

# North Tennessee Workforce Board Local Workforce Development Area 8

## REQUEST FOR PROPOSALS

One Stop Operator (OSO) and Title I Career Services  
for Adults and Dislocated Workers, Business Services and Youth Services

Under the

WORKFORCE INNOVATION & OPPORTUNITY ACT

For the  
Workforce System in LWDA 8  
Including comprehensive centers in Montgomery & Sumner  
Counties and affiliates in Cheatham, Dickson, Houston,  
Humphreys, Robertson, Stewart and Williamson Counties

ISSUE DATE: May 23, 2017

RESPONSE DEADLINE: June 23, 2017

FUNDING PERIOD: July 1, 2017 – June 30, 2018,

with three 1-year options to renew



North Tennessee  
WorkForce Board Inc.

This project is funded under an agreement with the State of Tennessee – TN Department of Labor and Workforce Development. Workforce Essentials, Inc. serves as fiscal agent & administrative entity. EOE. Auxiliary aids & services are available upon request to individuals with disabilities. TDD# 1.800.848.0299.

**Background:**

The Workforce Innovation and Opportunity Act (WIOA) is a federally funded program through the U.S. Department of Labor and the State of Tennessee Department of Labor and Workforce Development. WIOA is a primary source of federal funds for workforce development activities throughout the nation; however, the legislation requires multiple partners to contribute to infrastructure operations and services. WIOA funds are awarded to the Chief Elected Officials (CEOs) of a Local Workforce Development Area (LWDA) to serve two primary customers—job seekers and businesses through a One-Stop system branded as the American Job Center (AJC) system. The intent of WIOA is to strengthen the workforce system through innovation and alignment of services to promote individual and economic growth, meeting the business and industry needs in the area. One of the main purposes is to assist individuals with barriers to employment increasing their access to employment, education, training and support so they may succeed in the labor market. WIOA requires the NTWB to select a One-Stop Operator (OSO) and provider of Career and Business Services by competitive process. The NTWB is responsible for meeting performance goals negotiated with the TN Department of Labor and Workforce Development.

The Chief Elected Officials of LWDA 8 have appointed the North Tennessee Workforce Board (NTWB) to oversee workforce services in Cheatham, Dickson, Houston, Humphreys, Montgomery, Robertson, Stewart, Sumner and Williamson counties. The NTWB is a volunteer Board consisting of representatives of private employers, higher education, organized labor, non-profit organizations and public entities. The Board, in consultation with the Chief Elected Officials, is responsible for the oversight and selection of the One-Stop Operator and provider of Career and Business Services for the two comprehensive centers located in LWDA 8 – one in Clarksville and one in Gallatin, and the seven other affiliate sites. The Chief Local Elected Officials have selected The North Tennessee Workforce Board NTWB as Administrative Entity and fiscal agent. The contract for the One-Stop Operator (OSO) and provider of Career and Business Services will be between NTWB and the successful bidder of this RFP.

***Our Mission:***

*The mission of the North Tennessee Workforce Board is to ensure an integrated workforce system consisting of public-private partnering and coordination of resources. This partnership supports economic development through the promotion of education, training, and a positive work ethic of current and future workers.*

**I. Project Timeframe:**

RFP Release	May 23, 2017
Bidders Questions submitted via email	May 23, 2017 to May 31, 2017
Answers published to submitted questions	May 31, 2017
Notice of Intent to Apply (Required)	June 5, 2017 by 4:30 p.m. C.S.T. Email to: <a href="mailto:contact@yourvirtualconciierge.biz">contact@yourvirtualconciierge.biz</a>
Bidders Meeting	June 9, 2017 10:00a.m. C.S.T. 175 College St., Gallatin, TN
Proposal Due	June 23, 2017 by 4:30 p.m. C.S.T.
NTWB Operations Committee Review	Week of June 26-27, 2017
NTWB Approval	June 28, 2017
Contract Start Date	July 1, 2017

## **II. Eligible Applicants:**

WIOA sec.121(d)(2) Eligibility – To be eligible to receive funds made available under this subtitle to operate a one-stop center referred to in subsection (c), an entity (which may be a consortium of entities)-

- (A) Shall be designated or certified as a one-stop operator through a competitive process; and
- (B) Shall be an entity (public, private, or nonprofit), or consortium of entities (including a consortium of entities that, at a minimum, includes 3 or more of the one-stop partners described in subsection (b)(1), of demonstrated effectiveness, which may include–
  - (i) An institution of higher education;
  - (ii) An employment service State agency established under the Wagner-Peyser Act (29 U.S.C.49 et seq.) on behalf of the local office of the agency;
  - (iii) A community-based organization, nonprofit organization, or intermediary;
  - (iv) A private for-profit entity;
  - (v) A government agency; and
  - (vi) Another interested organization or entity, which may include a local chamber of commerce or other business organization, or a labor organization.

(1) Exception – Elementary schools and secondary schools shall not be eligible for designation or certification as one-stop operators and provider of Career and Business Services, except that nontraditional public secondary schools and area career and technical education schools may be eligible for such designation or certification.

(2) Additional Requirements – The State and NTWB shall ensure that in carrying out activities under this title, one-stop operators-

- (a) disclose any potential conflicts of interest arising from the relationships of the operators with particular training service providers or other service providers;
- (b) do not establish practices that create disincentives to providing services to individuals with barriers to employment who may require longer-term services, such as intensive employment, training and education services; and
- (c) comply with Federal regulation, and procurement policies, relating to the calculation and use of profits.

**(NOTE:** This RFP does not allow profit and will be on a cost reimbursable basis)

Further, the NTWB will declare entities **ineligible** if they are presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any State or Federal department or agency. Respondents must disclose any legal judgments, claims, arbitration proceedings, lawsuits or other legal proceedings pending or outstanding (unresolved) against the organization, its owners, officers or principals. Respondents must comply with Section 504 of the Rehabilitation Act of 1973, the Federal Drug-Free Workplace Act of 1988, and the Americans with Disabilities Act to be eligible for a contract.

