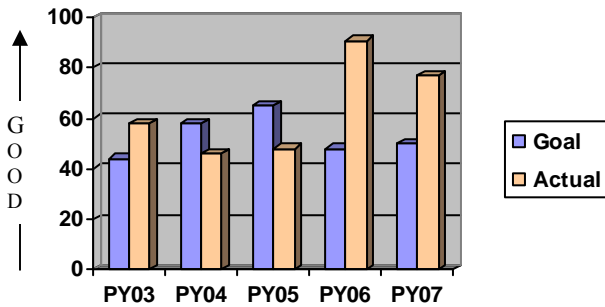
**Further Education & Training
(Figure 7.6a)**



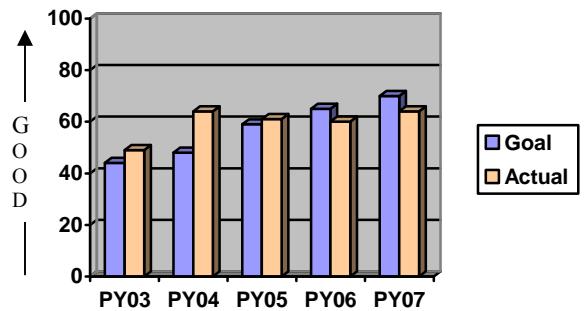
**Entered Employment
(Figure 7.6b)**



**Employment Retention
(Figure 7.6c)**



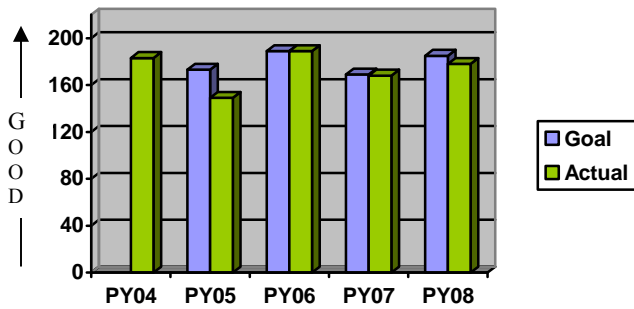
**High School Completion
(Figure 7.6d)**



Performance for Vocational Rehabilitation Services is shown in Figure 7.7. Goals for PY 04 are not available. The goal was not met in PY 05, was within one of being met in PY 07, and was met in PY 06. Performance for PY08 was 96.2% of goal and ranks second in the state.

Vocational Rehabilitation Services (Figure 7.7)

Employment Retention Rate
(Figure 7.7a)



*Goals not available for PY04

Local Workforce Investment Area 7

SWOT Analysis

2011

Phase I
Strengths, Weaknesses Opportunities and Threats
Local Workforce System in LWIA 07
2011

Strengths	Opportunities
<ol style="list-style-type: none"> 1) Increased customer traffic in Cookeville due to new location. 2) Emergency Services such as Low Income Home Energy Assistance Program (LIHEAP), Weatherization Assistance Program, Child and Adult Care Food Program, and the Cookeville Area Transit System (CATS) which benefits employers and job seekers. 3) One Stop concept 4) Ability to consolidate ideas and strategies from all partners – the partnership concept 5) Ability to react to market demands 6) Support and guidance from TDLWD 7) Attained and continuing to follow Level 2 of the Baldrige Criteria for Performance Excellence. 8) Current use of the Opinionmeter – a customer feedback process that determines the level and quality of service received by customers 9) The Resource Sharing Agreement development process allows partners to gain and maintain a better understanding of the cost of operating career centers and affiliates. 10) Partners have created more cooperative processes, such as Integrated Resource Teams (IRT's) for assisting individuals with disabilities. 11) Continued designation as an Employment Network by the Social Security Administration for the Ticket to Work Program 	<ol style="list-style-type: none"> 1) Although the process of developing and refining a collective report that will identify the most important or critical indicators of performance for each partner has begun, there remains significant opportunity to continue and improve this process. 2) We currently utilize a customer routing slip to refer customers that one partner may be unable to assist (due to program restraints or funding) to other partners that may be able to assist the customer. Significant opportunity remains to improve this process. 3) Have a process that allows the Consortium to participate in the selection and recognition of all employee reward and recognition efforts. We have the opportunity to improve the process by offering gift or monetary incentives, days off of work with pay, etc. 4) Our current partner meetings to discuss improving efficiency of services can make us more aware to look at a service or process more analytically and therefore foster continuous improvement. 5) Opportunity to diminish “turfism” by having frequent partner meetings 6) Using the Tennessee Center for Performance Excellence Feedback Report

Weaknesses

- 1) Process to regularly review data linkage, performance measures, and results analysis for the Career Center as a whole needs continuous improvement.
- 2) Process to identify and track key measures such as financial, market, customers, human resources, and organizational effectiveness needs continuous improvement.
- 3) Partners may feel that the partnership or “team” concept will give them less time to complete their required duties.
- 4) Partner programs are under-funded.

Threats

- 1) Unstable and unpredictable economy.
- 2) If all partners do not act in true collaboration within the partnership, this may signal the beginning of the end for co-location and the One Stop concept.
- 3) Existing programs cannot meet service demands with declining funds
- 4) If we do not continue to take full advantage of following the Baldrige principles, our efficiency and usefulness to our area will diminish.
- 5) If we do not maintain our effectiveness in serving the citizens and employers of our area, we risk losing value to our customers.

LWIA 7 Strategic Plan

Phase II

Tennessee
Workforce Investment Act
2011 Local Compliance Checklist
Phase 2
Due January 28th

The following information needs to be submitted with your 2011 Plan:

_____ 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 one week before State Board Planning meeting

_____ Memorandum of Understanding (Matrix/grid)

_____ Resource Sharing Agreement Materials (Must be effective July 1, 2011)

Due February 16th, 2011

_____ Current List of Local Workforce Investment Board Members

-submit in alphabetical order on appropriate form (example attachment #3)

-verify each board member has previously submitted nomination form
and conflict of interest form

-verify every person on local board has been through orientation

_____ Copy of Local Workforce Investment Board By-Laws

_____ Current Consortium Agreement of Local Elected Officials (with current
signatures)

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

Indirect Cost Approval Letter/Cost Allocation Plan (CAP)

Due February 16th, 2011

Assurances (with signature pages)

Copy of policy on Self-Sufficient wage

Youth Eligible Training Providers list (due Phase I)

Please indicate with a check mark if you have this on site.

Copy of Approved EEO Manual

Written Conflict of Interest Policies

Title VI Manual

ADA Checklist

LWIA 7

Public Notice or 30-Day Comment Period

The Public Notice or 30 Day comment period for LWIA 7's Strategic Plan Modifications will be sent one week before the State Board Planning meeting as required.

LWIA 7

Memorandum of Understanding

(Matrix/Grid)

Updated January 2011																			
<p style="text-align: center;">Local Workforce Investment Area 7</p> <p style="text-align: center;"><i>Counties Served: Cannon, Clay, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, White</i></p> <p style="text-align: center;"><i>Red indicates Comprehensive Center</i></p>										WIA – Upper Cumberland HRA	* Tennessee Dept. of Labor & WFD	DHS – Families First	DHS – Vocational Rehabilitation	TTC at Livingston	Adult Education	American Indian Center	Senior Community Service Program		
Upper Cumberland CC - Cookeville										X	X	Y	X	Y	Y	Y	X		
Celina - Clay										X	Y	Y	Y	Y	Y	Y	Y		
Smithville - DeKalb										X	X	Y	Y	Y	Y	Y	Y		
Jamestown – Fentress										X	X	Y	Y	Y	Y	Y	Y		
Gainesboro – Jackson										X	Y	Y	Y	Y	Y	Y	Y		
** Lafayette – Macon										X	X	Y	X	Y	Y	Y	Y		
Livingston – Overton										X	Y	Y	Y	Y	Y	Y	Y		
Carthage – Smith										X	X	Y	Y	Y	Y	Y	Y		
Sparta - White										X	X	Y	Y	Y	Y	Y	Y		

X – Indicates service is available on-site

Y – Indicates the service is available in the county through referral

* TN Department of Labor & Workforce Development includes Wagner Peyser, Unemployment Compensation, Veterans

Programs, Trade Act, Food Stamps & Labor Market Information.

** - Macon County assigned to Gallatin (LWIA 8) for Field Operations purposes

LWIA 7

Resource Sharing Agreement Materials

LWIA #7 EXECUTIVE SUMMARY ATTACHMENT C: Budget - Total Expenditures - All Centers
FY 12 ATTRIBUTABLE SHARE

SECTION 1

Tennessee Career Center - LWIA 7 TOTAL ALL CENTERS (3371080700)	Total Operating Costs	Alloca- tion Method	PARTNERS							TOTAL
			LWIA 7	LWD-ES	VR	UCHRA	LWD-Tax	LWD-UI	Putnam Co.	
Number of FTE Positions Housed at Career Center			10.9	11.0	4.0	38.8	5.0	3.0	5.0	77.7
Percent of Total FTE (Position %)			14.03%	14.16%	5.15%	49.94%	6.44%	3.88%	6.44%	100.00%
Square Foot Usage at Career Center			6,101	7,857	3,355	13,458	2,263.0	721.0	1,628.0	35,383
Percent to Total Square Feet (Space %)			17.24%	22.21%	9.48%	38.04%	6.40%	2.04%	4.60%	100.00%