## **III. Funding and Contracting:**

The NTWB will award funds on behalf of LWDA 8 One-Stop Partners to one entity (or consortium) to promote continuity and coordination of services identified in the RFP. The NTWB will award an initial

contract to the successful respondent effective July 1, 2017 through June 30, 2018. Subject to performance of deliverables and available funds, the selected contractor for One-Stop Operator and provider of Career and Business Services may be eligible for up to three (3) 1-year extensions. All funding of this RFP is contingent upon the NTWB and partner agreement of fund availability. If a contract is awarded, the submitted proposal will become part of the official contract file. Any commitments made in the proposal will be part of the contract and will be binding on the contractor. The contract awarded will be cost reimbursement. No expenses are reimbursable until a contract has been fully executed (signed by all parties). Monthly invoices are due by the 10<sup>th</sup> of the month for the previous month and must include documentation of expenditures. Invoice will be paid within 30 days of receipt of approved documentation. The issuance of this solicitation in no way commits the NTWB to pay any cost for the preparation and submission of a proposal. The Bidder assumes all costs of preparation of the proposal and any presentation necessary for the proposal process. NTWB will only award one contract. Respondents must bid on all components of this RFP. Staff provided must be full-time to maintain current certification status and delivery of services in the nine county offices five days per week, M-F, 8 a.m.-4:30 p.m., minus standard holidays. One Stop Operator staff will not provide direct services to customers. Career Service, Business Service and Youth staff will provide direct service to customers and may deliver multiple services if the respondent so plans.

**IV. Delivery of Services:** The NTWB announces the release of a Request for Proposal to provide American Job Center (AJC) partner funding for the One-Stop Operator (OSO) and provider of Career and Business services for the system located in the LWDA. The purpose of this (RFP) is to identify and fund one entity to coordinate delivery of the required American Job Center partners in the system below.

AJC Location & Partner	Monthly Average Traffic Flow	Number of FTE Staff	Comprehensive or Affiliate	Workforce Essentials	Title 1 Adult & Dislocated Wkr	Title 1 Youth	Title II-Adult Ed	Title III-Wagner Peysner	Title IV-VR	TANF	Veterans	TAA / RESEA / SNAP	Job Corps	SCSEP
Cheatham County 384 S. Main Street Ashland City, TN	619	3	Affiliate	Workforce Essentials	MCHRA	Workforce Essentials			Workforce Essentials			TDL&WFD Workforce Essentials		
Dickson County 250 Beasley Drive Dickson, TN	906	10	Affiliate	Workforce Essentials	MCHRA JTG	Workforce Essentials		TDHS Division of V.R	Workforce Essentials			TDL&WFD Workforce Essentials		
Houston County 155 Front St. Erin, TN	241	2	Affiliate	Workforce Essentials	MCHRA	Workforce Essentials		TDHS Division of V.R	Workforce Essentials			TDL&WFD Workforce Essentials		
Humphreys County 711 Holly Lane Waverly, TN	459	4	Affiliate	Workforce Essentials	MCHRA	Workforce Essentials			Workforce Essentials			TDL&WFD Workforce Essentials		
Montgomery County 523 Madison St. Clarksville, TN	2594	39	Comprehensive	Workforce Essentials	MCHRA JTG	Workforce Essentials	TDL&WFD	TDHS Division of V.R	Workforce Essentials	TDL&WFD		TDL&WFD Workforce Essentials	CHP	NCOA
Robertson County 299 10th Ave. E. Springfield, TN	1291	8	Affiliate	Workforce Essentials	MCHRA	Workforce Essentials			Workforce Essentials			TDL&WFD Workforce Essentials		
Stewart County 1356 Donelson Parkway Dover, TN	181	2	Affiliate	Workforce Essentials	MCHRA	Workforce Essentials		TDHS Division of V.R	Workforce Essentials			TDL&WFD Workforce Essentials		
Sumner County 175 College Street Gallatin, TN	803	11	Comprehensive	Workforce Essentials	MCHRA	Workforce Essentials	TDL&WFD	TDHS Division of V.R	Workforce Essentials	TDL&WFD		TDL&WFD Workforce Essentials		
Williamson County 118 Seaborn Ln. Franklin, TN	863	9	Affiliate	Workforce Essentials	MCHRA	Workforce Essentials		TDHS Division of V.R	Workforce Essentials			TDL&WFD Workforce Essentials		

Office space (including furniture, computer, internet and phone) will be available at both comprehensive locations for the One-Stop Operator. Both locations will serve as “official station.” As of May 12, 2017, all nine locations are ‘certified’ to deliver WIOA and partner services. Career Services, Business Services and Youth Services due to certification must be delivered in the locations listed above. Office space and all general office equipment will be available for staff of the successful bidder.

**LWIA8 Performance Targets  
PY 2016 and 2017**

WIA Performance Metrics	LWIA8 Negotiated Target PY 2012	LWIA8 Negotiated Target PY 2013	LWIA8 Negotiated Target PY 2014	LWIA 8 Negotiated Target PY 2015	WIOA Performance Metrics			LWDA 8 Agreed Target PY 2016	LWDA 8 Agreed Target PY 2017
<b>Adult Measures</b>					<b>Adult Measures</b>				
<i>Entered Employment</i>	<b>83%</b>	<b>81%</b>	<b>85%</b>	<b>85%</b>	<i>Employment Rate 2<sup>nd</sup> Quarter after exit</i>			<b>81%</b>	<b>82%</b>
<i>Employment Retention</i>	<b>86%</b>	<b>86%</b>	<b>88%</b>	<b>88%</b>	<i>Employment Rate 4th Quarter after exit</i>			<b>76%</b>	<b>76.5%</b>
<i>Average Earnings (6 Month Earnings)</i>	<b>\$15,508</b> <b>\$7,754</b>	<b>\$15,000</b> <b>\$7,500</b>	<b>\$16,000</b> <b>\$8,000</b>	<b>\$16,000</b> <b>\$8,000</b>	<i>Median Earnings 2<sup>nd</sup> Quarter after exit</i>			<b>\$6,700</b>	<b>\$6,800</b>
					<i>Credential Attainment within 4 Quarters after exit</i>			<b>72.5%</b>	<b>73%</b>
<b>Dislocated Worker</b>									
<i>Entered Employment</i>	<b>89%</b>	<b>85%</b>	<b>90%</b>	<b>90%</b>	<i>Employment Rate 2<sup>nd</sup> Quarter after exit</i>			<b>84%</b>	<b>85%</b>
<i>Employment Retention</i>	<b>90%</b>	<b>89%</b>	<b>92%</b>	<b>92%</b>	<i>Employment Rate 4th Quarter after exit</i>			<b>81%</b>	<b>82%</b>
<i>Average Earnings (6 Month Earnings)</i>	<b>\$15,000</b> <b>\$7,500</b>	<b>\$15,000</b> <b>\$7,500</b>	<b>\$16,200</b> <b>\$8,100</b>	<b>\$16,200</b> <b>\$8,100</b>	<i>Median Earnings 2<sup>nd</sup> Quarter after exit</i>			<b>\$7,300</b>	<b>\$7,350</b>
					<i>Credential Attainment within 4 Quarters after exit</i>			<b>76.5%</b>	<b>77%</b>
<b>Youth Common Measure</b>									
<i>Placement</i>	<b>76%</b>	<b>76%</b>	<b>86%</b>	<b>86%</b>	<i>Employment Rate 2<sup>nd</sup> Quarter after exit</i>			<b>77%</b>	<b>77.5%</b>
<i>Attainment</i>	<b>75%</b>	<b>75%</b>	<b>83%</b>	<b>83%</b>	<i>Employment Rate 4th Quarter after exit</i>			<b>79%</b>	<b>79.5%</b>
<i>Literacy/Numeracy</i>	<b>48%</b>	<b>51%</b>	<b>68%</b>	<b>68%</b>	<i>Credential Attainment within 4 Quarters after exit</i>			<b>78.5%</b>	<b>79%</b>