2. LWIA PAID PARTNER EXPENSES										
703. Travel (including conferences & meetings)	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
704. Printing, Duplicating & Film Processing	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
705. Utilities and Fuel (other than telephone/internet)	53,600.00		7,194.62	8,203.55	2,953.92	27,105.55	3,131.87	1,879.00	3,131.87	53,600.00
706. Communications & Shipping Costs	18,489.98		4,008.86	3,919.66	595.00	2,231.52	2,974.98	1,784.99	2,974.98	18,489.98
707. Maintenance, Repairs & Services (not computer)	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
707a. Janitorial, Security, Building Mtc. & Improvmnts	58,251.79		9,785.49	14,565.82	2,269.32	27,067.83	2,239.12	713.39	1,610.82	58,251.79
708. Professional & Administrative Services	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
709. Supplies (other than computer)	3,373.20		710.82	709.85	107.59	446.31	537.94	322.76	537.94	3,373.20
710. Rentals & Insurance	2,000.00		448.40	412.81	71.17	142.35	355.87	213.52	355.87	2,000.00
711. Motor Vehicle Operation (not Travel)	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
712. Awards & Indemnities	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
713. Grants & Subsidies	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
714a. Other* (Please describe)	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
714b. Other* (Please describe)	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
714c. Other* (Please describe)	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
716. Equipment (purchase only)	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
722. Computers (rental or lease, supplies & service)	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
725. Professional Services-State Agencies	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
725-03. Communication (Telephone & Internet)	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
725-20. Printing & Duplicating	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
725-21. Janitorial, Security, Building Mtc. & Impvments	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
725-30. Rental & Lease	238,817.93		48,715.25	61,135.01	10,794.14	77,171.31	20,118.83	6,409.93	14,473.46	238,817.93
Subtotal: Initial Shared Costs Paid by LWIA	374,532.90		70,863.44	88,946.71	16,791.13	134,164.87	29,358.40	11,323.60	23,084.74	374,532.90
Administration Costs/Indirect	29,962.63		5,669.08	7,115.74	1,343.29	10,733.19	19,578.14	905.89	1,846.78	29,962.63
TOTAL	404,495.53		76,532.52	96,062.45	18,134.42	144,898.06	48,936.54	12,229.48	24,931.52	404,495.53

*Only expenditures not covered in other categories

3. TDLWD PAID PARTNER EXPENSES										
703. Travel (including conferences & meetings)	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
704. Printing, Duplicating & Film Processing	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
705. Utilities and Fuel (other than telephone/internet)	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
706. Communications & Shipping Costs	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
707. Maintenance, Repairs & Services (not computer)	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
707a. Janitorial, Security, Building Mtc. & Improvmnts	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
708. Professional & Administrative Services	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
709. Supplies (other than computer)	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
710. Rentals & Insurance	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
711. Motor Vehicle Operation (not Travel)	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
712. Awards & Indemnities	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
713. Grants & Subsidies	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
714a. Other* (Please describe)	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
714b. Other* (Please describe)	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
714c. Other* (Please describe)	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
716. Equipment (purchase only)	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
722. Computers (rental or lease, supplies & service)	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
725. Professional Services-State Agencies	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
725-03. Communication (Telephone & Internet)	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
725-20. Printing & Duplicating	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
725-21. Janitorial, Security, Building Mtc. & Impvments	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
725-30. Rental & Lease	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal: Initial Shared Costs Paid by TDLWD	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Administration Costs/Indirect	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

*Only expenditures not covered in other categories

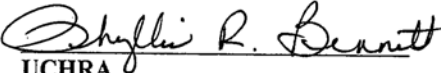
GRAND TOTAL	404,495.53		76,532.52	96,062.45	18,134.42	144,898.06	48,936.54	12,229.48	24,931.52	404,495.53
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**LOCAL WORKFORCE INVESTMENT AREA SEVEN
RESOURCE SHARING ACKNOWLEDGMENT (RSA)**

PY 2011 (July 1, 2011 – June 30, 2012)

This Resource Sharing Acknowledgement (RSA) certifies that the information contained in the attached documents relating to the shared resources for the Career Center System in Local Workforce Investment Area SEVEN has been reviewed by the partner's authorized representative and is accurate. Detail for the shared resources is included in the following attachments: RSA power point grids, Space Utilization forms, and RSA budgets. Partners have identified these resources, which are of shared benefit, as useful to the operation and maintenance of the Career Center system. The fully executed RSA with attachments will be attached to the approved local plan which includes the Memorandum of Understanding between the partners of Local Workforce Investment Area SEVEN.

Note: Signatures do not have to be made in witness of each other and are acceptable in fax or hard copy form.



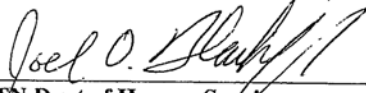
UCHRA
Phyllis R. Bennett, Executive Director



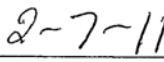
Date

TDLWD, Employment Security
Vicki Crosier

Date



TN Dept of Human Services
Division of Rehabilitation Services
Joel Blackford



Date

**LOCAL WORKFORCE INVESTMENT AREA SEVEN
RESOURCE SHARING ACKNOWLEDGMENT (RSA)**

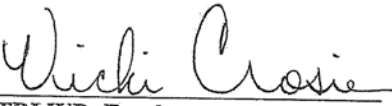
PY 2011 (July 1, 2011 – June 30, 2012)

This Resource Sharing Acknowledgement (RSA) certifies that the information contained in the attached documents relating to the shared resources for the Career Center System in Local Workforce Investment Area SEVEN has been reviewed by the partner's authorized representative and is accurate. Detail for the shared resources is included in the following attachments: RSA power point grids, Space Utilization forms, and RSA budgets. Partners have identified these resources, which are of shared benefit, as useful to the operation and maintenance of the Career Center system. The fully executed RSA with attachments will be attached to the approved local plan which includes the Memorandum of Understanding between the partners of Local Workforce Investment Area SEVEN.

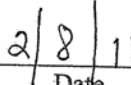
Note: Signatures do not have to be made in witness of each other and are acceptable in fax or hard copy form.

UCHRA
Phyllis R. Bennett, Executive Director

Date



TDLWD, Employment Security
Vicki Crosier



Date

TN Dept of Human Services
Vocational Rehabilitation
Joel Blackford

Date

LWIA 7

Certification of LWIB

**CERTIFICATION OF
LOCAL WORKFORCE
INVESTMENT BOARD
PART 1**



**LWIA # 07
NUMBER OF MEMBERS 42
CERTIFICATION PERIOD
7/1/2010 TO 6/30/2012**

NAME AND TITLE OF BOARD MEMBER	REPRESENTING						
	Business	Education	Labor	Comm. Org.	Econ. Dev.	C C Partner	Other
Barret, James - Owner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Battle, Larry - President	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bennett, Phyllis - Executive Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Bonecutter, Thayer "Ike" - Plant Manager	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cothron, Jason - Plant Manager	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Davenport, Glenda - Owner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dawidczyk, David - Human Resource Manger	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ferrill, Jean - Human Resource Manager	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gaither, Buffy - Assistant Administrator	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gammon, Troy - Owner/Affiliate	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Garrett, Deborah - Owner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SUB TOTAL	10	0	0	0	0	1	0

**CERTIFICATION OF
LOCAL WORKFORCE
INVESTMENT BOARD
PART 1**



**LWIA # 07
NUMBER OF MEMBERS 42
CERTIFICATION PERIOD
7/1/2010 TO 6/30/2012**

NAME AND TITLE OF BOARD MEMBER	REPRESENTING						
	Business	Education	Labor	Comm. Org.	Econ. Dev.	C C Partner	Other
Harmon, Billy Don - Co-Owner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hensley, Glen - UAW Member	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hitchcock, Don - CEO	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Irby, Morris - Human Resource Manager	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Killman, Randall - VP of Sales & Marketing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mahaney, Peggy - Employers Services Specialist	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Maples, Kay - Adult Education Supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Martin, Jim - Chief Executive Officer	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Page, Walter - Executive Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reagan, Melinda - District Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Reid, Valerie - Store Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SUB TOTAL	4	0	1	2	1	3	0

**CERTIFICATION OF
LOCAL WORKFORCE
INVESTMENT BOARD
PART 1**



**LWIA # 07
NUMBER OF MEMBERS 42
CERTIFICATION PERIOD
7/1/2010 TO 6/30/2012**

NAME AND TITLE OF BOARD MEMBER	REPRESENTING						
	Business	Education	Labor	Comm. Org.	Econ. Dev.	C C Partner	Other
Robbins, Ralph - Director	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shepherd, Sandra - Regional Supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Slaven, Angela - Marketing Rep.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Smith, Jackie - Owner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Story, Pete - Owner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stubblefield, Patricia - Field Management Director 2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Thomas, Laura - Operations Manager	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Thomas, Richard - President	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tolbert, Harrell - Senior Buyer	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
West, Charles, Title V Program Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Wheeler, Jimmy - Mayor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SUB TOTAL	6	1	0	0	1	3	0

**CERTIFICATION OF
LOCAL WORKFORCE
INVESTMENT BOARD
PART 1**



**LWIA # 07
NUMBER OF MEMBERS 42
CERTIFICATION PERIOD
7/1/2010 TO 6/30/2012**

NAME AND TITLE OF BOARD MEMBER	REPRESENTING						
	Business	Education	Labor	Comm. Org.	Econ. Dev.	C C Partner	Other
Wheeley, Jimmy - Career & Tech. Educ. Director	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wilford, Randy - UAW Member	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Williams, Bobby - President	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Willoughby, Mark - Director of Schools	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wright, Michael - Owner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
York, Troy - Business Development Director	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Young, Angie - Human Resource Manager	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Young, Bob - Sales Engineer, Middle TN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Young, Dr. Doug - Board of Education Member	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SUB TOTAL	5	3	1	0	0	0	0


**CERTIFICATION OF
LOCAL WORKFORCE
INVESTMENT BOARD
PART 2**



LWIA # 7
NUMBER OF MEMBERS ~~42~~ 42
CERTIFICATION PERIOD
7/1/2010 TO 6/30/2012

	REPRESENTING						
	Business	Education	Labor	Comm. Org.	Econ. Dev.	C C Partner	Other
TOTAL 42 42	25	4 4	2	2	2	7	0
PERCENT OF TOTAL 100.00%	60.97% 59.52%	7.32% 9.52%	4.88%	4.88% 4.76%	4.88%	17.07% 16.68%	0.00%

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.

 6/9/10
Governor Date

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.