## **V. Scope of Work**

### **1. One Stop Operator**

The purpose of this Request for Proposal (RFP) is to identify and fund an entity to “coordinate service delivery of the required One-Stop American Job Center partners and service providers in the workforce system” (WIOA 678.620). The One-Stop Operator will be required to inspire others and lead change; demonstrate extremely high levels of professionalism, integrity, and collaboration; and enhance and develop partnerships. Further, the One-Stop Operator will be required to coordinate with the leadership of all required partners; however, contractor will be responsible to the NTWB and the Executive Director. Nothing in this Scope of Work or the resulting contract shall be construed as requesting the OSO to provide direct services to job-seeker or business customers. The sole customer of the OSO will be the NTWB with the workforce system partners benefiting from the OSO. The role of the One-Stop Operator in the state of Tennessee American Job Centers is further defined through guidance provided in WIOA Workforce Services Regional and Local Planning Policy as follows in **bold print**. In accordance with TDLWD guidance, the NTWB has provided additional information to “clearly articulate the role of the One-Stop Operator” for the Local Workforce Development Area. The NTWB reserves the right to modify the One-Stop Operator duties and responsibilities as economic and business delivery changes dictate. The One Stop Operator will utilize Tennessee’s Department of Labor Virtual One Stop System (VOS) to monitor actions and traffic flow in A through N below.

#### **A. Oversee management of One-Stop Centers and service delivery**

The One-Stop Operator, under contract with the NTWB, will oversee the day-to-day management and delivery of service within LWDA 8 to include Providing “functional” direction/supervision of AJC partner staff located in the center(s). OSO will ensure that all services are being provided in a manner consistent with any local, regional, or state plans created and/or certified by the NTWB. Oversees One-Stop property including buildings and equipment, reporting maintenance or other issues as appropriate. Facilitate appropriate changes and maintenance to assure One-Stop property presents professional atmosphere for job seekers and employers. Ensure all AJC functions are accessible to those with disabilities and are available as outlined in the Americans With Disabilities Act.

#### **B. Evaluate performance (as indicated in the Incentives and Sanctions Policy) and implement required actions to meet performance standards – This does not include performance negotiations, as this is specifically a local board requirement.**

The OSO will utilize the state performance management system to measure results and analyze data to improve center operations. Prepare and analyze reports related to One-Stop services for the NTWB including but not limited to traffic counts via VOS Greeter, customer sign-ins to specific partners, registration of job seekers and case notes for employer customers. Coordinate with NTWB for performance standards and compliance with data validation. Create systems to evaluate EEO and other customer complaints to include physical and programmatic accessibility and implementing continuous improvement processes.

#### **C. Evaluate various customer experiences (including but not limited to employer, job seekers, and partner staff**

The One-Stop Operator will develop and initiate NTWB approved evaluation processes to determine customer experiences in the comprehensive center(s). Evaluation methods may include on-site, as well as, on-line, must maintain confidentiality, and be timely to the customer experience. The One-Stop Operator will share results with the AJC partners to celebrate successes and address opportunities for improvement. Evaluate services provided at comprehensive and affiliate centers to ensure that all required services are being provided throughout the AJC.

#### **D. Ensure coordination of partner programs**

The One-Stop Operator will be responsible for the coordination of core and required partners in the AJC. Describe current partnerships and ability to integrate and expand partners' operations. Implement work schedules for shared responsibilities that are fair and equitable to all partner staff. Maintain and update a hard copy listing of all partner programs and a brief description of services available within the AJC. Maintain and report changes to Memorandum of Understanding (MOU) and Resource Sharing Agreement (RSA) agreements to the NTWB. Schedule bi-weekly staff meetings on-site with partners and quarterly coordination meetings. Manage MOU partner agreements on-site to ensure all partners deliver all services and referred customers as agreed upon.

#### **E. Act as liaison with the NTWB and One-Stop Center**

The One-Stop Operator will serve as liaison between the NTWB Executive Director and AJC partners of the comprehensive and affiliate center, including for resolving customer service complaints or partner issues, proposing promising practices and disseminating general communication of State and NTWB policy/ procedures. The operator will be required to provide performance reports as deemed necessary by the NTWB including but not limited to performance data of all on-site partners and cost per participant outcomes.

#### **F. Define and provide means to meet common operational needs (e.g. training, technical assistance, additional resources, etc.)**

The One-Stop Operator will meet common operational needs of the comprehensive center by developing standard operational procedures including training programs for staff. Under the guidance of the NTWB develop partnerships with community organizations, education and industry organizations to provide access to additional resources such as speakers for workshops, access to services and donations for "Interviewing Clothes Closet." Ensure all customers needing services delivered through workshops and other events are available to all customers regardless of partner delivery except within the law and partner policy.

**G. Oversee full implementation and usage of all State systems in LWDA 8.** The OSO will report and monitor compliance utilizing state systems. Work with all AJC partner staff to determine system access and skill levels. Expedite access to state systems to assure seamless delivery and reporting. Coordinate with NTWB to determine performance data validations and assist staff utilizing state systems.