LWIA 7

Workforce Investment Board By-Laws

**WORKFORCE INVESTMENT AREA 7
LOCAL WORKFORCE INVESTMENT BOARD
BYLAWS**

**ARTICLE I
Name**

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

**ARTICLE II
Location**

§ 2.2 **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 III
Mission Statement**

§ 3.1 **Mission 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 IV
Authority of the Board**

§ 4.1 THE BOARD IS AUTHORIZED TO:

- (a) set policy within LWIA 7
- (b) develop a plan 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) Select eligible providers of youth activities by awarding grants or contracts on a

- competitive basis based on recommendations of the Youth Council;
- (f) identify eligible providers of training and intensive services;
- (g) 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;
- (h) 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;
- (i) negotiate local performance measures in conjunction with the chief elected officials and the Governor;
- (j) assist the Governor in developing statewide employment statistics systems;
- (k) 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;
- (l) 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;
- (m) 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.
- (n) And have the authority to receive, administer, invest and distribute property in accordance with the provisions set forth in these By-Laws.

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 V

Members

§ 5.1 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.

§ 5.2 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 5.1) shall be nonvoting members of the Board.

§ 5.3 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 5.1 are met

§ 5.4 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.

§ 5.5 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 VI

Officers

§ 6.1 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 (§ 6.2). 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.

§ 6.2 Election and Term of Office: The officers of the Board shall be elected annually, by the Board members, during the designated annual meeting as set forth in (§ 7.1) of this article. Each officer shall hold office for a term of one (1) year or until his or her resignation, death or removal from office in the manner provided in Sections 5.4 and 6.7 of this article. An officer may succeed himself or herself in office.

§ 6.3 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. No term of a chairperson shall exceed Five (5) years. Each chairperson shall hold office until his or her term shall have expired and his or her successor shall have been elected and qualified, or until his or her resignation, removal from office, or death. A retiring chairperson may succeed himself or herself. The chairperson shall be natural persons who have attained the age of twenty-one (21) years.

§ 6.4 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.

§ 6.5 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.

§ 6.6 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.

§ 6.7 Recall of Officers: Pursuant to Section 5.4 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.

§ 6.8 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 VII Meetings

§ 7.1 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 and transacting any other board business.

§ 7.2 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.

§ 7.3 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.

§ 7.4 Participation in Meetings: Each member, other than an advisory member or a Youth Council member who has no vote as set forth in Section 5.2, 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.

§ 7.5 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.*

§ 7.6 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.

§ 7.7 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.

§ 7.8 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 VIII

Board Committees

§ 8.1 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 Section 5.1, (a through g), to sit on these committees. All committees will establish a regular meeting schedule and report the actions of such meetings to the Board at each regular scheduled meeting of the Board.

§ 8.2 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.

§ 8.3 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.

§ 8.4 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.

§ 8.5 Temporary Committees: When deemed necessary or appropriate the chairperson of the Board shall have the authority to appoint Temporary Committees, including the chairperson of the temporary committee, for the purpose of special projects.

ARTICLE IX

Youth Council

§ 9.1 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 §5.1 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 local 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.

§ 9.2 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; and (d) any and all other duties determined to be appropriate by the Chairperson of the Board. Members of the Youth Council who are not members of the Board shall be voting members of the Youth Council but nonvoting members of the Board.

§ 9.3 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.

§ 9.4 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.

§ 9.5 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.*

§ 9.6 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.

§ 9.7 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 X Amendment of the By-Laws

§ 10.1 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 XI

Conflict of Interest

§ 11.1 Conflict of Interest: A conflict of interest transaction is a transaction with or by the Board in which a member or officer of the Board has a direct or indirect interest. No member shall participate in the selection, award or administration of a contract if a real or apparent conflict of interest would be involved. Such a conflict would arise when the member or any member of his or her immediate family, his or her partner, or an organization in which the member has a financial or other interest in the entity selected for an award. In such matter, a member should acknowledge the potential conflict of interest and must abstain from voting in the award of a contract. Further, each member of the WIB must sign a Conflict of Interest Statement which must be up-dated whenever a change in circumstance may occur.

APPROVED;

Signature


Harrell Tolbert, Chairperson 1-18-11
Date

Signature


James Barrett, Secretary 1-18-11
Date

LWIA 7

Consortium of Local Elected Officials

Consortium of Local 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 the Workforce Investment Area shall be the Consortium of Chief Elected Officials comprised of County Executives 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 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 bylaws, and shall have further authority to preside at all adjourned meeting or call and preside at any special meeting. 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.

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 Bylaws. In the conduct of all business by the Consortium, the following is set forth in these Bylaws as a guiding principle:

1. The members of the Consortium shall appoint private sector members of the local board from their respective counties. 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

The Consortium shall have the authority to select a nonprofit organization as the administrative entity for the Workforce Investment Act in the Upper Cumberland Workforce Investment Area, No. 7. The designation of the administrative entity shall be in accordance with applicable Federal and State laws.

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. 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

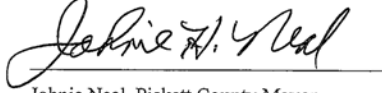
ADOPTION AND EFFECTIVE DATE

ADOPTED BY THE CHIEF LOCAL ELECTED OFFICIALS OF THE LOCAL WORKFORCE INVESTMENT AREA NUMBER 7 AT Cookeville, TENNESSEE, EFFECTIVE JULY 1, 2011.

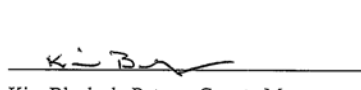

Mike Gannon, Cannon County Mayor

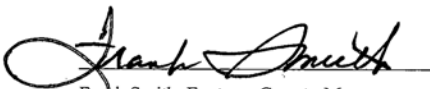

Ron Cyrus, Overton County Mayor


Dale Reagan, Clay County Mayor

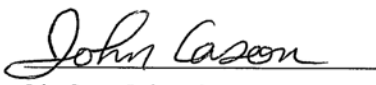

Johnie Neal, Pickett County Mayor

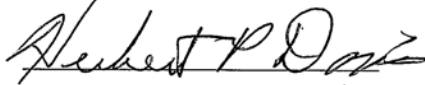

Mike Foster, Dekalb County Mayor

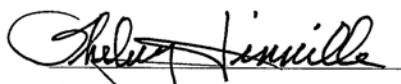

Kim Blaylock, Putnam County Mayor

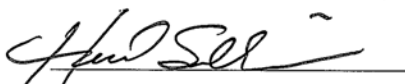

Frank Smith, Fentress County Mayor


Michael Nesbitt, Smith County Mayor


John Cason, Jackson County Mayor


Herbert P. Davis, Van Buren County Mayor


Shelvy Linville, Macon County Mayor


Merd Sullivan, White County Mayor

LWIA 7

Consortium Agreement of One-Stop Partners

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 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));
3. Senior Community Service Employment activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.); (WIA sec. 121 (b)(1)(B)(vii));
4. Trade Adjustment Assistance and NAFTA Transitional Adjustment Assistance activities authorized under chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.); (WIA sec. 121 (b)(1)(B)(viii));
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. Programs authorized under State Unemployment Compensation laws (in accordance with applicable Federal Law); (WIA sec.121 (b) (1) (B) (xii).)

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 as authorized under Part A and B of Title I of the Rehabilitation Act (29 u.s.c 720 et seq.)

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
Harrell Tolbert, LWIB 7 Chairman

1-18-11
Date

Phyllis R. Bennett
Phyllis R. Bennett, UCHRA Executive Director

1-19-11
Date

Karla Davis / RCH
Karla Davis, TDLWD Commissioner

1/26/2011
Date

Joel Blackford
Joel Blackford, DRS Partnerships & Outreach Director

1-28-11
Date

LWIA 7

Indirect Cost Approval Letter

Cost Allocation Plan (CAP)



**STATE OF TENNESSEE
DEPARTMENT OF HUMAN SERVICES**

CITIZENS PLAZA BUILDING
400 DEADERICK STREET
NASHVILLE, TENNESSEE 37243-1403

TELEPHONE: 615-313-4700 FAX: 615-741-4165
TTY: 1-800-270-1349
www.tn.gov/humanserv

BILL HASLAM
GOVERNOR

RAQUEL HATTER, MSW, Ed.D.
COMMISSIONER

January 19, 2011

Ms. Phyllis R. Bennett, Executive Director
Upper Cumberland Human Resource Agency
3313 Williams Enterprise Drive
Cookeville, Tennessee 38506-4283

Dear Ms. Bennett:

This letter is to furnish an updated approval to the Cost Allocation Plan submitted on May 14, 2008. According to your Finance Director, Ms. Eulanda Goolsby, there have been no changes to the Cost Allocation Plan, which was approved on May 27, 2008.

Administrative costs are to be allocated based on the ratio of the individual direct program salaries to total direct program salaries applied to the administrative costs. Certain exceptions will be allowed, i.e. reducing certain salary costs by participants' wages and fringes, as in Title V Senior Employment Programs.

Costs in the county offices are allocated, using the "weighted expenditures" method. This method compares the county office time-and-effort logs for a sample period to the units of each service delivered, to derive a weighting factor for each service. Then, the service units delivered each period are weighted by these factors, and the results are used to allocate the county's expenditure amount to its direct services.

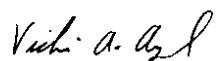
Allocable direct costs are to be allocated on the appropriate bases outlined in UCHRA's Allocable Direct Cost and the Basis on Which They are Allocated, May 15, 2008.

These methods of allocation are to be applied monthly. In addition, administrative costs are to be accumulated year-to-date in the fiscal year and allocated, based on actual expenditures incurred by the agency when requesting reimbursement. These methods

Ms. Phyllis R. Bennett, Executive Director
January 19, 2011
Page two

should remain in place unless circumstances indicate a change is necessary. Approval must be obtained from DHS before a revised plan can be implemented and included in the contract budget.

Sincerely,

A handwritten signature in cursive script, appearing to read "Vicki A. Angel".

Vicki A. Angel
Accountant I, Fiscal Services

CC: James R. Williams, Fiscal Director I, DHS
Eulanda Goolsby, Fiscal Officer, UCHRA

Upper Cumberland Human Resource Agency
Cost Allocation Plan
May 15, 2008
LWIA 7

The Upper Cumberland Human Resource Agency's Cost Allocation Plan is very simple and straightforward. Administrative costs will be equitably distributed among direct agency activities (agency programs and services) by dividing the total administrative cost by the total salaries and fringe benefits of the other agency activities. The cost allocation rate thus determined will be charged against total salaries and fringe benefits of each direct activity.