#### **H. Design the integration of systems and coordination of services for the site and partners**

The One-Stop Operator will provide leadership of partners in the comprehensive center(s) to design an integrated system that provides seamless coordination of services and coordinate referrals from affiliate and access points in LWDA 8. Review and monitor AJC certification document as well as approved memorandum of understanding to ensure in-depth knowledge of partner program services. Develop plan to assure all AJC partners are contributing to the Center both financially as well as through resources and staff time. Ensure priority of service is given to targeted populations and that they are provided a full range of services that are staffed by functional teams. Implement and deliver all state and NTWB policy guidance and procedures within the AJC system as required.

#### **I. Manage fiscal responsibility for the system or site**

The One-Stop Operator will monitor fiscal responsibility in partnership with the local fiscal agent including cost sharing and allocation methodology. Ensure that all agreements within the MOU and Infrastructure Agreement (IFA) submitted for approval on May 31, 2017 takes effect on July 1, 2017. Maintain all leases and manage daily operations through coordination with the NTWB fiscal agent to include utilities and other invoices. Maintain budgets and may request purchases or services through the NTWB for items outside of current agreements. Ensure changes to the IFA are managed and annotated for partner and NTWB signature. Continue to maintain fee-for- service operations to

individuals and businesses under direct guidance of the NTWB to include but not limited to drug-free workplace operations and pre-employment physicals, and other allowable activities under Section 134 of WIOA. Provide office space and administrative equipment for NTWB staff.

**J. Plan and report responsibilities**

The One-Stop Operator will develop adequate staffing plans for the comprehensive and affiliate center(s) and report responsibilities to the Chairman of the NTWB and AJC partner staff leadership for approval. The OSO will be required to attend and report to the NTWB on a quarterly basis. Plan and manage services for individuals and businesses. Create plan for cross-training of partner programs within the AJC. Report to the NTWB on operations performance accountability and continuous improvement.

**K. Write and maintain business plan**

The One-Stop Operator will write and maintain a Business Plan for the management of the comprehensive and affiliate center(s) that support the local NTWB Plan and Regional Plan. The plan will also include access points. Planning will maintain functional alignment through the AJC system utilizing the welcome, customer service, and business teams. Planning shall also include other local associations, economic development councils and agencies dealing in Workforce Development. Submit annual staffing plan and operational budget to the NTWB.

**L. Market One-Stop Career Center services**

The One-Stop Operator will market the AJC comprehensive and affiliate center(s) services in partnership with partner agencies through social media and other outlets. Coordinate with NTWB and all partners to assure appropriate logos and messaging are included in marketing materials and presentations. Conduct outreach to community and business organizations to present services of the AJC to targeted populations, job seekers and business. Market the hours of operations of all sites to include special events such as job fairs, and veterans outreach and recruitment. Evaluate branding throughout the centers and report results to the NTWB.

**M. Facilitate the sharing and maintenance of data; with emphasis on the state system**

The One-Stop Operator will facilitate the sharing and maintenance of data in the AJC through the state system and report results accordingly. Establish data sharing agreements between all partners while maintaining security of Personally Identifiable Information (PII). Manage technological resources such as websites and case management information to leverage resources and facilitate sharing of data. Train staff on maintenance of data protocols to include confidentiality.

**N. Integration of available services and coordination of programs for the site with all partners**

The One-Stop Operator will be the lead for integration of available services and coordination of programs for all partners, internal and external, of the comprehensive and affiliate center(s) to improve customer service and efficiency while reducing duplication. Provide for basic services such as orientation, information on career pathways, labor markets and other resources. Develop multi-partner materials to provide comprehensive overview of all AJC services.

**Note:** Proposers are encouraged to propose an approach that they believe will most likely achieve the NTWB's goals and objectives. Proposers may also propose more than one approach.

## **2. Title 1 Career Services**

The purpose of provider of Title 1 Career Services is to effectively and efficiently meet employer demands by placing job seekers in employment opportunities to gain economic prosperity. This will be a client centered approach provided to adult and dislocated workers outlined in WIOA. Further, these job seekers will follow career pathways for increased wage gain and upward mobility. Proposals shall explain how respondents will administer a talent development process to ensure that job seekers are provided a standard level of services throughout the AJC. Career services include basic, individualized, training, and follow-up services that will be available to eligible job seekers. Contractors shall provide job seekers the following services to meet and exceed performance targets outlined in Section IV:

**A. Intake** – Intake is the collection of required documentation from jobseekers. The intake process includes, but is not limited to: (1) General orientation; (2) Initial application; (3) Jobs4TN registration; and (4) literacy, numeracy, and skills testing.

**B. Eligibility of Services** – The Eligibility of Services determines whether individuals are eligible to receive assistance under WIOA as adults or dislocated workers.

**C. Basic Services** – Basic Services are informational in nature and are available to all participants (no priority for services). These services include, but are not limited to: (1) Labor exchange services; (2) Current Labor Market Information (LMI); (3) Information and referrals on specific programs and services available in the community; (4) Information and assistance regarding filing Unemployment Insurance; (5) Performance; (6) Cost information; and (7) Supportive service information.

**D. Individualized Services** – These services are provided to job seekers through an integrated service delivery model to individuals who are determined eligible for Career Services, and shall be used in conjunction with the individual's career assessment information obtained during intake. When it is determined that the job seeker is in need of services, which will permit the job seeker to obtain or retain employment, these services shall include, but are not limited to: (1) Comprehensive assessment; (2) Individual Employment Plan; (3) Prevocational Services (Employability Skills); (4) Out-of-area Job Search; (5) Internships/work experience; (6) Workforce preparation; (7) Financial literacy services; (8) English language acquisition; and (9) Support Services.

**E. Training Services** - The Contractors shall offer an array of training services to eligible job seekers and under- employed workers. The Contractor shall administer training services in accordance with the applicable NTWB's Policies and Procedures. The Respondent shall provide training services to individuals who: (1) meet the eligibility requirements for individualized services, and the need for training is identified and documented to obtain employment, retain employment, or seek better career opportunities through such services; (2) have the skills and qualifications to successfully participate in a selected program; (3) select programs that are directly linked to employment opportunities in the local area; and (4) are unable to obtain other grant assistance, including Pell grants, or need assistance above the levels provided by such other grants. Authorized training includes: (1) occupational skills training; (2) on-the-job training; (3) work-based training; (4) skills upgrade; (5) job readiness training; and (6) adult education and literacy activities, in conjunction with other training. If a Contractor's adult funds are limited, priority for WIOA services shall be given to recipients of public assistance and other low income individuals. Training services shall align with career pathways in paragraph 'F' below.

- (i) WIOA requires training be provided and paid through the use of Individual Training Accounts
- (ii) (ITAs), through which an eligible jobseeker chooses among the NTWB's approved training programs and vendors. Note, ITAs are applicable to the non-WIOA solicited programs such as Trade Adjustment Assistance and Welfare Transition Programs.
- (iii) Training may be provided through a contract for services in lieu of an ITA for: on-the-job training, work based training, and customized training; where there are an insufficient number of providers to meet the competitive purposes of ITAs; and for programs offered by community-based organizations or other private agencies that serve special participant populations that face multiple barriers to employment.
- (iv) Selected Respondents shall adhere to the NTWB's ITA Policy and ITA Procedures and will be trained in delivery procedures. At a minimum ITA's must be in-demand occupations, not to exceed \$3,500.00, must result in a credential, and use other resources such as PELL and TN Reconnect first. The successful respondent will develop internal policies for checks and balances of ITA and support service before funding is released to ensure appropriate expenditures.

**F.** This RFP requires Respondents to describe how their organizations will incorporate Industry Specific Based Career Pathways Service Models. The below targeted industries for this RFP are the top industries that should be defined in your proposal:

1. Advanced Manufacturing
2. Information Technology
3. Skilled Trades
4. Logistics
5. Healthcare

**G.** Career Services Delivered to adults must follow the priority of service delivery policy implemented by the NTWB. Priority of service is:

1. Veterans and Eligible spouses who are low income receiving public assistance or basic skills deficient.
2. Non-covered persons who are included in groups given priority for WIOA adult funds.
3. Veterans and Eligible spouses who are not included in WIOA's priority groups.
4. Non-covered persons outside the groups given priority under WIOA.

**H.** Forty percent of adult and dislocated worker allocations must go to participants for support or training services per Tennessee State Policy on Minimum Participant Cost Rate (MPCR). Additionally, the NTWB uses the VOS system for tracking and reporting adult and dislocated worker progress outcomes. The successful respondent must use VOS when delivering A through H above.

### 3. Title 1 Business Services

Services to businesses are a critical component of the solicited integrated delivery system, providing direct value to businesses and enhancing the ability of the workforce system to achieve optimal levels of job placement. Exceptional business services are key to economic prosperity and growth and a vibrant community. Selected respondents shall perform the following services to business at a minimum but are not limited to:

#### a. Specialized Recruitment and Screening Services

- i. Advertise Job Openings
- ii. Conduct Specialized Company Information Fairs
- iii. Customize Screening of Applicants
- iv. Conduct Customized Recruitment and Job Fairs
- v. Conduct Online and Targeted Campus Recruitment
- vi. Maintain Pre-Screened Applicant Pool
- vii. Provide Customized Orientation to targeted Employers

#### b. Information and Technical Assistance

- i. Advise on workforce-related tax incentives for special populations and wage and data statistics for employers and demographics on the workforce
- ii. Downsizing Services and Outplacement for businesses that are conducting major layoffs or closures by employing rapid response activities
- iii. Work closely with economic and community development to maintain competitiveness of existing business in the global marketplace.
- iv. Coordinate activities with Economic and Community Development when recruiting new business and industry
- v. Provide labor market information relating to local, regional and statewide trends

#### c. Employment Development Services

- i. Assist businesses with on-the-job training contracts and incumbent worker training grants
- ii. Broker Work Based Learning and Work Experience Projects with business and industry
- iii. Conduct Follow-up Services with placements from the AJC along with retention services
- iv. Deliver Customized assessments for job applicants for specific employers
- v. Develop industry strategies for targeted industry sectors locally and regionally
- vi. Coordinate and leverage educational institution capacity to meet industry skillset demands and changes
- vii. Coordinate educational career pathways with stackable industry recognized credentials
- viii. Deliver fee-for-service activities that are authorized under Section 134 of WIOA and approved by NTWB. Successful respondent will coordinate staff training and delivery with NTWB

#### 4. Title 1 Youth Services

It is the mission of the NTWB to: promote an integrated system using sound youth development practices which enable LWDA 8 youth to obtain the skills needed to succeed in the workplace and beyond. The system will be supported by a partnership, which includes all appropriate public and private providers of education, workforce and supportive services. WIOA eligible out of school youth ages 16 to 24 will be served through a framework of services.

Framework services include determining youth eligibility for program services, conducting employment assessment, developing the Individual Service Strategy (ISS) for each youth, providing case management services to eligible youth, and referring youth for program services contracted from this RFP. Youth program services are described in Sections 126 through 129 of WIOA and are based on 14 program elements identified in Section 129 (c) (2) of the federal WIOA and include:

**A. Tutoring** y skills training, instruction, and evidence- based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.

**B. Alternative Secondary School Services**, or dropout recovery services, as appropriate; For out-of-school youth seeking dropout recovery or high school equivalency, referrals will be made to the appropriate Adult Education provider.

<https://www.tn.gov/workforce/topic/high-school-testing> Services are rendered free of charge locally and will not be duplicated by contracting agency under this proposal.

**C. Paid and Unpaid Work Experiences** that have as a component academic and occupational education, which may include—

- summer employment opportunities and other employment opportunities available throughout the school year;
- pre-apprenticeship programs;
- internships and job shadowing; and
- on-the-job training opportunities

**\*Please Note:** WIOA places increased emphasis on work-based learning and work experience opportunities for eligible youth. This type of service element (i.e., summer employment opportunities and other employment opportunities, pre-apprenticeship training, on-the-job training, shadowing and internships that have academic and occupational education as a component) should be integral to youth program design. A minimum of 30% of available funding must be spent on Work Experience services and may include associated staff cost.

**D. Occupational Skills Training**, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area. Note: Out-of-school youth can access occupational skills training via Individual Training Accounts (ITA's). Direct referrals will be made to vendors on Tennessee's Eligible Training Provider list by staff during the design framework phase including service strategy development.

**E. Education** offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.

**F. Leadership Development** opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.

**G. Supportive Services** e.g. Driver Education including the road test, Transportation, Child Care, Work Clothing and Equipment, Incentives, etc.

**H. Adult Mentoring** for the period of participation and a subsequent period, for a total of not less than 12 months. E.g. one to one mentoring, Big Brother/Big Sister programs.

**I. Follow-up Services** for not less than 12 months after the completion of participation, as appropriate; updated on a monthly basis from date of exit. Any service listed in the fourteen program elements may be considered as a follow up service as well as job retention and career advancement services.