Included in some activities' salaries and fringe benefits base will be participant wages and fringe benefits. These amounts, paid in such activities as the Title V Senior Employment Programs, will be reduced before inclusion in the allocation basis. Since program participants who receive wages require support from only fiscal staff, the salaries and fringe benefit cost of the support staff will be divided by the total of all administrative personnel costs and the resulting percentage will be multiplied by the participant wages before they are included in the allocation basis.

LWIA 7

Assurances

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 areas 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.

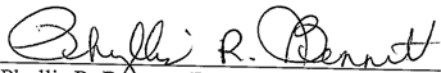
9. The LWIB assures that it will comply with Section 504 of the Rehabilitation Act of 1973 (29 USC 794) and the Americans with Disabilities Act of 1990 (42 USC 12101 et seq.)

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. 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.
 - Age Discrimination in Employment Act of 1967 (29 U.S.C. §623)
 - 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))
 - Guide to Federal Financial Assistance Recipients Regarding Title VI Prohibition Against National Origin Discrimination Affecting Limited English Proficient Persons, U.S. Department of Justice, April 2002.
 - WIA §188, and
 - The regulations implementing the statutory provisions
12. 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.
13. 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.
14. The LWIB assures compliance with obligations under the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and its accompanying regulations.



 Phyllis R. Bennett, Executive Director
 Upper Cumberland Human Resource Agency

2/3/11
 Date

LWIA 7

Self-Sufficient Wage Policy

The following Policy on Self-Sufficient Wage was adopted by the Local Workforce Investment Area 7 Board on September 23, 2008:

Any individual who either as an individual or as a family earns less than 200% of the LLSIL or the poverty level is below self-sufficiency. If an individual earns an hourly rate less than the rate required for either a family of one or the family size for their family, the individual is below self-sufficiency. Individuals who are receiving training through a grant to meet skill shortages with "statewide funding" shall be deemed eligible and to be below self-sufficiency.

LWIA 7

Youth Eligible Training Provider List

Local Workforce Investment Area 7
Eligible Youth Providers
2011

<u>Provider Name</u>	<u>Contact Person(s)</u>	<u>Contact Information</u>
Adult Education Center	Stephanie Johnson	126 Middle School Lane Carthage, TN 37030 (615) 735-8246
Alvin C. York	Phil Brannon	P.O. Box 70 Jamestown, TN 38556 (931) 879-7101
Cannon Co. BOE	Barbara Parker	301 West Main Street Adams Office Building Woodbury, TN 37190 (615) 563-5752
Clay Co. BOE	Donnie Cherry	P.O. Box 469 520 Brown Street Celina, TN 38551 (931) 243-3310
DeKalb Co. BOE	Mark Willoughby	110 South Public Square Smithville, TN 37166 (615) 597-4084
Fentress Co. BOE	Mike Jones	P. O. Box 963 Jamestown, TN 38556 (931) 879-9218
Jackson Co. BOE	Joe D. Barlow	205 W. Gibson Avenue Gainesboro, TN 38562 (931) 268-0119
Macon Co. Dept. Of Education	Darrell Law	501 College Street Lafayette, TN 37083 (615) 666-2125
Nashville State Technical Institute	Charles William Pardue	Cookeville Training Site 1000 Neal Street Cookeville, TN 38501 (931) 520-0551

Overton County Dept. of Public Instruction	Matt Eldridge	112 Bussell Street Livingston, TN 38570 (931) 823-1287
Pickett Co. BOE	Diane Elder	420 Woodlawn Drive Byrdstown, TN 38549 (931) 864-3123
Putnam Co. BOE	Dr. Kathleen Airhart	1400 East Spring Street Cookeville, TN 38501 (931) 526-9777
Smith Co. BOE	Roger Lewis	P.O. Box 155 Main Street Carthage, TN 37030 (615) 735-9625
TN Tech. Univ.	Linda Dickens	P.O. Box 5037 Cookeville, TN 38505 (931) 372-3898
TTC @ Hartsville	Bernard Johnson	716 McMurry Blvd. Hartsville, TN 37074 (615) 374-2147
TTC @ Livingston	Ralph Robbins	P.O. Box 219 Livingston, TN 38570 (931) 823-5525
TTC @ McMinnville	Andy Forrester	241 Vo-Tech Drive McMinnville, TN 37110 (931) 473-5587
Van Buren Co. BOE	Mike Martin	Van Buren County HS P.O. Box 98 Spencer, TN 38585 (931) 946-2242
VSCC	Vickie Stratton	1480 Nashville Pike Gallatin, TN 37066 (615) 230-3450
White Co. BOE	Sandra Crouch	136 Baker Street Sparta, TN 38583 (931) 836-2229

LWIA 7
Strategic Plan
Phase III

LWIA 7
Youth Vision
and
Youth Goals

LWIA 7 Youth Vision

LWIA 7, through collaboration with partners, will assume responsibility to facilitate a delivery system which focuses on efforts to reverse dropout rates, to assure completion of secondary education and to provide the best methods of ensuring ways which prepare area youth the opportunities for post-secondary education and/or job skill training subsequently leading to meaningful employment and productive futures. In doing so, LWIA 7 continues the quest to make a positive impact on the workforce of the future.