**J. Comprehensive Guidance and Counseling**, which may include drug and alcohol abuse counseling, and referral, as appropriate; Case management services will be provided by AJC staff as needed. Individuals needing comprehensive guidance and counseling will be referred to area social services agencies such as Centerstone, Vocational Rehabilitation and Post-Secondary Guidance Officers if enrolled in training.

**K. Financial Literacy Education** such as helping participants create household budgets, initiate savings plans, manage credit and debt and navigate the financial aid process for post- secondary education; AJC staff will provide financial management workshops, free of charge to all customers based upon FDIC's Smart Money program. <https://www.fdic.gov/consumers/consumer/moneysmart/adult.html>

**L. Entrepreneurial Skills Training** such as discussing characteristics of entrepreneurs, developing business ideas, creating a business plan and inviting local entrepreneurs to speak to youth. Referrals will be made to the Tennessee Small Business Administration.

**M. Labor Market and Employment Information** services about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; AJC staff will provide LMI services in the AJC through JOBS4TN.GOV and other LMI sources.

**N. Preparation Activities** for transition to postsecondary education and training. These services will be provided by AJC staff through the design framework and if necessary Tennessee Adult Education providers.

The system should link services to local labor market needs, community youth programs, and services that have strong connections between academic and occupational learning and which provide for the holistic development of youth. Program activities should also address “career pathways” for eligible youth. A priority is placed on providing services to youth with disabilities. The NTWB does not require the winning respondent to use WIOA Youth Funds for all 14 program elements. The contractor may leverage other party resources to provide these elements.

The NTWB intends to:

- fund a cost reimbursement contract that result in measurable outcomes for youth;
- allocate a minimum of 100% of available funding for services to out-of-school youth;
- expend a minimum of 30% of the available funding on Work Experience;and
- provide services to youth in all nine counties in LWDA 8.

In addition, the NTWB will view favorably programs that:

- link services to the AJC including co-locations and partnerships with AJC service providers
- establish and maintain strong partnerships with providers that serve youth,
- leverage other funding resources to provide WIOA youth services,
- target youth transitioning from school to work, and
- incorporate targeted industry clusters (Advanced Manufacturing, Healthcare, Information Technology and the Skilled Trades)
- emphasize Work Experience activities that result in unsubsidized employment
- support the concept of developing and building upon the assets of youth rather than focusing on barriers.

Staff of the winning respondent will assess eligible youth and develop an Individual Service Strategies (ISS) that will contain education and/or employment goals and the steps that will be followed to achieve them. This will include identification of needs and referral to provider services approved through this RFP to address those needs. For plans to send youth to training or schooling, case management staff must adhere to ITA guidelines. At a minimum ITA's must be in demand occupations, not-to-exceed \$3,500.00, must result in a credential, and use other resources such as PELL and TN Reconnect first.

Case managers will refer youth to provider services to assist youth in achieving their planned goals. The provider will be responsible for administering the service and achieving the desired outcome(s). The outcomes will be defined per performance targets of Section IV. The Case Manager will track activities and convene partner meetings as appropriate. All required reporting for Title I Youth will be the responsibility of the NTWB. However, contracted agencies will be required to submit youth progress reports on a weekly and/or monthly basis.

The North Tennessee Workforce Board uses the Tennessee Department of Labor and Workforce Development's Virtual One Stop Operating System (VOS) for tracking and recording youth progress and outcomes. Contractors to this agreement will be required to report services and outcome information to NTWB on a weekly basis so information can be entered into VOS within 5 business days. NTWB will oversee the reporting on this system. Contractors will be required to expend a minimum of 100% of funds awarded on out-of-school youth and to report actual expenditures for these services on a monthly basis. In addition, contractors will be required to report all Work Experience program expenditures on a monthly basis as NTWB will need to show a minimum of 30% of available funding is expended on Work Experience. The winning contractor will have to align its case management activities to ensure performance measures outlined in WIOA are met or exceeded as per the Performance Targets in Section IV.

## VI. Requested Response:

### A. Executive Summary (2 Page limit)

Provide a summary of your agency's proposal, including organization's history, mission and vision. In addition to your information about your organization, include a concise summary of experience, approach to overall work, staffing and fiscal accountability.

### B. Narrative of Proposal (15-page limit)

**One-Stop Operator (30 points)** - Describe your agencies relevant experience, approach to work, and staffing/program management in accordance with the Scope of Work. Include experience in day-to-day operations, implementing policies/systems, working with multiple partners, working with diverse populations/customers in a rural area and managing/meeting performance goals utilizing the State VOS or similar system. Describe specific approaches to delivering services including a workflow/logistical model as an attachment. Describe how this work will be staffed/managed, including how long before staff will be hired, trained and operational. Include qualifications for new hires or experience of existing staff who will be assigned to the contract. Include an organization chart as an attachment (A single chart may be used for all components provided separate components can be identified).

**Career & Business Services Provider (30 points)** - Describe your agencies relevant experience, approach to work, and staffing/program management in accordance with the Scope of Work. Include experience in day-to-day operations, implementing policies/systems, working with multiple training providers and employers, working with diverse populations/customers in a rural area and managing/meeting performance goals utilizing the State VOS or similar system. Describe working with multiple economic development agencies or government entities to promote economic growth.

Describe specific approaches to delivering services including a workflow/logistical model for skill training through ITA or OJT as an attachment. Describe how this work will be staffed/managed, including how long before staff will be hired, trained and operational. Include qualifications for new hires or experience of existing staff who will be assigned to the contract. Include an organization chart as an attachment (A single chart may be used for all components provided separate components can be identified). Provide proposed service level and performance standards.

**Youth Services Provider (30 points)** - Describe your agencies relevant experience, approach to work, and staffing/program management in accordance with the Scope of Work. Include experience in day- to-day operations, implementing policies/systems, working with other providers of youth services, working with out of school youth populations in a rural area and managing/ meeting performance goals utilizing the State VOS or similar system. Describe specific approaches to delivering services including a workflow/logistical model for the 14 elements, with an emphasis on work experience, as an attachment.

Describe how this work will be staffed/managed, including how long before staff will be hired, trained and operational. Include the qualifications for new hires or experience of existing staff who will be assigned to the contract. Include an organization chart as an attachment (A single chart may be used for all components provided separate components can be identified). Provide proposed service level and performance standards.