LWIA 7 Youth Goals

- Attainment of basic education skills including reading, mathematics and writing
- Achievement of secondary education diploma or equivalency
- Development of strategies which leverage resources to ensure youth the opportunities for successful transition into and completion of post-secondary education, gainful employment and ability to assume adult roles and/or responsibilities

LWIA 7

Program Design of Youth Services

LWIA 7 Program Design of Youth Services

Service Strategy: In consideration of the current economic conditions and/or labor market skill shifts, the LWIA 7 Youth Council recognizes that post-secondary education/skill training is critical for youth in our area. Youth (ages 14 - 21) having the most barriers are targeted. These include youth who are income eligible, in foster care, court involved, disabilities, homeless, runaways, pregnant/parenting, dropouts and/or basic skills deficient. Eligibility and barriers are identified by WIA Case Managers and/or Career Training Instructors within the twelve counties served by LWIA 7. This one-on-one interview process facilitates the development of an *Individual Service Strategy* or *Individual Employability Plan* for the youth applicant. This process also objectively identifies appropriate achievement levels, educational/employment goals and possible services leading to a productive career in the future. Post-Exit *Follow-Up* services assist in assuring that each participant continues in a positive direction.

In-School Youth: In-School Youth are served through sole source contracts with area Boards of Education (BOE). Each BOE designates a certified teacher to serve as Career Training Instructor (CTI), who in turn selects students as prospective participants for the in-school WIA/Career Training program. Subsequently, student and parent/guardian meet with the local/county WIA Case Manager so as to complete the initial certification/eligibility process. Once eligibility is determined, the Career Training Instructor assesses the participant in regards to basic skill levels. Any deficiency is addressed through tutoring, mentoring and/or counseling. The CTIs maintain contact with participants on a routine basis throughout the academic year. Each participant file includes record of these contacts. The CTI is a vital link assuring good attendance and completion of secondary education for each student. In addition, joint planning between each participant and the CTI sets goals toward post-secondary employment and/or training for future employment. In order to enhance these goals the participant has the option to participate in the Summer Training Opportunities Program held at area Tennessee Technology Centers. This training provides 120 hours of credit toward licensure in the participant's chosen area of study. In-school youth are not exited until attainment of a high school diploma or GED and employment or post-secondary education are both achieved.

Out-of-School Youth: While ensuring a minimum of 30 percent of local level funding is used to provide services to out-of-school youth, LWIA 7 provides comprehensive assessments, guidance and appropriate support services in an effort to successfully transition older youth into productive employment. Collaborative efforts based on state, local and private partnerships direct out-of-school youth toward opportunities for post-secondary education and/or job skill training in order to make intelligent decisions on a career path. Youth are targeted who are unemployed, underemployed and/or exemplify barriers indicating higher at-risk levels. In addition, information is provided regarding status of the current labor market, including in-demand occupations, and location/availability of appropriate training.

Local/county WIA Case Managers meet with each prospective participant in order to determine eligibility. Eligible participants are assessed for basic skills efficiency, career interests and (if applicable) dexterity. *Individual Employability Plans* are developed accordingly. Case managers assist participants in determining and/or applying for available avenues of financial aid.

Subsequently, case managers have the option of explaining support services which can be utilized through WIA.

Throughout the training/educational process, case managers maintain and record contacts on a regular basis and keep track of participant's attendance/academic progress. Adult mentoring and encouragement by the case managers are integrated into each participant contact. The goal for each out-of-school youth is credential attainment and employment. The entire WIA experience is geared to create a life-long learning career path, long-term employability and continuous development as productive citizens for all young people as they transition into adulthood. Out-of-school youth are exited following completion of training and/or employment. Follow-Up contacts are recorded on a quarterly basis throughout the year after exit date.

LWIA 7

Youth Ten Program Elements Delivery

(Matrix/Grid)

ENTITIES

<p>February 2011</p> <p>Local Workforce Investment Area 07</p> <p><i>Counties Served:</i> Cannon, Clay, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, White</p> <p>Red X indicates SOLE SOURCE Green X indicates In-House Services Black X indicates referrals</p>	Local Boards of Education	Alvin C. York Agriculture Institute	Tennessee Technology Centers	McDow State Community College	Volunteer State Community College	Tennessee Technological University	Nashville State Community College	Roane State Community College	MedVance Institute	Middle TN State University @ Murfreesboro	Tennessee State University	Transportation Training Center, Inc.	Truck Driver Institute, Inc.	Local Workforce Investment Area 7
Tutoring, Study Skills Training	X	X	X	X	X	X	X	X	X	X	X			
Alternative Secondary School Services	X	X												
Summer Employment Opportunities			X											
Paid & Unpaid Work Experience														X
Occupational Skills Training			X	X	X	X	X	X	X	X	X	X	X	
Leadership Development	X	X	X	X	X	X	X	X	X	X	X			
Support Services														X
Adult Mentoring	X	X	X	X	X	X	X	X	X	X	X			
Follow-Up Services	X	X												X
Comprehensive Guidance & Counseling	X	X	X	X	X	X	X	X	X	X	X			X

PROGRAM ELEMENTS