**Fiscal Accountability & Budget (10 points) (Attachment B and additional pages as required)** - Describe the agency's fiscal accountability system, including experience with managing multiple federal, state or private grants. Include a copy of the agency's most recent audit, financial history, up-to-date taxes (if tax paying agency) and any other evidence of fiscal responsibility as an attachment to proposal. Provide an itemized budget to support the proposal including a detailed narrative explanation of each line item. Budget line items are limited to Salary, Benefits, Staff Travel, Supplies and Program Operating or Indirect. The agency should acknowledge the understanding that the contract will be "cost reimbursement" and explain

how your entity will handle cash flow until reimbursed by the Fiscal Agent. If WIOA costs incurred are subsequently disallowed as a result of audit or monitoring findings, explain how your organization has the capability to repay these funds.

## **VII. Response Requirements & Format:**

Each proposal should include the following required documents:

- Proposing Entity Information Form (Attachment A)
- Executive Summary (Section A) (2-page limit)
- Narrative of Proposal (Section) (15-page limit)
- Budget & Budget Narrative (Attachment B and any additional pages required)
- Organizational Chart of Proposing Entity
- Two (2) Letters of reference and contact information for References
- Copy of 2 years most recent financial audits
- Signed Conflict of Interest Form (Attachment C)

Each proposal should meet the following format:

- Proposal needs to be received by 4:30 p.m. C.S.T. on June 23, 2017. Proposal may NOT be hand delivered. It is the responsibility of the proposing agency to assure that the proposal is received prior to the deadline. Late submissions will NOT be accepted. Proposals must be SEALED and should be addressed as follows and include a notation on the outside of envelope "RFP for One- Stop Operator and Title 1 Career and Business Services" and the agency name:

Natalie Olson  
300 Greenwood Ave. Box A1  
Clarksville, TN 37041

- The signatory authority must have the legal right to enter into contracts for the submitting entity.
- Proposal should be single-sided printing, numbered pages, one inch margins, double-spaced and 12-point font.
- DO NOT STAPLE, punch holes, use folders, or bind your copies in any way, other than with removable binder clips or paperclips.
- Please submit 5 copies with one marked as Original.

## **VIII. Evaluation and Award:**

Applications will be evaluated by a team of reviewers which may include Local Elected Officials, Board Members, and/or partners. An entity's failure to submit a complete proposal or to respond in whole to RFP requirements will result in the proposal being deemed non-responsive and thus ineligible for funding. A proposal may also be deemed "non-responsive" if the submitted price is found to be excessive or inadequate as measured by criteria stated in the RFP, or the proposal is deemed not within the scope of the project described and required in the RFP. The NTWB reserves the right to cancel, delay, reissue or modify this procurement at any time, for any reason.

The NTWB reserves the right to contract with any respondent that falls within the acceptable point range. All proposals will be scored according to the evaluation criteria included in section VI of this RFP. The NTWB is not required to contract with the entity receiving the highest average score as a result of the proposal review process. The contract will be awarded based on the most responsive bidder whose offer is most advantageous to the NTWB in terms of cost, functionality, past performance and other factors specified in this RFP. The award may be negotiated at the discretion of the NTWB or made on the basis of the initial bid/offer received, without discussions or requests for best and final offers. Proposals with average reviewers scores below 70 of a possible 100 points will not be considered for funding. Proposals with average reviewers scores of less than ½ of allowable points on any component will not be considered for funding. Proposals that do not meet minimum standards will not be considered for funding.

Read this document carefully. Your proposal must conform in all respects to the requirements contained herein. Proposals that fail to meet any of these requirements will be found non-responsive and rejected.

## **IX. Additional Information:**

### **A. Bidders Questions**

A bidder's conference is planned for the RFP on June 9, 2017 at 10:00 a.m. C.S.T. at 175 College Street, Gallatin, TN. It is the responsibility of the bidder to inquire about any requirements of this RFP that are not understood. Questions must be submitted via email at the following address: [Contact@yourvirtualconciierge.biz](mailto:Contact@yourvirtualconciierge.biz), Subject: RFP Questions. The deadline to submit questions is 4:30 p.m. C.S.T. May 31, 2017. NTWB will answer all questions and post responses at <http://yourvirtualconciierge.biz/rfp> no later than 4:30 p.m. C.S.T. on June 2, 2017.

Interested proposers must submit their intent to apply via email to [contact@yourvirtualconciierge.biz](mailto:contact@yourvirtualconciierge.biz) by 4:30 p.m. C.S.T. June 5, 2017.

### **B. Oversight and Evaluation**

The NTWB will monitor and evaluate the proposed entity to determine compliance and the quality service provided. External monitoring and evaluation may also be conducted periodically by the U.S. Department of Labor, Tennessee Department of Labor and Workforce Development, and any other agency that provides funding for the One-Stop Operator contract.

### **C. Accessibility and Equal Opportunity**

The NTWB is committed to equal access for all customers to all services. All contractors must ensure equal opportunity to all individuals. No individual in LWDA 8 shall be excluded from participation in, denied the benefits of, or subjected to discrimination under any Workforce Innovation and Opportunity Act funded program or activity because of race, color, religion, sex, national origin, age, disability, English proficiency, sexual orientation, political affiliation or belief.

All entities are expected to demonstrate full compliance with the Americans with Disabilities Act Amendments Act of 2008 (ADAAA) and all other equal opportunity laws. This includes ensuring contract staff receive accessibility training, and may involve developing accessibility plans. All respondents must ensure all written materials and communications include the statement: ***“Reasonable accommodations and auxiliary equipment and services are available upon request.”***

#### **D. Fiscal Review**

The NTWB will also conduct a fiscal review of all qualified proposals including budgets, agency audits, and responses to questions related to fiscal operations. The NTWB reserves the right to review and request further information regarding the respondent’s financial situation, if not sufficiently outlined in the submitted audit(s). The NTWB reserves the right to assess the risk posed by any recent, current or potential litigation, court action, investigation, audit, bankruptcy, receivership, financial insolvency, merger, acquisition, or other event that might affect an organization’s ability to operate the requested program.

#### **E. Past Performance Review**

Through this process, The NTWB will review a respondent’s performance on any previous and/or existing grant agreement(s) as well as check references submitted from other grantors. Achievement of grant agreement outcomes, along with compliance with programmatic and fiscal guidelines and timelines will be evaluated. The review team will perform an in-depth evaluation of all responsive proposals based upon the criteria herein. Prior to its final funding decision, the NTWB may also: 1) meet with representatives of the responding entity to discuss the proposed program and budget; 2) identify and/or negotiate program or budget changes the responding entity must make as a condition of funding; and 3) identify other documentation the entity must provide as a condition of funding; 4) Negotiate numbers of adults and dislocated workers and youth to be served.

The review team will recommend the final funding recommendations to the NTWB for final approval. Once approved by the board, the NTWB will initiate a contract agreement to the successful respondent.

#### **F. Review Committee/Conflict of Interest**

Each member of the Review Committee must have completed and signed a Conflict of Interest Disclosure Statement before participating in the scoring of proposals. Committee members are excluded from participating in discussion and rating of any RFP with which they have a conflict of interest.

No member of the board or other governing body, or representative of an entity who submits a proposal under this RFP may have any contact outside of the formal review process with any employee of the NTWB, or any member of the Board for purposes of discussing or lobbying on behalf of entity’s proposal. This contact includes written correspondence, telephone calls, personal meetings, email messages, or other kinds of personal contact. The NTWB will reject proposals of those entities who violate this condition.

#### **G. Notice of Award**

All respondents will be notified by email as to their award status. Unsuccessful respondents who wish to obtain information on the evaluation of their proposal should submit a written request to this effect to [Contact@yourvirtualconcierge.biz](mailto:Contact@yourvirtualconcierge.biz). Unsuccessful respondents are encouraged to re-apply in subsequent funding cycles.

Respondents are encouraged to review WIOA Regulations attached on the References page for better comprehension of the intent-for-services to be delivered under this RFP.

**ATTACHMENT A: PROPOSING ENTITY INFORMATION FORM**

Legal Name of Applicant Agency	
Number of Years in Business	
Identifier	FEIN #: <span style="float: right;">DUNS #:</span>
Type of Organization	
Address Administrative Office	Address
	City/State/Zip
	Website URL
Address of Local Office (s):	
Principal of Agency (President/CEO/Executive Director)	Name
	Title
	Email Address
	Phone
Programmatic Contact Person	Name
	Title
	Email Address
	Phone
Funding Amount Requested	
Signatory Authority  (may sign electronically if emailed for signatory authority account)	

**ATTACHMENT B: BUDGET FORM – Line Item Cost Reimbursement Option**

<b>Funds Available</b>	<b>\$2,200,000</b>		<b>\$860,000</b>	<b>\$3,060,000</b>
<b>Item of Expenditure</b>	<b>One-Stop Operator Request</b>	<b>Career &amp; Business Service Request</b>	<b>Out of School Youth Funds</b>	<b>Total Request</b>
<b>Salaries</b>				
<b>Fringe Benefits</b>				
<b>Travel</b>				
<b>Supplies</b>				
<b>Program Operating or Indirect Cost</b>				
<b>TOTAL</b>				

**Narrative:** Please attach a narrative and/or chart in explanation of each line item in detail to justify cost. Examples of explanations include job titles, wage rate, hours worked/charged to grant, types of benefits and rates, estimated mileage/visits to locations, office and other supplies, and agency program operation or indirect cost.

The One-Stop Operator will have dedicated office space at both comprehensive center locations (Montgomery and Sumner); but not at Affiliate locations. Office space, furniture and equipment will be provided by the NTWB. Both locations will be considered the “official station” for purpose of travel. No travel expenses may be claimed for commute to/from “official station”. The Respondent should clearly identify how much time will be spent at the comprehensive centers and affiliates. Travel expenses may be claimed from the official station to affiliate and other work related locations.

Tennessee State Mileage Rate is .47¢.

A computer, access to internet, printing, copier and “hard line” phones along with general office space and equipment such as desks, chairs, file cabinets, etc., will be provided at each location for staff. Rent for office space will be negotiated via the Partner MOU and IFA.

If an agency is requesting reimbursement for program indirect cost, an approved indirect rate proposal from the cognizant agency must be included with the proposal. Program indirect cost will be a part of the competitive bid and subject to negotiation.

**ATTACHMENT C: CONFLICT OF INTEREST FORM**

By submitting a proposal, the bidding entity certifies to his/her knowledge and belief that there is no conflict of interest (real or apparent) inherent in the bid or in delivering the scope of work if the NTWB awards a contract. A conflict of interest would arise if any individual involved in the preparation of this proposal and delivery of services has a financial or other interest or would be likely to gain financially or personally from the award of a contract. The same would hold true for any member of the individual's family, partner, or an organization employing or about to employ any of the above as a direct result of the successful award of a contract under the RFP. The NTWB reserves the right to disqualify a bidding entity should a conflict of interest be discovered during the solicitation process.

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Principal Agent Signature

Date

Reference Page:

Workforce Innovation and Opportunity Act - PUBLIC LAW 113–128—JULY 22, 2014  
<https://www.congress.gov/113/plaws/publ128/PLAW-113publ128.pdf>

Workforce Innovation and Opportunity Act Federal Register  
<https://www.federalregister.gov/documents/2016/08/19/2016-15975/workforce-innovation-and-opportunity-act>

Workforce Services Policy-Workforce Services (One-Stop Delivery & Design System) –WIOA  
[https://www.tn.gov/assets/entities/labor/attachments/WFS\\_Policy\\_-\\_One-Stop\\_Delivery\\_and\\_Design\\_System\\_-\\_WIOA\\_2017.pdf](https://www.tn.gov/assets/entities/labor/attachments/WFS_Policy_-_One-Stop_Delivery_and_Design_System_-_WIOA_2017.pdf)

Workforce Services Policy 22: PY 2016 Transitional Regional Plans  
[http://www.tn.gov/assets/entities/labor/attachments/Transitional\\_Regional\\_Planning\\_Policy\\_and\\_Attachments.pdf](http://www.tn.gov/assets/entities/labor/attachments/Transitional_Regional_Planning_Policy_and_Attachments.pdf)

Tennessee WIOA Combined State Plan  
[https://www.tn.gov/assets/entities/labor/attachments/TN\\_WIOA\\_Combined\\_State\\_Plan.pdf](https://www.tn.gov/assets/entities/labor/attachments/TN_WIOA_Combined_State_Plan.pdf)

Middle Tennessee Regional Transitional Plan  
<https://www.workforceessentials.com/blog/wp-content/uploads/2017/01/Middle-Tennessee-Regional-Plan-DRAFT-012617-sb.pdf>